

# MARKET RESEARCH

Returning citizens sector analysis

29 May 2023

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## MARKET OVERVIEW

Reentry programs can lower the number of times a person returns to prison, also known as recidivism, because they offer things like housing, mental healthcare, and computer training. Maryland's recidivism rate is 34%, according to a 2021 analysis by the organization Open Society Institute-Baltimore, a number that has been declining. After serving time, the majority of inmates in Maryland's state prisons go back to their homes in Baltimore City. 2,040 people from state prisons and the Baltimore City Pre-Trial Complex relocated to communities in Baltimore during the 2020 fiscal year. Considering forecasts for the following six years, Baltimore City is anticipated to welcome back.

**More than 1% of Baltimore City's population is locked up in state prison**

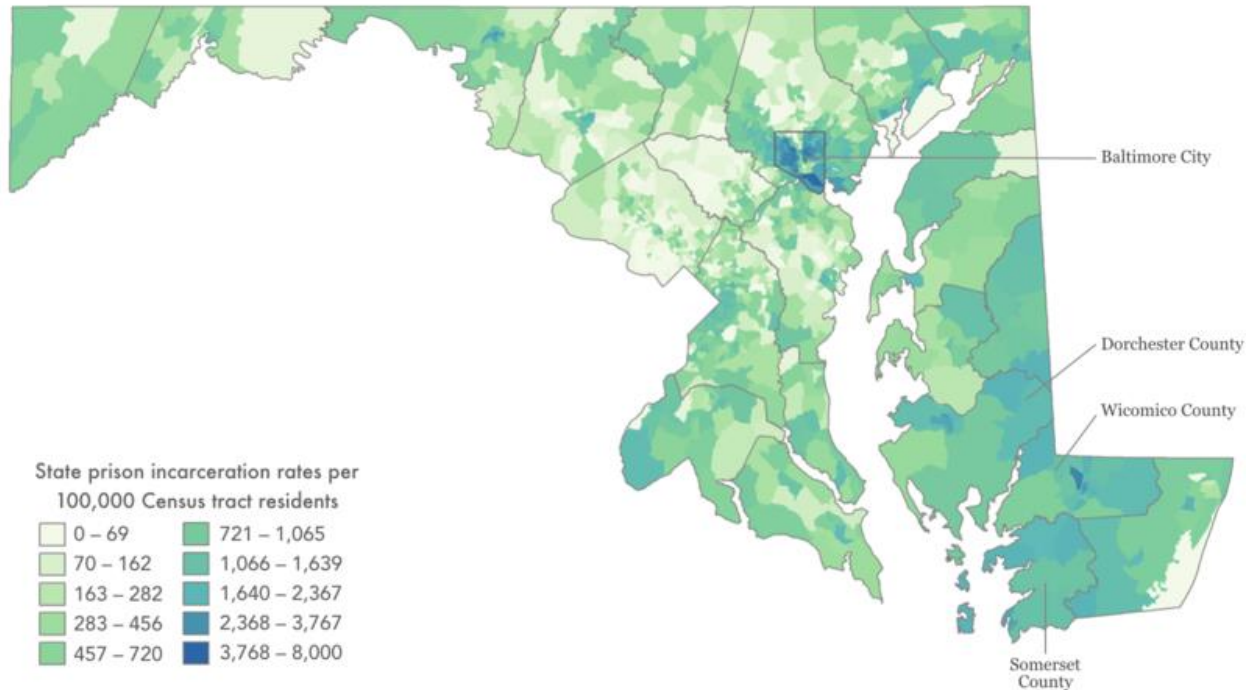


Around 600,000 offenders are released from state and federal prisons each year in the United States, while millions more are freed from local jails. These "returning citizens"—men and women—face a challenging integration into the community. They have to take care of their daily requirements for food, clothing, and lodging; gain identification and access to healthcare, try to find employment; and reunite with family while frequently having limited

financial resources. The COVID-19 pandemic made the transition more challenging for individuals who were released in 2020 and early 2021. But federal disaster relief monies could not have been available to them if they didn't have recent job records or tax forms, so they might not have received much assistance from them.

## The areas with the highest incarceration rates are Baltimore City and the southern Eastern Shore

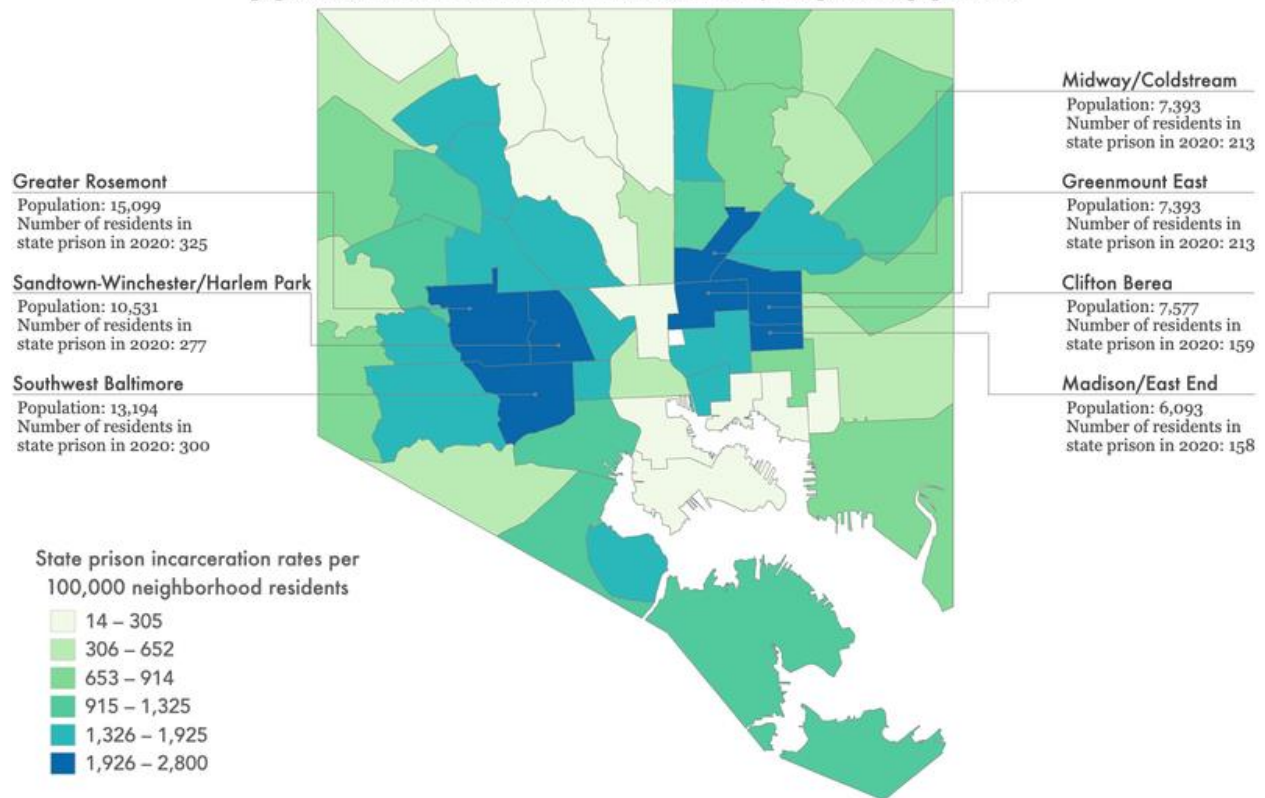
Baltimore City is home to only 9% of the state's residents, but is home to 40% of the state's incarcerated population.  
Three counties on the southern Eastern Shore are home to only 1% of the state's residents, but are home to 10% of the state's incarcerated population.



After serving time, the majority of inmates in Maryland's state prisons go back to their homes in Baltimore City. 2,040 people from state prisons and the Baltimore City Pre-Trial Complex relocated to communities in Baltimore during the 2020 fiscal year. Considering forecasts for the following six years, Baltimore City is anticipated to welcome back.

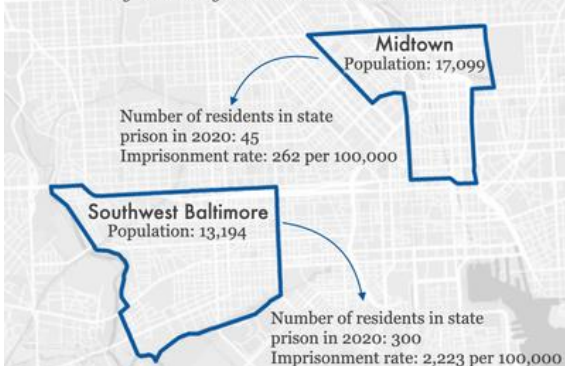
## Baltimore neighborhoods have vastly different imprisonment rates

The 7 neighborhoods missing the largest portion of their residents to state prisons account for only 11% of the city's population, but are home to more than 25% of the city's imprisoned population.



### Even two miles apart, neighborhood experiences of incarceration vary greatly

In Baltimore, the imprisonment rate for residents of Southwest Baltimore is *eight times higher* than for residents of Midtown.

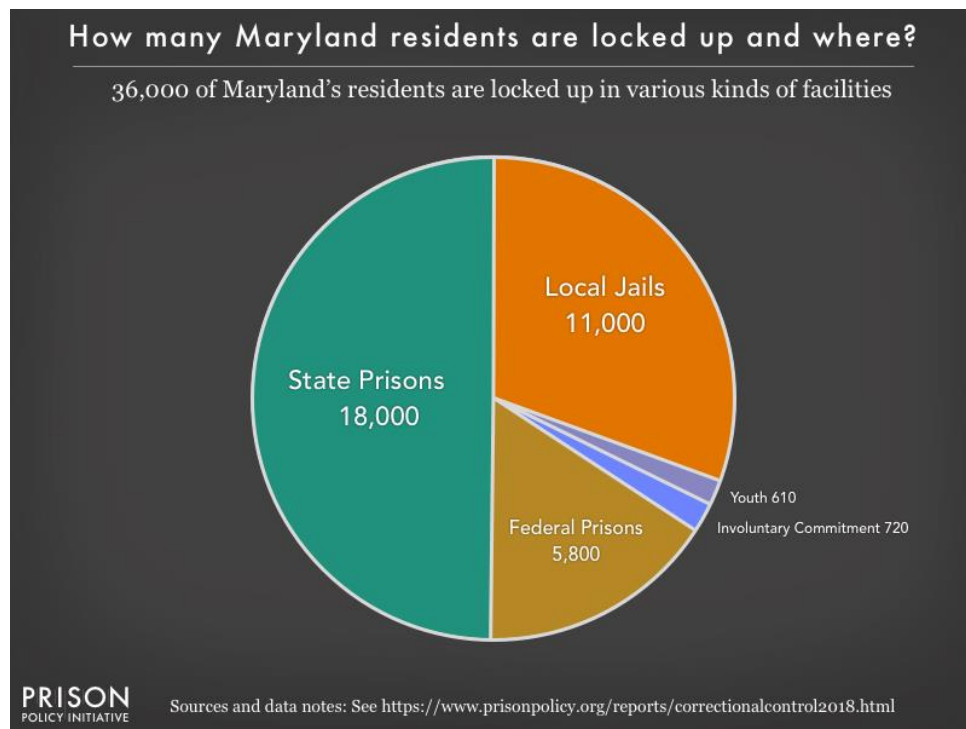


Although incarceration has an impact on every section of the state, it is typically concentrated in a small number of regions. For instance, 40% of Marylanders incarcerated in state prisons are from Baltimore, despite the fact that only 9% of Marylanders call the city home. In comparison, only 4% of inmates at the state jail are from Montgomery County, the county with the highest population in the state.

Montgomery County is home to 17% of Maryland residents.

Just ten of the city's 55 neighborhoods are home to more than one-third of the prisoners from Baltimore City. In comparison to Southwest Baltimore, where the incarceration rate was eight times higher at 2,223 individuals in state prison for every 100,000 residents, Midtown had a 262-prison population per 100,000 citizens.

Maryland has a higher percentage of its population locked up than practically any democracy on earth, with an imprisonment rate of 531 per 100,000 inhabitants (including prisons, jails, immigration detention, and juvenile justice institutions).



**Need for Services:** Supporting returning citizens and ex-offenders in finding permanent work, housing, and other basic requirements is in high demand in Baltimore. Almost 4,000 people are released from Maryland prisons each year, many of them go back to Baltimore City, according to the Maryland Department of Public Safety and Correctional Services. Numerous of these people have severe employment-related obstacles and may need specific support to successfully re-enter the workforce.

**Robust Provider Network:** Services for returning citizens and ex-offenders are provided by a strong network of non-profit organizations, community-based initiatives, and governmental organizations in Baltimore. To assist people in overcoming obstacles to employment and achieving stability, these organizations offer a variety of services, such as job training, case management, and support services.

**Public-Private Partnerships:** To promote the expansion and sustainability of Baltimore's returning citizens, ex-offenders, and re-entry sector, new public-private partnerships may be formed. With these alliances, programs and services may receive more funding as well as chances for cooperation and innovation.

**Investment Possibilities:** Baltimore's Returning Citizen, Ex-Offender, and Re-Entry industries may also offer investment opportunities. These possibilities can include funding the creation of job training programs, supporting social entrepreneurs that hire ex-offenders, or making investments in the construction of affordable housing to facilitate successful re-entry.

State	Number of unique annual jail admissions	State population	Unique jail admissions per 100,000 state residents	Average statewide daily jail population
<b>Maryland</b>	83,000	6,038,465	1,375	11,164

*Source: Prisonpolicy.org*

Furthermore, because people visit local jails frequently, the number of persons in Maryland who are affected by county and city jails is substantially higher than the graph above would imply. At least 83,000 distinct individuals are incarcerated in municipal jails in Maryland each year.



## MARKET SEGMENTATION

Type of services: Programs and services for returning citizens and ex-offenders in Baltimore can be segmented based on the type of services they provide. For example, some organizations may focus primarily on job training and placement, while others may provide case management, mentoring, and other support services.

### *Type of Services:*

*Job training and placement programs*

*Case management and support services*

*Education and skills-building programs*

*Substance abuse treatment and mental health services*

*Entrepreneurship and small business development programs*

### Type of Services:

Job training and placement programs: Goodwill Industries of the Chesapeake, STRIVE Baltimore, Civic Works

Case management and support services: Out for Justice, Turnaround, Inc., Strong City Baltimore

Education and skills-building programs: Maryland Correctional Enterprises, Project Jumpstart, Living Classrooms Foundation

Substance abuse treatment and mental health services: Baltimore Substance Abuse Systems, Maryland Department of Health, Behavioral Health Systems Baltimore

Entrepreneurship and small business development programs: Baltimore Corps, Baltimore Community Lending, The Entrepreneurial Development and Assistance Center (EDAC)

Demographics: The returning citizen, ex-offender, re-entry industry in Baltimore can also be segmented based on the demographics of the individuals being served. For example, some programs may specifically



target individuals who are over the age of 50, while others may focus on women or individuals with disabilities.

*Demographics:*

*Programs that specifically target women re-entering the workforce*

*Programs that focus on individuals over the age of 50*

*Programs that serve individuals with disabilities*

*Programs that target individuals who are parents or caregivers.*

**Demographics:**

Programs that specifically target women re-entering the workforce: Maryland Women's Business Center, Job Opportunities Task Force, Women's Housing Coalition

Programs that focus on individuals over the age of 50: Experience Corps, Maryland Senior Community Service Employment Program, AARP Foundation

Programs that serve individuals with disabilities: Division of Rehabilitation Services, IMAGE Center of Maryland, Maryland Disability Employment Initiative

Programs that target individuals who are parents or caregivers: Center for Urban Families, Marian House, Helping Up Mission.

**Industry sector:** Another way to segment the returning citizen, ex-offender, re-entry industry in Baltimore is based on the industry sectors in which individuals are being trained and placed. For example, some programs may focus on trades such as construction, while others may focus on healthcare or information technology.

*Industry Sector:*

*Construction trades*

*Healthcare*

*Information technology*

*Transportation and logistics*

*Hospitality and food service*

**Industry Sector:**

Construction trades: Associated Builders and Contractors, Baltimore Building and Construction Trades Council, Baltimore City Community College

Healthcare: Baltimore Alliance for Careers in Healthcare, Johns Hopkins Medicine, MedStar Health

Information technology: Digital Harbor Foundation, Baltimore City Community College, Code in the Schools

Transportation and logistics: East Baltimore Development, Inc., Center for Urban Families, Maryland Motor Truck Association

Hospitality and food service: Maryland Food Bank, Baltimore City Community College, City Seeds.

**Level of Offense:** The returning citizen, ex-offender, re-entry industry in Baltimore can also be segmented based on the level of offense of the individuals being served. For example, some programs may focus on individuals who have been convicted of non-violent offenses, while others may focus on individuals who have been incarcerated for more serious offenses.

**Level of Offense:**

*Programs that serve individuals who have been convicted of non-violent offenses, such as drug possession or property crimes*

*Programs that serve individuals who have been incarcerated for more serious offenses, such as violent crimes or sex offenses*

*Programs that focus on individuals who have been recently released from prison or jail, versus those who have been out of incarceration for a longer period of time.*

**Geographic Location:** Programs and services for returning citizens and ex-offenders in Baltimore can also be segmented based on the geographic location of the individuals being served. For example, some programs may

focus on individuals who live in specific neighborhoods or communities within the city.

*Geographic Location:*

*Programs that serve individuals who have been convicted of non-violent offenses: Job Opportunities Task Force, Maryland Reentry Resource Center, Baltimore City Office of Employment Development*

*Programs that serve individuals who have been incarcerated for more serious offenses: Out for Justice, Turnaround, Inc., Maryland Department of Public Safety and Correctional Services*

*Programs that focus on individuals who have been recently released from prison or jail: Living Classrooms Foundation, Community Law in Action, Out for Justice*

*Geographic Location:*

*Programs that serve individuals in specific neighborhoods or communities within Baltimore, such as East Baltimore, West Baltimore, or the Inner Harbor*

*Programs that focus on serving individuals who live in rural areas outside of the city*

*Programs that serve individuals who are re-entering the workforce in specific industries that are prevalent in certain parts of the city, such as healthcare in the Johns Hopkins medical corridor.*

*Geographic Location:*

*Programs that serve individuals in specific neighborhoods or communities within Baltimore: Bon Secours Community Works, Baltimoreans United in Leadership Development (BUILD), Promise Heights*

*Programs that focus on serving individuals who live in rural areas outside of the city: Community Action Council of Howard County, Maryland Rural Development Corporation, Tri-County Council for the Lower Eastern Shore of Maryland.*

Programs that serve individuals who are re-entering the workforce in specific industries that are prevalent in certain parts of the city: Biotechnical Institute of Maryland, Baltimore Alliance for Careers in Healthcare, Urban Alliance Foundation.

## MARKET TRENDS

**More emphasis on employment and work training:** Many organizations are putting a larger emphasis on employment and job training possibilities for returning citizens. This is due to the fact that stable employment is essential for lowering recidivism rates and assisting people in effectively reintegrating into society.

**Collaborations with employers:** It's becoming more common for groups to work together with local employers to offer returning residents employment opportunities. These partnerships aid in ensuring that people have access to career opportunities that match their interests and skill sets.

**Technology and digital services:** The returning citizen, ex-offender, and re-entry industries are using technology and digital services more and more frequently. This includes virtual counseling services, smartphone apps that offer help and information, and online courses and training for employment.

In order to encourage returning citizens, advocacy initiatives and policy changes are becoming increasingly necessary. Advocating for changes to rules and regulations that make it harder for people with criminal records to get employment or housing is a part of this.

**Emphasis on Substance Abuse and Mental Health:** Many organizations are seeing the value of addressing substance abuse and mental health problems with returning citizens. People can address the underlying causes of their criminal conduct and lower their risk of reoffending by receiving support and resources in these areas.

The Employment Opportunities Task Force, the Center for Urban Families, and the Reentry Center at Mondawmin Mall are just a few of the organizations that offer services to returning residents in the Baltimore, Maryland, area. These groups provide a variety of services, such as job

training, counseling, housing aid, and assistance with schooling. The National Employment Law Project, the National Reentry Resource Center, and the Prisoner Reentry Institute at John Jay College are just a few of the many national organizations that offer comparable services.

**Assistance for Entrepreneurship:** A few groups are concentrating on encouraging returning residents to start small businesses. This entails giving access to mentorship programs, funding, and training on how to launch and maintain a business.

**Trauma-informed care:** Many returning citizens have gone through trauma, and organizations are starting to offer their services in a more trauma-informed way. This entails recognizing how trauma affects people and offering care and assistance that is considerate of their needs.

**Peer support:** Programs that allow returning citizens to support and mentor others in like circumstances are becoming increasingly prevalent. Those who might feel alone or stigmatized can find a feeling of community and connection through these activities.

**Family reunification:** Organizations are emphasizing this step because it is crucial to the re-entry process. This involves offering assistance and resources so that people can get in touch with their family and mend any connections that may have suffered because of incarceration.

**Alternative sentencing:** Lastly, there is a growing movement in favor of alternatives to incarceration for some offenses, like community service or restorative justice initiatives. As a result, fewer people may join the criminal justice system, and those who do may receive more efficient and considerate remedies.

## MARKET DRIVERS

**Growing Awareness and Support:** Support for the reintegration of ex-offenders into society is growing, as is knowledge of the issue. The lives of returning citizens are being improved by a number of local and national organizations by offering various support services like job training, education, and housing.

**Government Support:** Programs and efforts aiming at reintegrating ex-offenders into society have received financing and support from governments at the federal, state, and local levels. One federal law that funds initiatives to lower recidivism and enhance re-entry results is the Second Chance Act.

**Emphasis on Employment:** Successful reintegration of ex-offenders into society depends on their ability to find employment. Returning citizens are more likely to be hired by employers, and various organizations offer job training and employment help.

**Technological Advancements:** Technology is playing an increasingly important role in the re-entry industry. Several organizations are using technology to provide online job training, education, and other support services.

**Community Engagement:** Community engagement is a crucial component of successful re-entry. Several organizations are working to improve community engagement and support for returning citizens by providing education and outreach programs to the public.

## COLLABORATIVE PARTNERS

The Mayor's Office of Employment Development (MOED) - This organization provides a wide range of workforce development services, including job training and placement, for Baltimore residents.

Baltimore City Community College - The college offers a variety of academic and vocational training programs that could be helpful for ex-offenders and returning citizens looking to enter the workforce.

Maryland Legal Aid - This organization provides free legal services to low-income individuals, including those with criminal records who may need assistance with issues related to housing, employment, and other legal matters.

Center for Urban Families - This organization offers a range of services and programs focused on helping Baltimore residents, including job training and employment services.

Living Classrooms Foundation - This organization offers workforce development programs, as well as education and training opportunities, for young people and adults.

Bon Secours Community Works - This organization provides workforce development and employment services, as well as other support services, for Baltimore residents.

Goodwill Industries of the Chesapeake - This organization provides job training, placement, and other support services for individuals facing barriers to employment, including those with criminal records.

Second Chance, Inc. - This organization provides job training, placement, and other support services for ex-offenders and returning citizens.

Baltimore City Department of Social Services - This organization provides a variety of social services, including employment and training services, for Baltimore residents.

The Reentry Partnership Initiative - This organization is a collaboration of public and private entities working to improve outcomes for ex-offenders and returning citizens in Baltimore.

Maryland Department of Labor - The department provides a variety of workforce development services and resources, including job training and placement, for Maryland residents.

Job Corps - This program offers free education and training opportunities for young people, including those with criminal records.

Workforce Development Board of Baltimore County - This organization provides workforce development services, including job training and placement, for residents of Baltimore County.



## CUSTOMERS ANALYSIS

### Housing:

Maryland Reentry Resource Center: Provides assistance with housing and supportive services to returning citizens.

Project PLASE: Provides transitional and permanent housing, as well as supportive services, to homeless and low-income individuals in Baltimore.

Our Daily Bread Employment Center: Offers case management, job readiness training, and housing placement assistance.

St. Vincent de Paul of Baltimore: provides emergency shelter, transitional housing, and permanent supportive housing for individuals experiencing homelessness, including those who are formerly incarcerated.

### Employment:

Baltimore City Mayor's Office of Employment Development: Offers job training, placement, and supportive services.

Center for Urban Families: Provides job training, career development, and support services to low-income individuals and families.

Goodwill Industries of the Chesapeake: Provides job training, placement, and supportive services to individuals with disabilities, disadvantages, and other barriers to employment.

Maryland New Directions: provides job training and employment services to individuals with criminal backgrounds, including job readiness training, career coaching, and job placement assistance.

Turnaround Tuesday: provides job training, employment services, and supportive services to individuals with criminal backgrounds, with a focus on preparing individuals for careers in construction, hospitality, and healthcare.

## Education:

Maryland Correctional Education Association: Provides educational programs and services to incarcerated individuals and returning citizens.

Civic Works' Adult Learning Center: Offers adult literacy and GED preparation classes, as well as job training and placement services.

The Choice Program at UMBC: provides educational, vocational, and social support to youth and families who have experienced the criminal justice system.

Baltimore City Community College: offers academic and vocational programs, as well as support services, to help students succeed in college and in their careers.

## Legal Assistance:

Community Law in Action: Provides legal assistance and advocacy to low-income individuals and families.

Maryland Volunteer Lawyers Service: Provides pro bono legal services to low-income individuals and families.

## Healthcare:

Baltimore City Health Department: Offers healthcare services, including mental health and substance abuse treatment.

Baltimore Medical System: Provides healthcare services to uninsured and underinsured individuals in Baltimore.

Health Care for the Homeless: provides medical and behavioral health care, dental services, and support services to individuals experiencing homelessness, including those who are formerly incarcerated.

Behavioral Health System Baltimore: connects individuals with mental health and substance abuse services in Baltimore City.

Maryland Legal Aid: provides legal representation, advocacy, and education to low-income individuals and families in Maryland.

### Financial Assistance:

Maryland Department of Human Services: Provides financial assistance programs, including food stamps and cash assistance.

Fuel Fund of Maryland: Provides energy assistance to low-income households.

### Mentoring and Support:

Community Mediation Maryland: provides mediation services to help individuals and communities resolve conflicts and disputes.

Baltimore City Community Relations Commission: promotes positive relations among the diverse communities in Baltimore City and provides support to victims of hate crimes and discrimination.

Maryland Volunteer Lawyers Service: provides free legal services to low-income individuals and families in Maryland.

Maryland Office of the Public Defender: provides legal representation to individuals charged with criminal offenses who cannot afford an attorney.

Baltimore City Office of the State's Attorney: prosecutes criminal cases in Baltimore City and provides victim support and advocacy services.

The Choice Program: Provides mentoring and support to at-risk youth and young adults.

Baltimore City Community College Second Chance Program: Provides support and resources to returning citizens pursuing higher education.

Turnaround Tuesday: A program that helps people with criminal backgrounds find employment by providing job training and placement services.

Safe Streets: A violence prevention program that employs individuals with criminal backgrounds to serve as mediators and violence interrupters in their own communities.

Franciscan Center: A community center that provides a range of services for individuals experiencing homelessness or poverty, including job training and placement services, legal assistance, and case management.

**Public Justice Center:** A legal advocacy organization that provides free legal services to low-income individuals in Maryland, including those with criminal records who are seeking employment or housing.

**Job Opportunities Task Force:** A nonprofit organization that works to eliminate barriers to employment for low-wage workers in Maryland, including individuals with criminal records.

**Project Jumpstart:** A workforce development program that provides training and job placement services in the construction trades, including carpentry, electrical, and plumbing.

**Civic Works:** A community organization that provides job training and placement services in a variety of fields, including green jobs, healthcare, and construction.

**Maryland Reentry Resource Center:** A nonprofit organization that provides a range of services for individuals who are returning to the community after incarceration, including job training and placement services, mentoring, and support groups.

**Baltimore City Community College Second Chance Program:** A program that provides educational and job training opportunities for individuals with criminal backgrounds, including career coaching, job placement services, and academic support.

### Food:

**Maryland Food Bank:** The Maryland Food Bank offers a variety of food assistance programs to help low-income individuals and families. They partner with over 1,200 community-based organizations, such as food pantries, soup kitchens, and shelters, to distribute food throughout the state of Maryland.

**Paul's Place:** Paul's Place is a community center in southwest Baltimore that offers a variety of services to low-income individuals and families, including a daily hot meal program. They also offer a food pantry and emergency food assistance.

**Moveable Feast:** Moveable Feast is a nonprofit organization that provides free, nutritious meals to individuals living with HIV/AIDS, cancer, and other life-threatening illnesses. They offer meal delivery and food pantry services.

**Catholic Charities:** Catholic Charities operates several food assistance programs throughout the Baltimore area, including food pantries, soup kitchens, and mobile food distribution programs.

**Harvest Baltimore:** Harvest Baltimore is a nonprofit organization that rescues excess food from local restaurants, grocery stores, and farmers markets and distributes it to people in need. They partner with several organizations throughout the city, including food pantries and soup kitchens.

**Baltimore City Community College Food Pantry:** The BCCC Food Pantry provides free, healthy food to currently enrolled students, staff, and faculty members who are experiencing food insecurity.

## COMPETITOR ANALYSIS

**Job Opportunities Task Force:** The Job Opportunities Task Force is a non-profit organization that works to eliminate educational and employment barriers for low-wage workers and returning citizens in Baltimore. They offer job training, education, and advocacy services to support individuals in securing stable employment.

**Job Opportunities Task Force:**

***Strengths:*** Provides a range of job training and employment services for returning citizens, including apprenticeships and job placement assistance. Advocates for policies that support economic justice and equity for low-wage workers.

***Weaknesses:*** Limited capacity to serve all individuals in need of their services. Some individuals may need more intensive case management or support services beyond job training and placement assistance.

**Center for Urban Families:** The Center for Urban Families provides a range of services for fathers and returning citizens, including job training, financial education, and family support services. They also offer a comprehensive re-entry program that includes case management, mentoring, and employment services.

### Center for Urban Families:

**Strengths:** Provides a range of services for fathers and returning citizens, including job training, financial education, and family support services. Offers a comprehensive re-entry program that includes case management, mentoring, and employment services. Has a strong track record of success in helping individuals secure and maintain stable employment.

**Weaknesses:** Limited capacity to serve all individuals in need of their services. May not be able to provide specialized services for individuals with more complex needs.

**Reentry Center at Mondawmin Mall:** The Reentry Center at Mondawmin Mall provides job training, education, and support services for returning citizens in Baltimore. They offer vocational training programs, job placement assistance, and resources for housing, health care, and legal support.

### Reentry Center at Mondawmin Mall:

**Strengths:** Provides a range of job training, education, and support services for returning citizens in Baltimore. Offers resources for housing, health care, and legal support. Provides job placement assistance and vocational training programs.

**Weaknesses:** Limited capacity to serve all individuals in need of their services. May not be able to provide specialized services for individuals with more complex needs.

**Turnaround Tuesday:** Turnaround Tuesday is a workforce development program that helps returning citizens and other individuals facing barriers to employment in Baltimore. They provide job training, coaching, and support to help individuals secure and maintain employment.

### Turnaround Tuesday:

**Strengths:** Provides job training, coaching, and support to help individuals secure and maintain employment. Focuses on building relationships and providing personalized support to individuals. Has a strong track record of success in helping individuals overcome barriers to employment.

**Weaknesses:** Limited capacity to serve all individuals in need of their services. May not be able to provide specialized services for individuals with more complex needs.

**Project Jumpstart:** Project Jumpstart is a pre-apprenticeship program for individuals interested in careers in the construction industry. They provide training, job placement assistance, and support services for returning citizens and other individuals facing barriers to employment.

**Project Jumpstart:**

**Strengths:** Provides pre-apprenticeship training and job placement assistance for individuals interested in careers in the construction industry. Offers a supportive learning environment and hands-on training to prepare individuals for the workforce.

**Weaknesses:** Limited capacity to serve all individuals in need of their services. May not be able to provide specialized services for individuals with more complex needs. May not be a good fit for individuals who are not interested in or able to work in the construction industry.

**The Choice Program at UMBC:** The Choice Program at UMBC provides mentoring, education, and employment services for youth involved in the juvenile justice system and their families. They offer a range of services, including job training, mentoring, and family support.

**The Choice Program at UMBC:**

**Strengths:** Provides mentoring, education, and employment services for youth involved in the juvenile justice system and their families. Offers a range of services, including job training, mentoring, and family support. Takes a holistic approach to support the needs of youth and their families.

**Weaknesses:** Limited capacity to serve all individuals in need of their services. May not be able to provide specialized services for individuals with more complex needs.

**Civic Works:** Civic Works is a non-profit organization that provides job training, education, and community service programs in Baltimore. They offer a re-entry program that includes job training, case management, and support services for returning citizens.



### Civic Works:

**Strengths:** Provides job training, education, and community service programs in Baltimore. Offers a re-entry program that includes job training, case management, and support services for returning citizens. Has a strong commitment to sustainability and community engagement.

**Weaknesses:** Limited capacity to serve all individuals in need of their services. May not be able to provide specialized services for individuals with more complex needs.

## STRATEGIES FOR IMPROVEMENT

- **Conduct needs assessments:** Conducting needs assessments among returning citizens can help organizations better understand the specific needs of their target population. Organizations can use this information to tailor their services and programs to meet the needs of returning citizens.
- **Foster partnerships:** Collaborating with community organizations, government agencies, and private businesses can help organizations access additional resources and funding, expand their service offerings, and increase their visibility in the community. Partnerships can also help organizations develop more effective strategies for addressing complex issues related to re-entry.
- **Expand services:** To better serve returning citizens, organizations may need to expand their services to include areas such as mental health, substance abuse treatment, and financial literacy. By offering comprehensive services, organizations can help returning citizens address the multiple barriers to re-entry.
- **Improve service quality:** Quality improvement measures such as customer feedback, staff training, and regular program evaluations can help organizations improve the quality of services they provide. This can lead to better outcomes for returning citizens and improved relationships with stakeholders.

- **Provide sustainable funding:** Securing sustainable funding is critical for the long-term success of returning citizen organizations. Organizations can pursue a range of funding sources, including grants, private donations, and partnerships with local businesses and government agencies.
- **Increase public awareness:** Educating the public about the challenges facing returning citizens and the important role that these organizations play in supporting successful re-entry can help increase support for their work. This can lead to increased funding, partnerships, and public engagement.
- **Foster a culture of continuous learning:** Encouraging staff to pursue ongoing training and professional development can help organizations stay up-to-date on best practices and trends in re-entry services.
- **Develop peer mentorship programs:** Peer mentorship programs can be an effective way to support returning citizens, by providing them with access to individuals who have successfully navigated the challenges of re-entry and can offer advice, guidance, and support.
- **Empower returning citizens:** Returning citizen organizations can empower individuals by providing them with opportunities to participate in the design and delivery of programs and services. This can help to build self-esteem and confidence, and can also lead to more effective outcomes for participants.
- **Advocate for policy change:** Returning citizen organizations can also advocate for policy change to address the systemic barriers to successful re-entry. This can include advocating for changes in laws and policies related to employment, housing, education, and access to healthcare.

## EXECUTIVE SUMMARY

In order to succeed, the returning citizen, ex-offender, re-entry industry in Baltimore needs to work together with a variety of organizations and stakeholders.

**Non-profit organizations:** Baltimore is home to a number of nonprofit groups that assist people who are returning citizens, ex-offenders, or people who are re-entering society. These groups offer counseling, housing aid, and job training, among other services. The Center for Urban Families, the Employment Opportunities Task Force, and the Living Classrooms Foundation are a few examples of non-profit institutions.

**Governmental organizations:** In Baltimore's returning citizen, ex-offender, re-entry industry, the government is a prominent stakeholder. Resources like employment training and placement aid are offered by organizations like the Maryland Department of Labor and the Baltimore City Office of Employment Development.

There are various community colleges and institutions in Baltimore that provide educational possibilities to the returning citizen, ex-offender, and re-entry communities. Coppin State University and Baltimore City Community College are two examples.

Churches and mosques are examples of faith-based institutions that are essential to Baltimore's returning citizen, ex-offender, re-entry sector. These groups provide services like job training, therapy, and spiritual guidance.

**Private businesses:** By offering job opportunities and training programs, Baltimore's private businesses can work with the returning citizens, ex-offenders, and re-entry sector. In the past, organizations like Amazon and Johns Hopkins Medical have worked with this group.

**Re-entry programs:** Re-entry programs are specialized initiatives created to support populations of returning citizens, ex-offenders, and those making a successful transition back into society. Baltimore has re-entry initiatives like The Choice Program and The Center for Urban Families, as examples.

THANK YOU!

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