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REPORT ON THE NEIGHBORHOOD WORK PROJECT

The Vera Institute of Justice
30 East 39th Street
New York, New York 10016
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I. Description of the Program

The Neighborhood Work Project (NWP), launched in November 1974 in New York City by the Vera Institute of Justice, is a day-labor program for persons recently released from prison. NWP's goals are to provide these individuals with an opportunity to earn legitimate income on a flexible work schedule for several months after release, and to assist the City and community groups in carrying out neighborhood improvement projects. For many ex-offenders, a lack of education, vocational skills and employment experience, compounded by the stigma of incarceration, impedes entrance into the job market. Out of prison and out of work, with no prospect of timely employment, the ex-offender often perceives a return to criminal activity as the only available means of support.

The Neighborhood Work Project provides another option: temporary, unskilled, part-time employment in a structured work environment for persons over 18 who register within a month after release from a federal, state or local correctional facility. Ex-offenders learn about NWP through prison personnel, parole officers and other ex-offender organizations, through the out-reach efforts of the NWP staff and from people in their communities. No skills are required to work for NWP; the only entrance requirement, in addition to recent release from prison, is a willingness to work hard at strenuous physical labor.

NWP is financed through New York City's Community Development Block Grant program. The second year's budget totals \$1.9 million. NWP will employ approximately 100 workers in 10 crews per day over the course of the year. Under the direction of trained supervisors, NWP workers perform a variety of community improvement projects requested by neighborhood associations, community planning boards and city agencies, at no cost to the sponsor. By the end of the first eighteen months of operation NWP crews had completed 101 worksites throughout the City.

Workers can choose which days they work and are assigned to work-sites on a daily basis. To schedule for work, a worker calls the NWP office between noon and 3:30 p.m. one day in advance of work. The worker calls again the following morning to receive the site assignment and reports to work at 9 a.m. NWP requires adherence to a simple but strict set of work rules (see attached).

To continue in NWP, workers must work at least two and no more than three days a week. They are entitled to a total of seventy-five days of employment, to be used within six months of registration. At an hourly rate of \$3.85, workers take home approximately \$22.00 a day. Workers are paid at the end of every work day, enabling them to meet immediate financial needs. The financial limitations and time constraints imposed by the program enforce the notion that NWP is a transitional employment program, not a permanent job.

An NWP participant can get help, if he chooses, in his search for permanent employment from the project's Employment and Training Services staff. Job developers work with participants to assess their needs, desires and skills and assist workers to find appropriate work or training. Because NWP is an employer as well as an employment agency, it can provide potential employers with performance evaluations and recommendations.

In its first 18 months of operation, 1,650 ex-offenders registered at NWP. While it is too early to assess the long-term effects of the program, there is, without question, substantial demand for this kind of employment opportunity from large numbers of persons leaving prison. Ex-offenders are given only a dollar to tide them over as they leave New York City's

jails; they get \$40.00 when released from New York State prisons. Many need an immediate job if they are to have any legitimate income. Even though they are capable of working, they cannot get a conventional job quickly enough to meet their immediate needs.

II. The Concept

NWP does not attempt to meet all the needs of people released from prison. Other programs in the City provide assistance such as intensive personal counseling, treatment for drug problems, residence in a therapeutic community and supported work. The Vera Institute's experience with programs providing these and other services led to the belief that a substantial number of individuals returning to the community from prison do not need such support; in fact, for some, such comprehensive support seemed detrimental because they are ready for demanding tasks against which to test themselves and from which to earn some cash.

The Neighborhood Work Project provides exactly that. The work is hard; the work rules are clear and strict; failure to follow the rules results in dismissal; and a day's work ends with a day's pay. The program does not seek to rehabilitate people, but to provide an opportunity for people to get on with their own rehabilitation. The staff (many of whom are ex-offenders), are succeeding in tough and demanding jobs; they accept no less from the workers.

In these respects, the program can be seen as an attempt to create a private sector working environment. It is comparable to conventional employment in that the demands made on the worker while on the job are at least equal to those in private sector work. It is also comparable

to private sector employment in that there exists a real demand for the product of the labor. In low-income neighborhoods all over New York, community organizations need help in their efforts to maintain livable communities. As the City's ability to deliver services continues to be limited, and as private business people and property-owners leave these neighborhoods in increasing numbers, residents who are too poor to leave must rely increasingly on themselves to provide the services necessary for their survival. The NWP has been able to assist groups in these efforts by providing crews for such things as: removing debris from boiler rooms; cleaning out rat-infested alleys and yards; painting hallways and apartments in tenant-managed buildings; clearing vacant lots for playgrounds and gardens; gutting abandoned buildings to allow their rehabilitation by community groups.

Despite NWP's similarity to the private sector in the difficulty of and demand for the work, it does have important unconventional aspects. The most obvious — and, for the recently released ex-offender, the most important — is that there are no entry criteria; anyone eighteen years or older who has been out of prison one month or less can register and earn money the very next day.*

* This open entry is premised on the belief that there are no criteria which now exist by which one may predict effectively which ex-offenders will succeed in a job, or make best use of an opportunity like NWP. In the months spent designing NWP, staff spoke with many people experienced in employment efforts for ex-offenders; they espoused divergent and sometimes contradictory views with equal assurances of their validity. The literature does not offer certainty about the most effective means to bring ex-offenders into the workforce and to assist them in retaining jobs. Given this wide range of opinion, and given that it is clear that many ex-offenders do succeed, Vera decided to design a program which would accept any adult immediately upon release from prison or jail. It may be that as NWP's experience over the first year and a half is examined more thoroughly, there will emerge some criteria which validly distinguish between potential registrants who do well with NWP and those who do not.

NWP is also unlike normal employment in that it need not be just a job. Most of the recently released ex-offenders who stay with NWP for more than a few days have shown that they understand and are willing to accept the basic requirements of working, and that they are committed to work as an alternative to welfare dependency, crime or prison. Many of them however, do not know how to find a job or have no clear idea of what choices are available to them. For workers who seek assistance, NWP's Employment and Training Services (ETS) assist them to secure a job, to find a place in a stipended skills training program or in an evening high school equivalency program, or to meet other needs related to employment. Workers however, are not required to use ETS. A worker may simply work two or three days per week, be paid, and have no other connection with NWP. When viewed alongside many other programs for ex-offenders, NWP is passive; it presents a take-it-or-leave-it opportunity to the workers. (The small but symbolically important fact that registrants are referred to as "workers", rather than "clients" or "participants", as in many other programs, is indicative of this attitude.)

Further distinguishing NWP from conventional jobs is that it is modeled instead on the casual or day-labor market.* The flexibility of this type of employment is appropriate for many returning ex-offenders, who often have medical, governmental, or personal obligations which make a rigid five-day-a-week schedule difficult or impossible to manage. In addition, getting paid each day is important to those for whom the usual one or two week wait for the first pay check would be impossible.

* We know of only one other non-profit day-labor program in this country: "Just Jobs," located in Chicago and providing work for men on skid row. Unlike NWP, it has a morning shape-up and sends men off to work the day at private firms.

Unlike private sector day-labor operations, however, workers can work at least two and not more than three days a week.

The most important difference between working at NWP and working at a conventional job is that NWP is short-term transitional employment. Workers are constantly reminded that NWP is only a bridge between prison and permanent employment, and that the only way to improve their situations is to find conventional work and leave NWP as soon as possible. Experience in employment programs more closely resembling normal employment has shown that many participants find it difficult to accept the fact that as their entitlement expires, they must leave the job that they have devoted so much time to and in which they have done so well. It is partly for this reason that work at NWP is limited to a maximum of three days a week, to re-inforce the fact that NWP is not a career.* In addition, this carves time out of the week for workers to look for full time jobs.

III. Program Design

Important though the ETS component of the program is to those who choose to use it, NWP's efforts to help participants outside the work setting are kept quite separate from the work itself. NWP's dual identities jobs and services -- are structurally separated in the program design.

* On every check a worker receives is printed the number of days he has left in NWP. As his six months' entitlement draws to a close, a letter is enclosed with his check reminding him that he should be looking for employment.

A. NWP as a Job

The spine of NWP as a job is: the ex-offender learns of the program; he comes to the central office and registers; he calls each time that he wants to work and is assigned to a worksite; he works and obeys program rules; he is paid each day. Administratively, this process is the responsibility of two sub-units: Central Operations and Field Operations.

1. Central Operations

Central Operations is staffed by the Director for Central Operations, the Supervising Data Manager and four Data Managers (see NWP Organization Chart, Appendix II). This unit is responsible for the daily worker payroll, for keeping records to determine worker's eligibility at the moment a worker calls for assignment, and for scheduling workers to sites each day.

a. Registration

The first step for a recently released ex-offender who wants to use NWP is registration, which takes place on Mondays, Wednesdays and Fridays at 10 a.m. Registration opens with a group orientation at which the program and its procedures are explained. Each worker is given a copy of the Worker's Manual which serves as the basis for the explanation. A registration form is then filled out with basic demographic, health, and emergency contact information. The worker signs an agreement to follow the program's rules and procedures. He is then issued \$2.50 for the next day for lunch and carfare. The worker is also issued a hard hat, goggles, facemask, gloves, a parka in the winter, steel-toed boots, and a photo I.D. card. This I.D. card is embossed with his name, NWP I.D. number, and shows his signature. The process takes approximately four hours. A copy of the registration form, along with a copy of prison release papers and a W-4 form are filed. The information collected is entered into a computerized record-keeping system.

b. Call-ins and Scheduling

Once the worker has registered, he can schedule himself for work. He does this by either calling the day before he wants to work, or, if he is working, by having the site supervisor call. In either event, the data manager taking the call checks the worker's file (on computer) to determine if the worker is eligible for work the next day. A worker who has been terminated or who has already worked three days that week is ineligible.

Between 4:00 and 5:30 p.m. all workers who have requested work for the following day are assigned to sites, on the basis of the number of workers needed on each site, the site's proximity to the worker's home, and other special considerations (for example, a worker with documented asthma will not be assigned to a dusty site; two workers who do not get along might not be assigned to the same site; a worker who is a skilled plasterer would be assigned to a site requiring that skill). This assignment process can be done quickly because it is computer-assisted. The data manager checks his draft site assignments with either the Director for Field Operations or his deputy. If they concur, the assignments are entered on the computer.

The following morning, between 7:00 and 8:30 a.m., workers call in to get their assignment for the day. For each caller, the data manager enters the worker's name and I.D. number into the computer, sees the assignment displayed, and informs the worker of the site's location and gives bus or subway instructions. Workers who did not call the previous day can call between 8:00 and 8:30 a.m. to see if any jobs are still available; data managers taking these calls simply recall the information already entered into the computer to look at the crew sizes on the various sites; often they can make an assignment on the spot. Finally, workers who did call the previous day but who have decided not to work can call in and cancel.

c. Payroll

At 10:00 a.m. site supervisors call in to Central Operations and tell the data managers which workers have arrived on their sites. Any worker arriving after 9:00 but before 10:00 a.m. is docked the pay for the time missed. Any worker arriving after 10:00 a.m. is sent home with no pay. Any worker who is on the site but not on the list (i.e., who went to the wrong site or arrived at a site without calling) is sent home. Any worker who is on the assignment list but not on the site is registered as a no-show. Once the data manager has received all the information necessary to know who is actually working that day (and which of these must be docked), the supervising data manager enters the confirmed assignment list into the computer, which prints the daily payroll checks and updates all payroll records. The payroll is then delivered by messenger to the sites between 2:00 and 5:00 p.m. To each check is attached a receipt which is then signed by the supervisor and the worker, embossed with the worker's I.D. card and returned to the Vera Institute's Fiscal Department which monitors the program's payroll and all other fiscal functions. Workers can immediately turn this check into cash, because NWP arranges check-cashing privileges at stores or banks adjacent to each site.

Although the registration, scheduling and payroll procedures operate through use of an on-line computer system based at Vera's main office, NWP operated with a manual system for its first five months. This enabled staff to build a computer operation that is solidly based on experience, and also laid the groundwork for necessary back-up procedures that must be reliable in the event of computer failure. (To date, there have been only two such failures.)

2. Field Operations

The Director for Field Operations, his deputy, thirteen site supervisors and a utility man form a unit responsible for assuring that the

work on the sites is done in a thorough, safe, and timely manner, and that workers obey the program rules.

a. Site Selections and Preparation

Initial contact with a potential site sponsor -- usually a community organization -- is through the Project Director. The Project Director or the Director for Field Operations visits the site with the sponsor and, together, they determine the scope of the work. The site supervisor then visits the site with the Field Director or his Deputy and reviews the work to be done. That supervisor will stay on the site until the project is completed (barring vacation, illness or some extraordinary factor). A project typically requires six to eight weeks, but can last from one day to one year. The Field Director and his Deputy each spend perhaps 80% of their time in the field, visiting prospective or active sites. The utility man is responsible for seeing that site supervisors have tools and materials they require, and that equipment is in good repair. (NWP provides basic hand tools, but sponsors must provide tools or material consumed during the project -- e.g., paint, sheetrock, dumpsters.)

b. Daily Routine and the Role of the Site Supervisor

The site supervisor arrives at his site at 9:00 a.m. and calls the central office, at which time a data manager tells him how many workers he can expect. With this information, he begins to check his workers in on a daily log and assign them tasks. At 10:00 a.m., using either the sponsor's telephone or (more typically) a near-by pay telephone, he calls Central Operations to read his final roster for the day. Work proceeds until noon, with one break, and starts again at 1:00 p.m. after lunch. At approximately 4:20 or 4:30 p.m., depending on the nature of the site, tools are put away in some secure space provided by the sponsor. The area is cleaned, the checks are distributed and the check receipts are signed by each worker in the supervisor's presence. The workers are

dismissed at 4:45 p.m. The site supervisor is the last to leave.

The daily routine varies considerably among the sites, which range from vacant-lot clean-ups (with little or no access to storage, wash-up, and telephone facilities) to tenant-managed buildings in which the crew may be provided with an entire apartment as its base of operations and where residents serve coffee and doughnuts to the workers. Site activity also varies with weather conditions. For example, on an exposed site in winter, the crew may require several short breaks to warm themselves at a fire. However, supervisors are instructed that any shift from the normal routine should first be cleared with the Field Director, his Deputy or the Project Director.

Adherence to some routine is critical for two reasons. First, it provides workers with uniform rules and procedures no matter which site they are assigned to on a given day. Second, it assists the Field Director and his Deputy in evaluating progress and crew performance and in comparing one site with another.

The enforcement of uniform standards from site to site is accomplished by almost daily visits to each site by the Field Director or his Deputy. In addition, there are weekly evening staff meetings attended by all senior staff, ETS staff and site supervisors.

The work of the site supervisor is critical to the program's effectiveness. The site supervisors are often the worker's only substantial contact with the program. They not only must be demanding foremen, they must also be perceptive counselors, be able to inspire some confidence in the workers, and know when to suggest a visit to ETS when a worker needs help.

B. NWP as a Service: Employment and Training Services

All employees provide some social, human and vocational services. The Employment and Training Services' unit, however, has primary responsibility for providing such services to workers. Other employees direct workers to ETS or bring specific workers to the attention of ETS staff.

The Director of Employment and Training Services, his Deputy and job developers assist workers in finding full-time jobs, stipended skills training, or other legitimate support. In addition, they find educational programs, medical care, housing, clothing and counseling for those who seek help of this kind. Obviously, NWP is not the only program offering such services, but it represents a departure from the conventional model. First, to use the services of ETS, the worker must be active at NWP and thus is demonstrably able to work and hold a job. Second, the worker's need for immediate income is at least lessened, so that more time can be taken to make an appropriate placement. Third, NWP as an employer can serve as a reference to other employers, providing a working knowledge of the client usually unavailable to service-only programs.

1. Worker Contact with ETS

The worker's first contact with ETS is at the orientation session that precedes registration; the orientation is presented by one of the ETS staff who describes the intent and the mechanics of NWP, the transitory nature of the program, and the potential benefits of working with ETS. The only required contact with ETS after registration is that workers attend one unpaid two-day (Tuesday and Thursday) job preparation seminar. For the rest of their time in NWP, workers will have contact with ETS only on their own initiative or, more often, in response to encouragement and even hard-selling by a site supervisor who has perceived a worker's need

for ETS help. The site supervisor's hard-sell approach is often important since experience indicates many NWP workers would rather haul garbage out of a basement all day, every day, than spend half an hour on anything that even resembles a job interview in an office.

2. The Job Preparation Seminar

The Tuesday session runs from 10:00 a.m. to 3:00 p.m. and addresses such topics as: how to fill out job applications; how to read classified advertisements (for example, how to distinguish between advertisements placed by employers and those placed by agencies); how to handle job interviews (for example, how to dress, the importance of maintaining eye contact, questions to ask employers about salary, benefits and unions); how to use the telephone to make appointments with employers; how to use the yellow pages. In addition, workers are given a brief test which determines their grade level in spelling, word recognition and mathematics. They receive the results the same day.

The first half of the Thursday session is used for role-playing job interviews in front of the group. These interviews are recorded on videotape and discussed by the group after each interview. At the end of the Thursday session each worker sits down with a job developer (who at NWP combine the functions often divided between vocational counselor and job developer) and completes a Worker Plan. The plan summarizes his educational and vocational background, his major vocational interests and aversions, and sets out a career objective and the steps necessary to achieve that objective.

The job developer's major task in this exercise is to guide the worker without molding his responses. It is particularly crucial to bring to the worker's attention the importance of defining some realistic career

ladder. If the worker's plans are unnecessarily unambitious he may well discard them for more attractive illegal income; if they are hopelessly out of reach, he may become so frustrated that he will abandon any attempts at forging a straight career. The job developer's task is made more difficult since many people talk about their experiences or aspirations not so much to convey information as to elicit a response from the interviewer. While this is true to some extent of everyone, it appears to be exacerbated when the worker perceives the conversation as something that he is in danger of winning or losing. In effect, any discussion concerning employment held with someone in a professional capacity becomes a job interview.

Through the development of the Worker Plan and its on-going refinement, an appropriate job, training program, educational program, or some combination of these is decided upon. The job developer's other responsibility, then, is to find companies and stipended programs which will consider NWP workers. He does this by identifying positions that seem to match the needs and abilities of the workers with whom he has drafted Worker Plans. To a certain extent, job developers must work not only with their particular clients, but must take advantage of job or training opportunities as they arise. The employment market for Black and Hispanic ex-prisoners with extremely limited academic and employment histories and skills is limited*, and employers often need to fill positions immediately. It is therefore crucial for NWP job developers to be able to identify and locate workers who might qualify for and accept a given position. NWP, like most other organizations that offer job develop-

* The unemployment rate for young minority men in New York has been for several years above 35%.

ment services, keeps workers' files cross-referenced by job title so that a particular job order can be filled efficiently. Similarly, job orders are cross-referenced by job title. The cross-matching is complicated by the fact that while NWP has perhaps only 225* active workers at any one time, between twenty and thirty typically enter and leave the program every week. To enable job developers to respond more efficiently, NWP is currently transferring this manual system to computer operation. This system will also incorporate such functions as production of weekly activity reports and follow-up lists, which are now produced manually at substantial loss of time.

3. Liaison Between Employment and Training Services and Central and Field Operations

If one of NWP's major advantages as a placement service is its workplace knowledge of its clients, it is crucial to bring the knowledge of site supervisors, and of other NWP staff who have contact with the workers, to the ETS staff.

a. Field Operations

The site supervisors close knowledge of the workers is made available to ETS in three ways. First, each supervisor submits a weekly evaluation of each worker on his site. This is placed in the worker's ETS file along with the Worker Plan, reading and arithmetic test scores, a record of his involvement with ETS and other information relevant to his placement. (A copy of the evaluation form is attached as Appendix III.) Second, at the weekly meeting each site supervisor discusses which workers have performed particularly

* Within the next six months this number is expected to increase to approximately 300.

well or poorly during the week. A member of the ETS staff is present at these discussions to take notes. Finally, before a placement is made, the ETS job developer often checks directly with the site supervisor under whom the worker most often worked.

b. Central Operations

Involvement of Central Operations' staff in the work of ETS staff has changed as the project has grown. When there were relatively few workers enrolled, data managers were quite familiar with the workers' personal lives, speaking with them as they do at least once a day. As the program grew, the familiarity declined. Recently, data managers have been renewing contact with workers who have left the program. The new procedure was developed in part to give ETS staff more time for vocational counseling and placements, in part because Central Operations staff had missed this contact and felt relegated to functions further from the central purpose of the program, and in part so that the ETS staff could learn in a more systematic way which of their efforts proved to be successful for departing NWP workers. In addition, data managers are speaking with workers still in the project about the benefits of working with ETS and are encouraging workers who have proved themselves diligent to come in and work with staff.

IV. Program History

On November 1, 1978, NWP fielded its first work crews. There were two sites and 11 workers registered in the program. At the end of April, 1980 there are ten active sites, 101 sites have been completed and 28,100 person-days of work have been provided to the City's communities. Just over 200 people are registered in NWP, and approximately 1,450 others have worked in

the program. Following is a discussion of some aspects of the program's evolution over the past year and a half.

A. The Worker

A profile compiled some months ago shows that the average NWP worker is a man of twenty-five, Black, and single with no dependents. He was referred to NWP by his parole officer, having just been released from a New York State prison where he served twenty-eight months. Although he had been arrested before, this recent imprisonment was a consequence of his first felony conviction. He has been employed before, and has received some training, but neither his employment nor his training experience is extensive or consistent.

Between November 1, 1978, and July 1, 1979, the number of workers fielded each day grew fairly steadily from approximately twenty to 100. The slow growth was not the result of an absence of applicants; in fact, there was a waiting list throughout this period. Growth was controlled to allow program staff to examine and modify the mechanics of the program at increasingly large and complex levels of operation. Since July 1, 1979, the program has continued to field an average of about 105 workers daily, although the number varies by as much as 40% from day to day.

1. Patterns of Termination

A survey of workers who left NWP between November 1, 1978, and April 28, 1980, reveals that: 7% of registrants signed up but never worked; another 30% worked no more than six days: (that is, they worked at least one day but no longer than three weeks); 36% worked between seven and 21 days (for a possible maximum of between seven and ten weeks); 18% worked 22 to 45 days; 9% worked 46 to 75 days (the maximum possible time).

Of the 1,450 who left, some 450 are known to have gone on to a job or stipended training program. Of the remaining 1,000, the great majority were terminated for failing to work the required two days a week. Since very few of those contacted the program after being terminated, they can be said to have withdrawn from the program. It is not known whether or not they found a conventional job at that point. The next largest number of terminations was for lateness and not reporting to work as scheduled ("no-shows"). These workers often did attempt to continue working by calling in for work assignments, and were told that it was not possible. Many of them went further and requested reinstatement, but only a minority were reinstated. Few workers were terminated for infractions on the sites (drinking, using drugs, having a bad attitude); of these, virtually none was reinstated.

Several preliminary observations can be made concerning program usage and types of terminations. It is not the case that the longer a worker remains in NWP the "better" it is. If NWP is to offer a test against which former inmates can gauge their readiness for the conventional job market, it is unavoidable that some will fail the test. Vera staff had been concerned before NWP began that such a failure would be a traumatic experience for releases after they had made a concerted effort to meet the program's requirements. The large number who withdrew after having worked virtually or literally not at all can be seen as having made early (and one hopes not traumatic) decisions that the program was not for them.

At the other end of the spectrum, a worker who completes the maximum 75 days is in an important sense often not a success at all. Most people who can work six months under demanding conditions, but who, even working with ETS, still cannot find a job, have crippling problems in coping with the private labor market.

Workers who cannot meet the demands of NWP and are terminated have in some sense failed. NWP views these terminations as essential, however, to the workers who are making proper use of the program, since this allows them to see their own success. Of equal importance, it allows NWP to provide a reliable and competent labor force to community organizations and City agencies that have few alternative means to accomplish critical projects.

2. The Work Site

NWP is now on its one hundred and eleventh site. Sites have been completed in virtually every low and moderate income neighborhood in the City: Coney Island, East New York, Flatbush, Crown Heights, Bedford Stuyvesant, Williamsburg, Sunset Park and Bushwick in Brooklyn; Highbridge, Morris Heights, University Heights, Hunt's Point, West Tremont and the South Bronx, in the Bronx; The Lower East Side, Clinton, Manhattan Valley, East Harlem, Washington Heights and Harlem, in Manhattan; Astoria, South Jamaica and Corona/East Elmhurst, in Queens.

Work at sites has extended from one day (e.g. a clean-up of a vacant lot) to one year (e.g. one site requiring lot clearing, interior demolition, debris removal and landscaping). The average site takes from six to eight weeks.

In the Spring and Summer of 1979, requests came in for projects involving slightly more skill, such as painting, plastering and sheetrocking. These projects were all in support of City and community efforts to redeem deteriorating but partially occupied buildings which had been abandoned by private owners and taken in rem in lieu of taxes by the City. Although the majority of NWP's sites continued to require only difficult and often unpleasant unskilled work, semi-skilled work has become a growing part of the workload. NWP developed a reputation for thorough, neat and conscientious work among City agencies and community groups. The community organizations,

consisting of tenant groups, block association, local housing, religious and civic groups, are usually not formally affiliated with each other. Nevertheless, an effective informal communication network exists, so that staff found that work done well for one sponsor would result in requests from others. NWP's reputation, coupled with these sponsors' desperate need, provided throughout the eighteen months a consistent flow of appropriate requests for assistance.

At the sites involving in rem buildings, NWP's work proved useful enough so that the demand outstripped the project's ability to provide crews. As a result, the Department of Housing Preservation and Development (HPD) allocated some of its funds so that NWP could field five additional crews devoted exclusively to work on in rem projects, as directed by HPD. This expansion of the program was approved by the City Board of Estimate in April, 1980, and will start in May. The continuing and increasing demand for NWP's assistance both from City agencies and community sponsors demonstrates that the project has been able to respond to a real need on the part of these groups.

APPENDIX I

Rules of Conduct

These are the Rules of Conduct that every worker must follow. If you break a rule, this is what will happen:

YOU WILL BE FIRED THE FIRST TIME:

- you are drunk or high on the job
- you drink or use drugs on the job
- you carry a weapon on the job
- you steal
- you hassle neighborhood people
- you injure anyone on purpose
- you don't work two (2) days in one week
- we find out you are a drug user
(this does not include legal Methadone)

YOU WILL GET A WARNING IF:

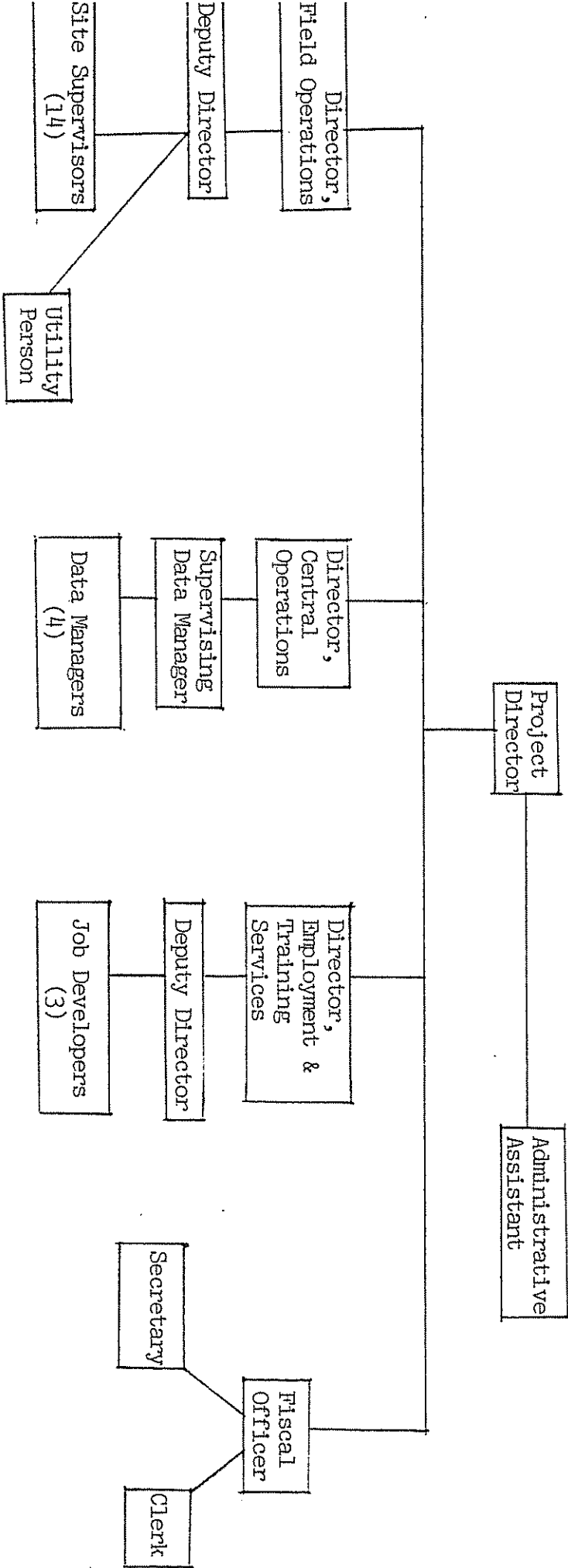
- you call in for work, but don't show up on the site or don't call to cancel.
- you aren't working as hard or as well as the job requires. (having a bad attitude)

You get one (1) warning. The second (2nd) time you do the same thing, you will be fired.

Appeal Procedure

If you do not agree when you have been fired or received a warning, you have the right to appeal the decision. The appeal should be made to the Director of Field Operations, Dirk VanLierop, or to the Director of Central Operations, Bob Weitz.

APPENDIX II



APPENDIX III

NEIGHBORHOOD WORK PROJECT
SITE SUPERVISOR REPORT

SITE NO.: _____

DATE: _____

PLEASE PRINT

Supervisor's Name: _____

Worker's Name: _____ I.D. # _____

Attitude and Motivation

Scale of 1 to 5
1=very poor, 5= excellent

- | | | | | | |
|--|-----|---|---|----|---|
| 1. Does worker have a good attitude towards supervisor? | 1 | 2 | 3 | 4 | 5 |
| 2. Does worker have a good attitude towards other workers? | 1 | 2 | 3 | 4 | 5 |
| 3. Does worker have a good attitude towards self? | 1 | 2 | 3 | 4 | 5 |
| 4. Has worker talked to you about finding a job? | Yes | | | No | |

Job Performance and Work Habits

- | | | | | | |
|--|-----|---|---|----|---|
| 1. Does worker complete job assignments? | 1 | 2 | 3 | 4 | 5 |
| 2. Does worker learn new job assignments quickly? | 1 | 2 | 3 | 4 | 5 |
| 3. Does worker show good safety habits? | 1 | 2 | 3 | 4 | 5 |
| 4. Does worker perform well in the morning? | Yes | | | No | |
| 5. Does worker perform well in the afternoon? | Yes | | | No | |
| 6. Does worker need close supervision? | Yes | | | No | |
| 7. Does worker question orders? | Yes | | | No | |
| 8. Does worker ask for additional work? | Yes | | | No | |
| 9. Is worker usually on time? | Yes | | | No | |
| 10. Does worker bring all necessary equipment to site? | Yes | | | No | |
| 11. Does worker show any special skills? (If yes, specify) | Yes | | | No | |

2. Did worker receive any warnings? (Specify number and kind) _____