

# FAITH & COMMUNITY ROADMAP TO **RECOVERY SUPPORT:** GETTING BACK TO WORK

MARCH 2020

*Learning new skills at the social enterprise 'UnShattered'*



**The Partnership Center**  
Center for Faith and Opportunity Initiatives  
U.S. Dept. of Health and Human Services

# Faith & Community Roadmap to Recovery Support: Getting Back to Work

## TABLE OF CONTENTS

### INTRODUCTION \_\_\_\_\_ 5

The opioid crisis and epidemic of addiction in the U.S. is exacting a high toll on the lives and livelihoods of individuals and families. Lack of resources, financial security, and recovery support can challenge recovery efforts.

This **Roadmap to Recovery Support** has been created to guide congregations and communities on ways they may walk alongside individuals and families challenged by the experience and consequences of Substance Use Disorders (SUDs) and other addiction challenges.

### COMMUNITY READINESS — RAISING HEALTH LITERACY \_\_\_\_\_ 7

The capacity of our communities to respond to the overdose crisis needs to be **built on a firm foundation of informed awareness and compassion.**

#### PRACTICES AND CASE STUDIES

##### **Faith Communities Gaining Knowledge and Confidence with Mental Health First Aid®**

Jewish Family Services Implements the Five-Step Plan to Save Lives in Houston

Covenant Confirmers — The Original Biker Church Opens its Doors to Recovery

##### **West Virginia Council of Churches Raises the Health Literacy Bar**

#### DID YOU KNOW?

An Opioid Use Disorder is a Chronic Illness

#### IDEA

Films Open Doors to Understanding

### ASSESS AND ALIGN COMMUNITY ASSETS AND BUILD CAPACITY TO ADDRESS IDENTIFIED NEEDS \_\_\_\_\_ 11

**Community-based organizations are comprised of rich assets** — resources, programs, people, facilities, and connections — that may be used in recovery support efforts.

Communities, however, often struggle with where to start, what to do, and where to focus their time, talent, and resources. Communities can access a wide range of tools and processes, online and often at no cost, to assist in discerning their mission, honing their focus, and identifying their assets.

## PRACTICES AND CASE STUDIES

### Models for Assessment and Alignment with the Community Need

Asset-Based Community Development (ABCD) Model

Opening the Community Toolbox

From Charity to Change

### Building Community Compassion and Capacity

Knoxville's Compassion Coalition: Equipped and Ready to Serve

NewDay Center Partners with Churches for Nine Month Aftercare Program

Meeting with Shared Purpose Over the Open Table Model

## WALKING THE JOURNEY OF RECOVERY WITH WRAP-AROUND CARE 17

Community members have the opportunity to walk alongside individuals and families on the road to recovery at whatever level of support they need. Stages of support may include those that can help a person or family in recovery or reentering communities STABILIZE, build and STRENGTHEN skills, and then ACCELERATE into employment, community, and long-term recovery.

## PRACTICES AND CASE STUDIES

### Activities that STABILIZE those In Early Recovery

Meeting Basic Needs, Connecting to Recovery Support, Offering Companionship

Compassion Coalition's *Salt & Light: A Guide to Loving Knoxville*

### Activities that STRENGTHEN Social Supports and Employability Skills

Tutoring and Mentorship, Job Readiness, Family/Caregiver Support, Recovery Support

### Activities that ACCELERATE Opportunities to Flourish

Access to Employment Opportunities, Vocational Training, Financial Literacy, Peer Specialist Certification

A Faith Community Becomes a Vessel for Healing and Enterprise

Expanding Workforce in the Recovery Field

## DID YOU KNOW?

Communities Can Make a Difference in Getting Ahead on the Reentry Curve

Millions of Americans Struggle with Basic Reading, Writing, and Math Skills

## IDEAS

Community as Connectors

Connect People to Employment Opportunities Inside and Outside of Your Community

By working together, communities can provide stronger support and meet a broader range of needs for the economic mobility of those in recovery from substance use disorders and others facing challenges to meaningful employment.

**PARTNERING WITH COMMUNITY-WIDE COLLABORATIONS**

- A Tapestry of Partners Serving People Experiencing Homelessness in D.C.
- Bible Center Church: Praying, Providing, Partnering, and Pioneering in West Virginia

**DID YOU KNOW?**

About Shared Use Agreements that can Unlock Possibilities to Tap Unused Space

**IDEA**

Broaden your Reach with a “Pioneering Team”!

**PARTNERING WITH AWARDEES OF FEDERAL/STATE GRANTS**

- Participating in the Work of the Appalachian Substance Abuse Coalition (ASAC)
- A Grant Recognizes the Capacity of Faith Community to Support Recovery Efforts in Tennessee
- Partnering with Federal Programs to Strengthen the Vocational Futures of Youth & Young Adults

**FEDERALLY SUPPORTED PREVENTION COALITIONS**

Partnering with Federally Supported Coalitions (CADCA) and Drug-Free Communities

**PARTNERING WITH PUBLIC HEALTH AGENCIES**

- WVCC Raises the Bar on Health Literacy in Partnership with West Virginia Public Health Agency
- Tennessee’s Congregations Get Certified with the State’s Help
- Minnesota Department of Health and Local Imams Close the Information Gap on Opioids

**PARTNERING WITH FIRST RESPONDERS/LAW ENFORCEMENT**

- Huntington Quick Response Team: Health and Hope in West Virginia
- Phoenix Attorney General’s Office Partners with Faith Leaders to Save Lives

**PARTNERING WITH CHAMBER OF COMMERCE/BUSINESS COMMUNITY**

When the Coal Stops Burning: The Story of Faith, Hope, and Entrepreneurism in Bluefield, West Virginia

**PARTNERING WITH RECOVERY SUPPORT PROVIDERS**

- Grace Culture Church Supports Provider’s Crisis to Career Approach
- YMCA’s Y-Haven Works with the Community to Set the Stage and Create a Culture of Storytelling and Hope
- Giving Back as Part of the Recovery Journey in Ohio

## **PARTNER WITH LOCAL HOUSING AUTHORITY, AFFORDABLE HOUSING, OR SHELTER PROGRAMS**

Many Faiths — One Mission: Addressing the Crisis of Family Homelessness

## **PARTNERING WITH SOCIAL ENTERPRISE**

At Beit T'Shuvah Enterprise Hope is at the Heart of its Recovery Community

Magic City Woodworkers Makes Great Tables and Even Better Men

## **PARTNER WITH CERTIFICATION AND VOCATIONAL PROGRAM**

Wiring for New Beginnings: The Salvation Army's Work-Tech Program

Great Food. Better Lives: Serving Second Chances with Partners in the Culinary Arts

## **PARTNER WITH A FAITH COMMUNITY**

Congregational Entrepreneurism: Grace Chapel Church, Ohio

## **EXPLORE FEDERAL PROGRAMS AND RESOURCES**

44

A listing of federal resources to support job readiness and workforce development efforts.

# Faith & Community Roadmap to Recovery Support: Getting Back to Work — Introduction

*“Addiction recovery requires a whole-person approach. It may start with treatment, but recovery support includes a rich investment in someone’s economic future by providing access to transitional housing, vocational rehabilitation, workforce development, and inspiring them from day one that there is hope to go from crisis to a career.”*

— **Tim Robinson, CEO, Addiction Recovery Care, Kentucky**

*“A job is ‘a fundamental way that people assert their dignity, stake their claim in society, and understand their mutual obligations to one another.’”*

— **Jeff Spross, “You’re Hired!”**



The opioid crisis and epidemic of addiction in the U.S. is exacting a significant toll on the lives and livelihoods of individuals and their families. Lack of resources, support, financial security, and recovery support can greatly challenge recovery efforts.

An *American Journal of Psychiatry*<sup>ii</sup> study found that a strong sense of purpose may be the single most significant factor in determining ongoing recovery from addiction and other behavioral and mental health challenges.

Employment and its associated benefits can play an important role in creating that sense of purpose for those in recovery from substance use disorders (SUDs) or other addiction challenges. Jobs provide more than an income. They also offer daily structured activity and instill a sense of accomplishment. Employment promotes membership in the community and provides a sense of social inclusion.<sup>iii</sup>

However, the road back to work or to school can be rocky and challenging for those reentering communities from treatment programs. People who are in recovery from SUDs and seeking employment are often stymied by gaps in their educational and employment histories, criminal records, financial and legal complications, technological illiteracy, and other basic job-readiness skills. They may also experience the stigma and prejudice that is still, too often, associated with people in recovery.

For decades, faith and community-based organizations have been meeting basic needs and providing the kinds of valuable social support services that can restore and rebuild lives and livelihoods. These organizations have inherent skills, resources, knowledge, and connections that could prove essential to the continuum of care and support for those on the journey of recovery and managing a long-term behavioral health issue.

## Faith & Community Roadmap to Recovery Support: Getting Back to Work — Introduction

---

While clinical services for a substance use disorder can be critical, especially for an opioid use disorder,<sup>iv</sup> it is in community that the long-term journey of recovery is lived out and strengthened.

With that in mind, this guide has been created as a roadmap for congregations and communities seeking to walk alongside individuals and families challenged by the experience and consequences of SUDs and other addiction challenges.

The Roadmap outlines four passages along the journey of recovery support:

- **Raising** the health literacy of the community to respond with compassion.
- **Identifying** community gifts and strengths (assets) and aligning them with the needs of your city, town, or county.
- **Exploring** existing models, practices, and ideas for practical engagement and support activity.
- **Connecting** to potential partners and existing collaborative efforts in your community.

The Roadmap ends with a list of federal resources and programs to support local efforts.

We believe the wisdom, resources, and intelligence needed to restore and heal our communities — and prevent future generations from harm — already exists in congregations and communities around the country. With this Roadmap, we hope to support

that rich reservoir with additional skills, models, and practices that may be adapted in your community, and ideas that may advance efforts supported by facts, characterized by action, and inspired by hope.

### PLEASE NOTE:

This document is not intended as a comprehensive clearinghouse of successful models and practices; but, rather as a resource to spark and guide activity in congregations and communities around the country. The ideas and practices described were inspired by those attending the meeting, "Partners in Hope: Strengthening Recovery with Community-based Workforce Development Efforts," held in March of 2019, in Washington D.C., and co-hosted by the National League of Cities. Participants included faith and community-based organizations, entrepreneurs, social service and recovery support providers, and public health agencies — and we are grateful to each of them.

We invite you to contact us at **partnerships@hhs.gov** with examples from your community that demonstrate how congregations and communities are supporting those in recovery from SUDs and other behavioral health issues to rebuild and restore their lives.

# Community Readiness — Raising Health Literacy of the Community

*“Engaging faith leadership to take a knowledgeable stand on the issue of opioid use in our community allows a community’s selected and trusted leadership to serve their people on this important issue.”*

— **Imam Sharif Mohamed, Islamic Civic Society of America, Dar Al-Hijrah Mosque, Minneapolis**

*“Addiction is a chronic, relapsing brain disease that is characterized by compulsive drug seeking and use, despite its harmful consequences, and long-lasting changes in the brain. It is considered both a complex brain disorder and a mental illness. Addiction is the most severe form of a full spectrum of substance use disorders, and is a medical illness caused by repeated misuse of a substance or substances.”*

—**The National Institute on Drug Abuse (NIDA)**



Before any community can step fully into the work of supporting people in recovery, it must first have a sense of its “readiness” to do so. Too often, old conventions, based on misunderstandings about (SUDs), addiction, and other behavioral health issues, can stand in the way of a community’s willingness and capacity to provide critical support and services.

The following statements represent the current science on substance use disorders (SUDs) and other addictive behavior. Consider your community. Would the majority of your members affirm the following statements?

- Behavioral health issues like SUDs, are treatable, chronic, medical conditions and not moral failures.<sup>vi</sup>
- The chronic nature of addiction means that relapsing to drug use is not only possible, but also likely — with relapse rates similar to other chronic conditions like hypertension and asthma.<sup>vii</sup>
- The biological basis of addiction helps to explain why people need much more than good intentions, willpower, or even prayer, to break their addictions.<sup>viii</sup>
- Medication-Assisted treatment (MAT) is an effective intervention for certain substance use disorders, can help to stabilize individuals, and is a core component of long-term recovery.<sup>ix</sup>
- We recognize that SUDs should be treated just like any other chronic disease, that treatment works, and recovery is possible.<sup>x</sup>
- Individuals struggling with SUDs may have a history of trauma<sup>xi</sup> and/or be biologically predisposed to addictive behavior<sup>xii</sup> and, consequently, are at greater risk if introduced to highly addictive substances.
- Addiction happens to people we know and love.



Do most of these statements mirror the majority of your community’s knowledge and attitude about addiction and those with SUDs? If so, then you may be poised to step into the work of stabilizing, rebuilding, and restoring the lives of individuals and their families as they seek meaningful work, restart their education, secure housing, strengthen job and life skills, provide for child care, transportation, and recovery support, and so much more!

If not, there are resources, curriculum, and partners available to help educate your community, increase health literacy, and strengthen your readiness to provide recovery support.

- Consider inviting subject-matter experts from your local hospital, treatment centers, law enforcement, or public health offices to speak to your community or provide capacity-building trainings on the Screening, Brief Intervention and Referral to Treatment (SBIRT) model.
- Your community can also take a Mental Health First Aid (MHFA) course, which includes guidance on how to support an individual with a substance use disorder (SUD), as we will see in the next few examples.
- Screen a film on the opioid crisis and host a post-show community dialogue. (see p. 9)

### DID YOU KNOW?

**An Opioid Use Disorder (OUD) is a Chronic Illness — and Needs to be Treated as One.**

The CDC says, “chronic diseases are defined broadly as conditions that last one year or more and require ongoing medical attention or limit activities of daily living or both. Chronic diseases, such as heart disease, cancer, and diabetes, are the leading causes of death and disability in the United States.”<sup>xiii</sup>

Sarah Wakeman, M.D., Addiction Medicine Physician at Boston’s Mass General Hospital, asserts that it is essential to approach treatment for an OUD as you would for any other chronic condition. In OUDs, like in other chronic illnesses, Dr. Wakeman says:

- There is no cure.
- The treatment goal is to prevent acute and chronic complications.
- Individualized treatment plan and goals are required and may include:
  - Medication-Assisted Treatment (MAT)
  - Behavioral support
  - Lifestyle changes
  - Regular monitoring for complications
  - Long-term community support

***“Addiction,” says Dr. Wakeman, “is a terrible medical disease that no one would choose to have happen to them.”***

## FAITH COMMUNITIES GAINING KNOWLEDGE AND CONFIDENCE WITH MENTAL HEALTH FIRST AID®

Substance Use Disorders (SUDs) are part of the family of mental and behavioral health conditions. These conditions affect people from all walks of life and all age groups.<sup>xiv</sup>

Communities around the country are taking Mental Health First Aid® (MHFA) training to increase their ability to recognize the signs and symptoms of someone developing a mental illness, substance use disorder or experiencing a crisis, and to learn how to offer a timely, appropriate, and safe response to those individuals.

MHFA and Youth Mental Health First Aid® are available in English and Spanish.



**Mental Health First Aid®**  
[mentalhealthfirstaid.org/](http://mentalhealthfirstaid.org/)

**Youth Mental Health First Aid®**  
[mentalhealthfirstaid.org/population-focused-modules/youth](http://mentalhealthfirstaid.org/population-focused-modules/youth)

**Also see West Virginia Council of Churches  
Raises the Health Literacy Bar, p. 31.**

**Find an MHFA® course or  
facilitator near you.**

## Films Open Doors to Understanding



Visual images and stories can often help to explain complex subjects and make them relatable. To educate your community and open up the conversation about addiction, consider showing films like NOVA's *Addiction*, *Heroin(e)* and *Recovery Boys* or the FBI's *Chasing the Dragon* and host a post-show community dialogue. Discussion guides are available and listed in the resource section of this Roadmap.

## Jewish Family Services (JFS) Implements the Five-Step Plan to Save Lives in Houston

The folks running the Let's Talk About It Mental Health Program at the Jewish Family Services (JFS) of Greater Houston say, "You are more likely to encounter someone having an emotional or mental health crisis than someone having a heart attack." This was especially true in the aftermath of Hurricane Harvey, which flooded most of the city in 2017, and traumatized citizens in its wake. In response, JFS mobilized their 15 Mental Health First Aid® (MHFA) trainers to ramp up their efforts to strengthen the ability of community members to identify signs and symptoms of people in crisis and connect them with the appropriate professional peer, social, or self-help care.

They cast a wide net to train members of the Houston Jewish and non-Jewish communities and faith organizations on [MHFA's five-step action plan](#) that provides guidance on how to assist an individual showing signs of mental or behavioral health distress or a mental health crisis.

JFS Houston's goal is for every adult in the wider Houston community to know how to perform this mental and behavioral health CPR. Because, as they say, "Sometimes, the best first aid is you. Take the course, save a life, strengthen your community."

**Jewish Family Service of Greater Houston**  
[www.jfshouston.org](http://www.jfshouston.org)

**JFS's Mental Health Program Let's Talk About It**  
[mentalhealthletstalk.org](http://mentalhealthletstalk.org)

**Mental Health First Aid's Five-Step Action Plan**  
[www.mentalhealthfirstaid.org/take-a-course/what-you-learn](http://www.mentalhealthfirstaid.org/take-a-course/what-you-learn)

clinic's founder and the community's senior pastor, Ron Baptiste, was concerned about those who were dealing with chronic conditions that could not be addressed in a single doctor's visit, including recovery from SUDs. He was also particularly concerned about the increasing number of suicides happening in and around the church community — especially among young people.

Pastor Ron and church leaders felt it was important to give community members the information and tools they needed to support each other when these issues arose by increasing their health literacy and integrating recovery into the fabric of the community.

So Covenant Confirmers organized a [Youth Mental Health First Aid](#) training — the version of Mental Health First Aid focused on coming to the aid of adolescents experiencing a mental health or substance use challenge. They have also added opportunities to train members to administer naloxone, the opioid overdose reversal drug. They also host mutual-aid support groups to bring the work of recovery closer to home, including Narcotics Anonymous (NA), Parents of Addicted Loved ones (P.A.L.), and Alcoholics Anonymous (A.A.).

Soon, their upstairs Clubhouse will be open to the recovery community Fridays and Saturdays, and staffed by peer recovery specialists. Pastor Ron, with hope in his voice said, "We always been known as 'The Biker Church,' but we are quickly being known as 'The Recovery Church' in our community."

**Covenant Confirmers: The Original Biker Church**  
<http://covenantconfirmers.org>

**Tennessee Biker Clinic**  
[www.tennesseebikermedicalclinic.org](http://www.tennesseebikermedicalclinic.org)

---

## Covenant Confirmers: The Original Biker Church Opens its Doors to Recovery



For years, [Covenant Confirmers: The Original Biker Church](#) in Middle Tennessee has provided medical and dental care for its community, free of charge. Every Saturday, at its [Tennessee Biker Medical Clinic](#), medical

doctors and dentists volunteer their time and skills to provide health care, educate church members, and make referrals to specialty services. Still, the

# Assess and Align Community Assets and Build Capacity to Address Identified Needs

“Gaps in the system are opportunities for faith communities to respond with services to fill them.”

— Travis Lowe, Pastor, Crossroads Church/Lead, Rebuild.Revive.Thrive, WV

“Think big — start small.”

— Grady Powell, Openfields, SC

Training Skills **PEOPLE**  
RECOVERY Care **FEET CONNECTIONS SPACE**  
**SKILLS** LEGAL ASSISTANCE Peers  
CHILDCARE **Partners** Hands  
Connections **EMPLOYER CONNECTIONS Volunteers** Hope  
People **TRANSPORTATION Compassion**  
**HOPE** Mentors COMMUNITY ROOMS  
Clothing **WARM HANDOFF**  
**WARM EMBRACE FOOD KITCHENS**  
Groups **NETWORKS Capacity PARTNERS**

With so much possibility, where should a community start? **AT HOME.**

Community-based organizations are comprised of rich assets — resources, programs, people, facilities, and connections — that may be used in recovery support efforts. While not every community can run a job-training program, lead a housing initiative, or jump-start a social enterprise, each may contribute in its own way to bring hope and healing.

## PRACTICES FOR ASSESSMENT AND ALIGNMENT

Your community is — and most likely always has been — a “health asset.”

A community health asset is any thing, person, place, service, or relationship that can be used to improve the general health and well-being of the community. These assets are critically important to addressing the complex web of factors that influence

health outcomes — often referred to as the social determinants of health.<sup>xv</sup> Social determinants of health include:

- Socioeconomic conditions (income or educational levels);
- Availability of resources to meet daily needs, such as access to job opportunities, living wages, nutritious foods, health care, and transportation;
- Social norms and attitudes, such as discrimination;
- Public safety including exposure to crime, violence, and social disorder;
- Social support and social interactions (social capital); and
- Access to reliable Internet, mass media, and emerging technologies.

There are many ways your community can address these social determinants as they challenge recovery efforts. However, communities often struggle with where to start, what to do, and where to focus time, talent, and resources.

An important first step is to “map” the health assets your community might bring to bear. An asset map helps you approach things from a perspective of abundance, rather than a perspective of deprivation. It also provides an opportunity to assess what you already have — people, places, connections, services, and programs. This can help you see what you can leverage to improve the health and well-being of your community.<sup>xvi</sup>

Derek Hayes, a pastor in the community of Freeport, Wisconsin, encourages his community to think creatively about their community’s gifts and assets, saying: “We have a kitchen here that is never used. Could we start a café that creates jobs? We also

have a gym. Could we start some type of volleyball tournament that can create revenue? We live in a food desert. Could we turn some of our land into an urban farm? Our parsonage sits empty, and we have empty classrooms. Could we offer space to entrepreneurs?”<sup>xvii</sup>

Communities can access a wide range of tools and processes, online and often at no cost, to assist in discerning their mission, honing their focus, and identifying their assets. These assets can be connected to broader systemic work of the community. Examples include: “[The Quick and Simple Congregational Asset-Mapping Experience](#)” from the Alban Institute or the “[Called to Transformation](#),” “[An Asset-Based Approach to Engaging Church and Community](#)” offered by the Episcopal Church & Episcopal Relief and Development.

**The Quick and Simple Congregational Asset-Mapping Experience**  
<http://bit.ly/2DPP2Ys>

**Called to Transformation, An Asset-Based Approach to Engaging Church and Community**  
<http://bit.ly/367HhZW>

---

## MODELS: WHAT COMMUNITIES ARE DOING TO ASSESS AND ALIGN

An asset map provides an opportunity to understand what resources your community has to help address the needs of those you serve. After creating the map, you can look at how to align those assets to community needs. A few examples from the variety of tools for assessing community gifts and assets, and for aligning and applying those resources toward common goals include:

### The Asset-based Community Development (ABCD) Model

#### The Asset-Based Community Development (ABCD) Model

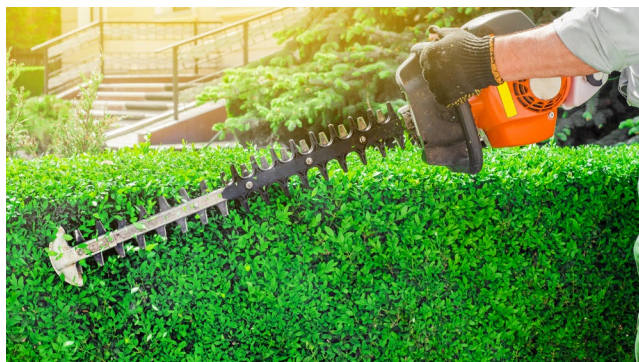
The Asset-Based Community Development (ABCD) Model is grounded in the belief that communities are made up of diverse and potent webs of assets that can be made useful to the collective concerns of the community. The ABCD Institute, housed at DePaul University in Chicago, hosts a [website](#) with resources communities can use to implement the model, including [Faith-based Resources for Action](#).

## Better Together: A Richmond Congregation Listens its Way into Relationship and Service

The former Northminster Church, now Atlee Church-Northside Campus in Richmond, Virginia, gained the trust of, and the opportunity to collaborate with, its neighboring community by employing the ABCD model.<sup>xvii</sup> Amy Sherman, author and congregational advisor writes, “They began with a listening campaign. And they got an earful. Despite its attempts to serve the community — through its longtime food pantry, for instance — the church still hadn’t achieved the reputation it wanted among its neighbors.”

Inspired by what they heard, they initiated the ABCD process so they could better identify and align the gifts they had to offer with the needs identified by their neighborhood.

The church is now offering the kinds of ministries that transform lives. Their former church food pantry has been replaced by a partnership with Better Together Food Co-Op where local residents are active participating members. Atlee Church also started a “small jobs” program that hires neighborhood residents to do work around the church, such as cleaning and landscaping and matched job-seekers with church members looking to hire individual for tasks around their homes and businesses, such as errands, repairs, and home and lawn maintenance.



They have also launched a mentoring program for middle and high school youth inside and outside the church in partnership with the local Youth Life Foundation.

**The Asset-Based Community Development (ABCD) Model**  
<http://bit.ly/2Ph1OEt>

**ABCD Faith-based Resources for Action**  
<http://bit.ly/34RSFsw>

**Atlee Church partnership with Better Together Food Co-Op**  
<http://bit.ly/3648i0f>

**Youth Life Foundation**  
<http://ylfr.org/>

## Opening the Community Tool Box

The Community Tool Box is a free, online resource for anyone collaborating with others and sharing ideas and resources to strengthen the health of their community. Developed and managed as a public service by the University of Kansas' Center for Community Health and Development, the Tool Box is a resource for those who want to learn more about community assessment, planning, intervention, evaluation, advocacy, and other aspects of community practice. Available in over 230 countries around the world, it offers over 300 educational modules and other free tools, which are currently available in English, Spanish, Arabic, and Farsi.

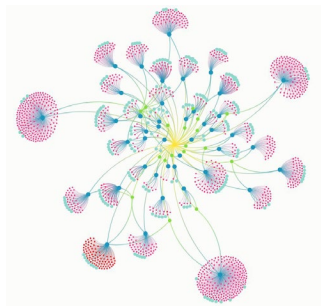
The Tool Box offers a checklist for identifying community assets and support for assessing local needs and resources to guide organizations with strategic planning and decision-making.

**The Community Tool Box**  
<https://ctb.ku.edu/en>

**The Tool Box Checklist for Identifying Community Assets and Resources**  
<http://bit.ly/3893RmH>

**The Tool Box Assessment Tools**  
<http://bit.ly/36b7HKI>

## From Charity to Change



While faith communities are recognized as potentially potent forces for social change — their efforts are often fragmented, siloed, and characterized as random acts of kindness.

their activity with long-term change they want to see in their community.

To better understand the primary health concerns of your community, [locate](#) a Leadership Foundations partner, [Drug-Free Community \(DFC\) Program](#), or download your local hospital's [Community Health Needs Assessment](#).

**From Charity to Change** is a program created to guide congregations in moving charity and volunteer efforts from ad hoc service projects toward strategic plans that meet the needs of their greater communities — such as preventing substance misuse and addiction or increasing job placement for those who are unemployed.

Two organizations, [Openfields](#) and [Leadership Foundations](#), worked closely with [Redeemer City to City](#), New York City, to develop the program, reimagining how congregations could better align

**From Charity to Change**  
<https://leadershipfoundations.org/ccic/charitytochange>

**OpenFields**  
<http://openfields.com>

**Leadership Foundations**  
<https://leadershipfoundations.org>

**Drug-Free Community (DFC) Program**  
<http://bit.ly/2rhP9cr>

**Community Health Needs Assessment**  
<http://bit.ly/2Lm9qED>

## BUILDING COMMUNITY COMPASSION AND CAPACITY

The next two examples highlight how two different communities are stepping into their vision of providing wrap-around care with sensitivity, understanding, and compassion.

### Knoxville's Compassion Coalition: Equipped and Ready to Serve

The [Knoxville Leadership Foundation's Compassion Coalition](#) supports community volunteers with trainings and tools that strengthen their ability to serve their community. Courses like the [Cost of Poverty Experience \(COPE\)](#), a three-

hour poverty simulation, give participants a real-life experience of what it's like to live in poverty, and [Bridges Out of Poverty](#) provides insights into the particular challenges faced by people living in poverty.

Once better equipped, Compassion Coalition members volunteer for programs, such as the Leadership Foundations' [AMACHI Knoxville](#) (mentoring children with one or more parents incarcerated), [KnoxWorx](#) (workforce development and job-placement readiness program), or [Operation Backyard](#) (painting, roofing, installing handicap ramps, porches and other much-needed home repairs).

Volunteers do the research needed to update vital program information in a database that informs the Call Center and *Salt & Light: A Guide to Loving Knoxville*.

They might also assist Knox County residents through the Connection Point Call Center to provide referrals to critical services, mentor individuals in the Faith & Finance program, or become an ally in the Getting Ahead (in a Just-Gettin'-By World) program.

With the help of relevant trainings and skill development, volunteers in the Compassion Coalition are collectively — and with greater effect — realizing their aspirations and meeting the specific needs of their community with grace and confidence.

**Knoxville Leadership Foundation's  
Compassion Coalition**  
[www.compassioncoalition.org](http://www.compassioncoalition.org)

**Knoxville Leadership Foundation Programs:  
AMACHI, KnoxWorx, Operation Backyard, and others**  
[www.klf.org](http://www.klf.org)

**Salt & Light: A Guide to Loving Knoxville**  
<http://bit.ly/2DPZTkV>

**Cost of Poverty (COPE)**  
[www.compassioncoalition.org/cope](http://www.compassioncoalition.org/cope)

**Bridges Out of Poverty**  
[www.compassioncoalition.org/  
bridges-out-of-poverty](http://www.compassioncoalition.org/bridges-out-of-poverty)

**Getting Ahead (in a Just-Gettin'-By World)**  
[www.compassioncoalition.org/  
getting-ahead-classes](http://www.compassioncoalition.org/getting-ahead-classes)



## **NewDay Center Partners with Churches for Nine-Month Aftercare Program**

**NewDay Recovery Center** practices at the intersection of science and faith. Their full-service treatment center delivers professional counseling and medical services to nearly 1,000 individuals and families, alongside a biblically-based curriculum. NewDay founder Dan Johnson will tell you the strength of an individual's long-term recovery is directly related to whether or not that person has been integrated into a compassionate community after treatment. Specifically, a compassionate community that understands the challenges of SUDs and the long-term nature of the recovery process and, perhaps most importantly, “does not see the person's substance use disorder as the individual's primary identity.”

NewDay has developed a church-training curriculum that equips congregations to become *transition* communities poised to support a structured aftercare plan created for each client. The training program consists of three stages:

- **Stage I:** Teaching church members the basics on substance use disorders, the signs and symptoms of these conditions, and the characteristics of recovery, as well as NewDay's approach to addiction treatment (including Medication-Assisted Treatment) and aftercare.
- **Stage II:** Coaching future mentors on how to walk alongside individuals in the program.
- **Stage III:** Guiding church leaders on how to assist individuals as they transition from a focused treatment environment to an at-home lifestyle in which they can grow spiritually, relationally, physically, and purposefully.

**NewDay Recovery Center**  
[www.thenewdaycenter.com](http://www.thenewdaycenter.com)



### Meeting for Shared Purpose Over the Open Table Model

Social capital refers to the connections, networks, or relationships that exist among people, which individuals can access to succeed in life. These connections and networks can produce information, emotional or financial support, and other resources.<sup>xix</sup> Individuals in addiction recovery may have exhausted their social capital, or had very little to begin with. They might rely on faith and community-based organizations, mentors, and other supports to build new connections and relationships.

In 26 states around the country, the Open Table Model for collective action has provided a way for faith communities of diverse traditions, government, business, nonprofit, and other partners to transform the social capital and personal networks of their members and employees into tools that individuals

and families, experiencing economic or relational poverty, can use to better their lives.

The Open Table Model teaches everyday community members how to invest their time, personal connections, and skills in the lives of individuals or families living in poverty, reentering communities from incarceration, survivors of human trafficking, refugees, recovering from addiction, or anyone else seeking to rebuild their lives using the social capital many of us take for granted.

**Open Table Model**  
[www.theopentable.org](http://www.theopentable.org)



# Walking the Journey of Recovery with Wrap-Around Care

*“The power of faith-based groups to turn around tragedy is real.”*

— **VADM Jerome M. Adams, M.D., M.P.H.,  
U.S. Surgeon General**

*“We need to equip a new approach to mercy, moving from aid to enterprise.”*

— **Rev. Dr. Steven D. Shave, Director,  
Lutheran Church-Missouri Synod, Urban &  
Inner-City Mission and LCMA Church Planting**

Traditionally, the work of faith and community-based groups has been grounded in the provision of health and wrap-around care for individuals and their families struggling with life challenges. In the last section, we considered how to think of and assess these efforts as community health assets, then align them to the real, systemic needs of the community.



This section of the Roadmap explores the opportunity to walk alongside individuals and families on the road to recovery, taking into account the level of support they need. Stages of support may include those that can help a person or family in recovery or reentering communities **stabilize**, build and **strengthen** skills, and then **accelerate** into employment, community, and long-term recovery.

## ACTIVITIES THAT STABILIZE THOSE IN EARLY RECOVERY

*“Do more than care: help. Do more than believe: practice. Do more than be fair: be kind. Do more than belong: participate.”*

— **William Arthur Ward (1921-1994)**

*“The truth is, relationships are the most valuable and value-creating resource of any society. They are our lifelines to survive, grow, and thrive.”*

— **Robert Hall, *This Land of Strangers***

It’s essential to meet the basic needs of those in early recovery — with food, shelter, access to recovery support and tools to overcome other immediate challenges — in order to **stabilize** them well in advance of clearing a pathway to employment

and a full reentry into communities. Basic needs that might be considered as “stabilizing” include:

- Basic language and communication skills
- Childcare
- Access to nutritious and affordable food
- Hygiene — clothes, grooming, access to showers and laundry facilities
- Connection to treatment and recovery support communities including:
  - Peer support
  - Recovery high school services & collegiate recovery programs, or Recovery Community Centers (RCCs)
  - Community-based recovery support groups (Celebrate Recovery, AA, NA, etc.)
  - Sober Grid, rTribe, Nomo, WeConnect, and other mobile apps that connect to recovery support communities and peer counseling services.

- Legal assistance
- Non-driver identification and vital records
- Transportation to work and support services
- Phone and internet access
- Companionship — taking the time to listen and be in relationship with an individual can be a lifeline.
- Access to health care (continuing care for addiction, physical, dental, behavioral, and mental health)
- Transitional housing and sober-living environments.



**Peer Support**  
<https://go.usa.gov/xpm9m>

**Recovery High School & Collegiate Programs**  
<http://bit.ly/366gcpN>

**Recovery Community Centers (RCCs)**  
<http://bit.ly/33TFcPI>

**Community Recovery Support Groups**  
<http://bit.ly/38a8PQg>

## Communities as Connectors



While resources and services exist in communities to support individuals, connecting to those resources is often a challenge for those reentering communities from treatment or incarceration. Your community could develop a **resource guide** for community members to use or share that might include: treatment and recovery support services, clothing, food, housing information, counseling services, adult learning opportunities, employee assistance, the local community health center and other sliding scale health, dental, and mental health services, legal assistance, and veterans' services.

To share resources, a good example is the Leadership Foundations' Compassion Coalition's *Salt & Light: A Guide to Loving Knoxville*. (<http://bit.ly/2DPZTkV>)

You can also provide services through an online platform like CarePortal, which connects faith communities to identified needs of local families and allows a real-time response. (<https://careportal.org>)

Other resource platforms include:

United Way 2.1.1, a free and confidential service that helps people across the country find the local resources they need 24 hours a day, 7 days a week. ([www.211.org](http://www.211.org))

FindTreatment.gov, is a free, confidential, 24/7, 365-day-a-year treatment referral and information service (in English and Spanish for individuals and families facing mental and/or substance use disorders. ([FindTreatment.gov](http://FindTreatment.gov))

## DID YOU KNOW?

### Communities Can Make a Difference in Getting Ahead of the Reentry Curve

Reentry to any community following incarceration presents a unique set of challenges and opportunities. Each year, state and federal prisons release more than 600,000 individuals. Another nine million cycle through local jails. More than two-thirds of prisoners are rearrested within three years of their release, and half are reincarcerated.<sup>xx</sup>

In a [2017 brief](#), HHS found that men who received employment and education services before release were more likely to be successful after reentry. In addition, post-release employment is one of the key factors in successful reentry and the reduction of recidivism.<sup>xxi</sup>

Faith-based and community organizations can provide critical services to people still incarcerated and those newly released from prison or jails. Volunteers can assist in providing literacy and educational assistance, life skills, job skills, and parenting classes. They can facilitate medical education and prevention training, as well as arts and crafts programs, drug and alcohol rehabilitation

programs, faith-based programs, and many other initiatives that strengthen the transition between confinement and society.

- Visit the Federal Bureau of Prisons (BOP) [webpage](#) for volunteer activities, contact a National Reentry Affairs Coordinator for federal facilities in your area, or the volunteer coordinator at your local detention center or correctional facility.
- Support 12-step programs offered in the justice system through groups, such as [Jewish Prison Services](#), [Kairos Prison Ministry](#), [Celebrate Recovery Inside](#), or [A.A. in Correctional Facilities](#).
- Partner with organizations [Catholic Charities \(Reentry 72\)](#), [Prison Fellowship](#), [Towards Employment](#), or [IMAN's Green ReEntry program](#) that provide transitional housing, resources, mentoring for those incarcerated or soon-to-be released, and support for their children and families.
- Make connections to employers willing to work with individuals with criminal records. [Honestjobs.org](#) and [Second-Chance Jobs for Felons](#) are examples of e-platforms that list supportive employers.

**Federal Bureau of Prisons Volunteer Webpage**  
[www.bop.gov/jobs/volunteer.jsp](http://www.bop.gov/jobs/volunteer.jsp)

**Jewish Prison Services**  
<https://jpsi.org>

**Kairos Prison Ministry**  
[www.kairosprisonministry.org](http://www.kairosprisonministry.org)

**Celebrate Recovery Inside**  
[www.celebraterecovery.com/crinside](http://www.celebraterecovery.com/crinside)

**A.A. in Corrections Facilities**  
<http://bit.ly/2DRAMy5>

**Catholic Charities (Reentry 72)**  
<http://bit.ly/3757d9g>

**Prison Fellowship**  
[www.prisonfellowship.org/action](http://www.prisonfellowship.org/action)

**Towards Employment**  
[www.towardsemployment.org](http://www.towardsemployment.org)

**IMAN's Green Reentry Program**  
<http://bit.ly/365nIBf>

**HonestJobs.Co**  
<https://honestjobs.co>

**Second Chance Jobs for Felons**  
<https://secondchancejobsforfelons.com>

## ACTIVITIES THAT STRENGTHEN SOCIAL SUPPORTS AND EMPLOYABILITY SKILLS

*“Real healing requires being in a circle of support. People need the support of someone walking alongside them, mentoring them, being there and providing the care and love human beings need.”*

— Roger Leonard, Managing Director for The Summit Companies and Duke Divinity alum actively working with faith communities in Central Appalachia<sup>xxi</sup>

*“You have a part to play in somebody’s healing and somebody’s thriving. God wants to heal somebody’s finances here, and there is an accountant two rows back. Are you that accountant? There is a mother out there and you’re facing an empty nest and you have raised such vibrant kids. Do you know how many mothers in this room that they never were shown how?”*

— Henry Cloud, PhD, ‘Changes that Heal’ Seminar at Celebration Church<sup>xxii</sup>

After helping people stabilize their lives enough to begin the journey of recovery, communities can support folks in ways that build and **strengthen** life, employability skills, and hope. Examples include:

### **Tutoring and Mentorship:**

- Supporting educational goals, social skills, and financial literacy.
- Reading, writing, and communication skill-building.
- Preparing for the General Educational Development (GED) tests (high school equivalency exam) in math, science, English/language arts, or social studies.
- Learning English as a Second Language (ESL) community building — including individuals in social activities, entertainment, and worship services.



### **Job Readiness:**

- Prepare alternate resumes, mock interviewing, and communication techniques.
- Strengthen “soft skills” including punctuality, personal presentation, work ethic, sociability, or conflict resolution.
- Identify space and locations for skill development, certification and vocational training, such as a kitchen for culinary arts programs or fellowship halls for use by job-training partners.
- Offer driving lessons or access to reliable transportation, or start a bike program (see the Ohio Bike Shoppe example, p. 38).

**Family/Caregiver Support:**

- Parenting classes.
- A foster-care support group for parents and families, and/or a “foster closet.”
- Housing or furnishings.
- Access to personal and family counseling.
- Training on trauma-informed care and recognizing Adverse Childhood Experiences (ACEs).

**Recovery Support:**

- Clinical or non-clinical continuing care for substance use disorders (SUDs).
- Peer counselors and peer support (see p. 24).
- Access to community-based recovery groups (see p. 17).

**“Alternate” Resumes**  
<http://bit.ly/2s2gu2w>

**Foster Closets**  
[www.fosterclosetinc.org](http://www.fosterclosetinc.org)

**Trauma-informed Care**  
<https://go.usa.gov/xpmXr>

**Adverse Childhood Experiences (ACEs)**  
<https://go.usa.gov/xpmXg>



**DID YOU KNOW?**

**Millions of Americans Struggle with Basic Reading, Writing, and Math Skills.**

About 36 million adults in the U.S. — and almost 800 million worldwide — struggle with basic reading, writing, and math skills.<sup>xxiv</sup> These individuals need help to read a menu, fill out a job application, or read a bedtime story to their children. Organizations like Literacy Volunteers of America and ProLiteracy are providing volunteer tutors with the skills and resources they need to teach people how to read and write, so they can build their capacity to seek employment, secure housing, use public transportation, access health care and social services, and take advantage of many more life-altering opportunities.

Community volunteers may teach English as a Second Language programs at their church, local library, or community center, where an hour or two each week can change the entire lifetime of another.

**Literacy Volunteers of America**  
[www.lvanca.org/summer-programs](http://www.lvanca.org/summer-programs)

**ProLiteracy**  
<https://www.proliteracy.org>

## ACTIVITIES THAT ACCELERATE OPPORTUNITIES TO FLOURISH

*“Researchers agree that such structural factors as lack of economic opportunity, poor working conditions, and eroded social capital in depressed communities, accompanied by hopelessness and despair, are root causes of the misuse of opioids and other substances.”*

— **National Academies of Sciences, Engineering, and Medicine.**<sup>xxv</sup>

*“Hope, in the deepest sense, is not optimism or wishful thinking: it is about our capacity to imagine a different, healthier future and to find the energy to do something to bring it about.”*

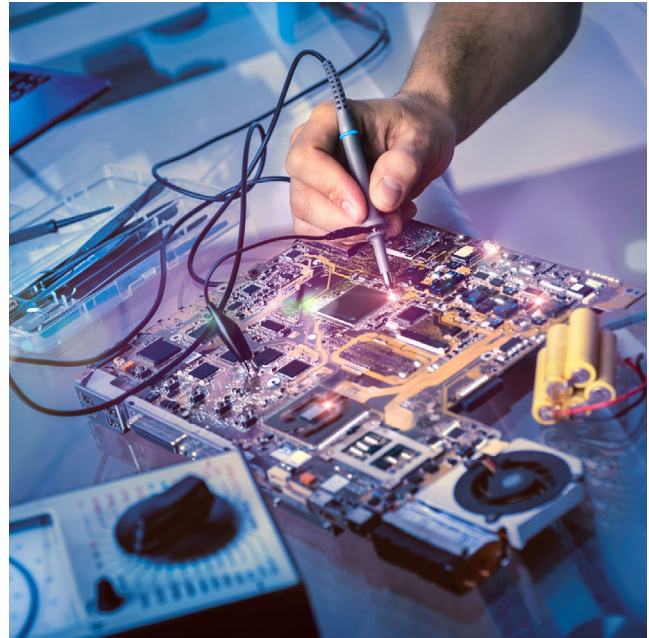
— **Leading Causes of Life Framework**<sup>xxvi</sup>

Persons seeking to rebuild their lives develop agency — or the capacity to act intentionally in the world — by having access to both systems for advancement (e.g., access to treatment or employment) and a local community that can open practical pathways to opportunity.

Communities can provide connection and create access to the tools, skills, training, and relationships that will **accelerate** the capacity of individuals to act with intention and in their best interest.

Some of those include:

- Financial literacy courses (see Financial Empowerment Toolkit: Your Money, Your Goals Toolkit or the Chambers Center’s Faith & Finances program to help those who struggle to manage their money and overcome real-world pitfalls on the path to financial health.)
- Access to employers who support recovery, social enterprise employers, or the Small Business Administration’s (SBA) Learning Center, which offers free courses designed to help research, plan, and turn an idea into a great business.



- SAMHSA Peer Provider Resources to encourage people in recovery to use their lived experiences to support others. Training and certification programs exist around the country (see “Expanding Workforce in the Recovery Field,” p. 24).
- Opportunities for personal growth and reflection, such as the “Getting Ahead in a Just-Gettin’ By World” curriculum for people who live in poverty, that give individuals the opportunity to investigate their lives on their own terms.

**Financial Empowerment Toolkit**  
<https://go.usa.gov/xpmXn>

**Chambers Center’s Faith & Finances Program**  
<http://bit.ly/33RPJuN>

**SBA Learning Center**  
[www.sba.gov/learning-center](http://www.sba.gov/learning-center)

**Peer Provider Resources**  
<https://go.usa.gov/xpmXs>

## Connect People to Employment Opportunities Inside and Outside Your Community



The Islamic Center of Maryland tries to match families looking for home health caregivers, nannies, daycare workers,

housekeepers, and mother's helpers with those who are looking for skilled employment. While not a full-blown placement service, they do their best to broker mutually helpful matches within their community.

In Pennsylvania, the Islamic Center of Pittsburgh hosts a webpage dedicated to resources for employment and career services in the Pittsburgh area.

**Islamic Center of Maryland — Social Services**  
<http://bit.ly/2DLVfEH>

**Islamic Center of Pittsburgh — Employment and Career Services**  
<http://bit.ly/2DNZJue>



## A Faith Community Becomes a Vessel for Healing and Enterprise

The website for Hopewell Junction's Valley Christian Church in N.Y. projects a vibrant and energetic worshipping community. While true, Pastor Susie Williamson will tell you the source of that vibrancy is firmly rooted in the community's heart and commitment to service. "We're not about being a cruise ship," she says, "but a search-and-rescue vessel."

One particular opportunity to seek and serve grew out of a Thursday night church dinner for the women of Hoving Home, a local residential recovery support program. For some time, church members had been ministering to the women, feeding and caring for them and their children with many small acts of love and charity.

But their efforts took a turn toward a more substantive life-changing ministry, when one church member, Kelly Lyndgaard, an executive in the IT Industry asked the question, "If the church doesn't help to provide individuals with the means to support their recovery once they leave the program, are we really serving these women?"

With the goal of building a pathway for these women toward economic independence and sustained recovery, and with the help of the church, Kelly stepped away from her executive career, and founded the social enterprise, UnShattered.

The company employs women in recovery to make handbags out of repurposed materials (sets from Broadway shows, scraps from manufacturers, military uniforms, and other remnants).

Valley Christian Church continues to support the basic needs of these women and their families and has expanded its efforts by donating a portion of its facility to UnShattered, by mentoring and coaching the women along their journeys, and by including them in the church's women's ministry and family



activities. Several congregation members have also created local housing opportunities for these women as they transition out of the recovery programs and need a safe and stable environment.

*“Our community,”* Pastor Williamson says, *“should be better because our church is in it. We all have something that we can give to this fight.”*

**Valley Christian Church**  
[www.valleyny.cc](http://www.valleyny.cc)

**Hoving Home**  
<https://hovinghome.org>

**UnShattered**  
[www.unshattered.org](http://www.unshattered.org)

### Expanding Workforce in the Recovery Field

Across the country, there is a movement of people using their personal experience to bring hope and support to others on the road to recovery. Peer specialists are trained specialists who use their lived experience of recovery from mental illness and/or addiction — plus skills learned in formal training — to promote mind-body recovery and resiliency, as well as to connect people to essential support services.<sup>xxvii</sup>

An article in the 2018 issue of *FaithHealthNC* cited a peer-recovery specialist making the point, “Peer support specialists have strong credentials for the job: personal experience,” adding, “I can be a good example or a horrible warning.”<sup>xxviii</sup>

Connecting individuals to peer specialist certification programs and integrating these experts into



communities will not only provide vocational opportunities, but will also create strong personal lifelines to recovery support services.

Many states have certification programs, including Kentucky’s Peer and Recovery Support, the Alcohol & Drug Abuse Certification Board of Georgia (ADACBG) and their Certified Peer Recovery Coach (CPRC) certification program, and Tennessee Recovery Navigators and Lifeline Peer Project of Tennessee’s Department of Mental Health and Substance Abuse Services.

**FaithHealthNC**  
<http://bit.ly/388bDNC>

**Kentucky’s Peer and Recovery Support**  
<https://go.usa.gov/xpm5K>

**Alcohol & Drug Abuse Certification Board, Georgia**  
[www.adacbga.org](http://www.adacbga.org)

**Tennessee Recovery Navigators**  
<https://go.usa.gov/xpm5k>

**Tennessee Lifeline Peer Project**  
<https://go.usa.gov/xpm55>

# Connect & Collaborate with Partners in Your Community

*“Communities need not change their purpose, but rather see themselves as a unique and essential piece of the puzzle.”*

— **Grady Powell, OpenFields Social Innovation Consulting Group**

*“Think big and think inclusively with imagination and hope.”*

— **VADM Jerome M. Adams, M.D., M.P.H., U.S. Surgeon General**

By working together, communities can meet a broader range of needs and provide for greater economic mobility for those in recovery from substance use disorders and others facing challenges to meaningful employment.

The case studies below demonstrate how some communities are joining collaborative efforts and others are connecting with one or two partners to offer new or expanded services or programs.

As the U.S. Surgeon General says, “No matter what you are passionate about, if you commit to forging better partnerships and being a better partner, better health, stronger community and greater prosperity are sure to follow.”

The following are examples of the types of potential partners that may be in your community and suggestions of how to engage them.



## DID YOU KNOW?

### Shared Use: Unlocking Possibilities for More Community Space

Shared-use arrangements — also called joint use, community use, or open use — are one way congregations and communities can share their gymnasiums, pools, playing fields, parks, walking trails, garden plots, kitchens, meeting and performance spaces, and fellowship halls with the broader community.

[ChangeLab Solutions](#) offers agencies, nonprofits, and faith-based organizations tools and resources on how they can share their spaces in creative ways while addressing concerns about resources, maintenance, security, and potential liability for all parties. Read their [Congregation to Community Fact Sheet](#).

## PARTNERING WITH COMMUNITY-WIDE COLLABORATIVE EFFORTS

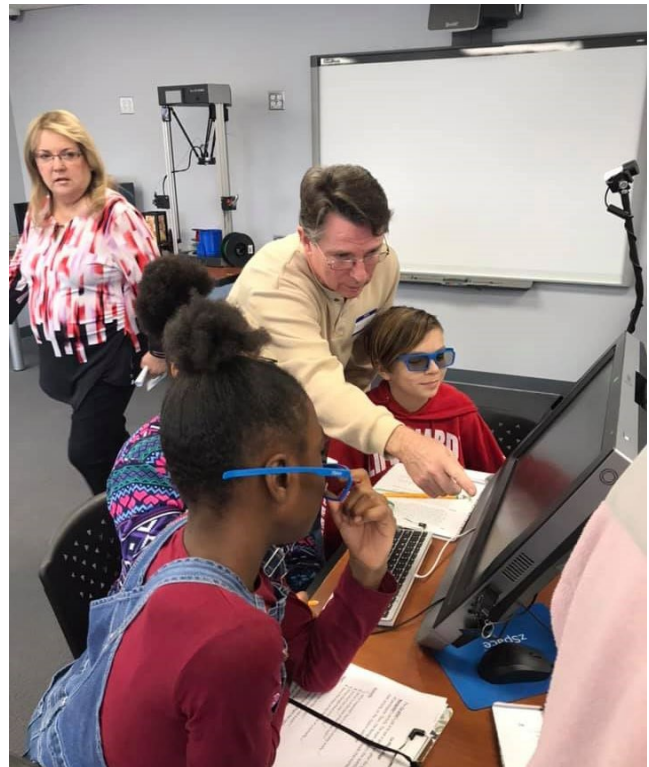
Your organization may discover ways to contribute more richly to the general health and wellness of your surrounding community by building relationships with your local Chamber of Commerce, city council and school boards, and public health departments. It may also be helpful to review your local hospital or Community Health Center's Community Health Needs Assessment for a better understanding of the immediate public health needs identified by your community.

In Florida, the Project Opioid created a “new frontline” with business and faith leaders ready to serve their employees and congregations, in order to better equip places of work and worship for those struggling with opioid misuse. The coalition they created taps local human resource departments, employee assistance programs, and religious organizations to become “platforms for education and information on opioid abuse.” Here are two additional examples of congregations serving through the community relationships they have established:

### A Tapestry of Partners Serving People Experiencing Homelessness in D.C.

Through its Downtown Day Services Center, Washington DC's New York Avenue Presbyterian Church (NYAPC) provides for basic needs — from food and showers to legal services, case management, and employment support — to people who are homeless and others transitioning into the community.

While NYAPC has welcomed individuals experiencing homelessness into their building for meals and restroom services for well over a decade, their partnership with the city and larger community has allowed them to offer a broader array of services. They have partnered with agencies and organizations, including the Downtown DC Business Improvement



*The Maker's Center at Bible Center Church, Charleston, WV*

District, the District's Department of Employment Services, Departments of Health, Motor Vehicles, Economic Security Administration, Unity Health Care Clinics, and the Washington Legal Clinic for the Homeless. With these partners, they have been able to strengthen and enhance the services they offer to support individuals experiencing chronic homelessness and complex health challenges.

### Bible Center Church: Praying, Providing, Partnering, and Pioneering in West Virginia

As the new Director of City Ministries for Bible Center Church, Michelle Thompson soon recognized more than a few introductions needed to be made! Not only did church leaders need to meet members of the business community, social service agencies, public offices, and other potential community partners, but those folks needed to be introduced to the church as a “viable and well-equipped partner.”

Armed with an internal assessment of the Bible Center Church's existing talents, resources, and assets, Michelle set out to make those introductions. She networked, built friendships and alliances, and established partnerships by going "anywhere she was asked." She joined the one of the nation's Drug-Free Community (DFC) Programs and met with the Charleston Housing Authority to learn how her congregation could be helpful and supportive through collaborative strategies.

What she learned was that the Charleston community had identified recovery support and the need for job readiness and reentry into the workplace as a priority for the city. What she recognized was that "providing stability and a sense of purpose throughout an individual's recovery journey" was the right mission for Bible Center Church. Since then, the congregation has made a difference in the lives of its Charleston neighbors in substantive ways, including:

- The Maker's Center is a training center — for those in recovery, school children, and the community — in technology, wood shop, and the arts.
- An active list of freelance jobs for people in recovery.
- A partnership with the Charleston Housing Authority to conduct a needs assessment for folks moving into transitional housing and to fill the identified needs.
- Furniture delivery to foster families and the newly re-housed population.
- A Foster Closet and Foster/Adoptive Parent Support Groups (along with assistance with managing the court system).
- The *Ride to Recovery Program* uses their church's vans, typically idle between Sunday worship services, to drive those who need rides to support meetings or new jobs.

Michelle says the church is still in the beginning of this journey to serve its community, but they are traveling at a greater speed and distance because they are sharing the same map as their community partners!

## Broaden your Reach with a "Pioneering Team"!



Congregations and community groups are famous for relying on one or two individuals to run point on service opportunities and partnership building. To lift the load from a few to many, Bible Center Church created a "Pioneering Team" to split up opportunities to attend local community meetings and generate innovative ideas and partnerships — all while broadening responsibility and community reach.

**Project Opioid**  
<http://bit.ly/2qtoNE2>

**New York Presbyterian Downtown Day Services**  
<http://bit.ly/2PgLKCz>

**Bible Center Church, South Charleston, WV**  
[www.biblecenterchurch.com](http://www.biblecenterchurch.com)

**The Maker's Center**  
<http://bit.ly/3akNZi4>

**Find a Community Health Center**  
[www.indahealthcenter.hrsa.gov](http://www.indahealthcenter.hrsa.gov)

# Consider the Potential Partners in Your Community

*"Don't Re-create, Collaborate!"*

— **Pastor Greg Delaney, Reach for Tomorrow, Ohio**

With lives being lost daily to the epidemic of substance use disorders, an all-hands-on-deck response is needed. Across the U.S., treatment professionals, law enforcement, faith communities, service providers, drug courts, schools, recreation centers, media, business, policy-makers, families, and youth leaders are stepping forward to contribute their time, talent, and resources to help coordinate and serve those struggling with addiction.

This section of the Roadmap is designed to cast a vision for the different types of partners that may be available to join your community in collaborative efforts.

## PARTNERING WITH AWARDEES OF FEDERAL/STATE GRANTS

Federal, state, and private funds are being invested in communities around the country to increase economic mobility for individuals facing significant barriers to mainstream employment — including homelessness, incarceration, addiction, mental illness, and limited education and vocational training.

To potentially participate in federal or state funds — or any large scale investments — community-based organizations may need to identify regional grantees, engage with a coalition of community partners, health care systems, or public leadership.

Visit [USASpending.gov](https://www.usaspending.gov) to locate federal funds allocated in your state or region.

Below are a few examples of community-based organizations participating in local efforts funded



by federal resources. While the channel for the distribution of funds is unique to each state or county, the opportunity is to reach out to your local public health office or city/regional leadership to locate the grantees in your community.

### Participating in the Work of the Appalachian Substance Abuse Coalition (ASAC)

Virginia's Appalachian Substance Abuse Coalition, funded by federal grants that traveled through [Virginia's Community Service Boards](#), includes a Faith Community Initiative Committee and a host of funded faith-based outreach efforts. The funds have catalyzed local faith-based coalitions like [Mountain Movers](#), supported trainings, such as [REVIVE!](#) and [Mental Health First Aid](#) for congregations and community health leaders, and backed a pilot project that makes naloxone available to lay rescuers, in order to reverse opioid overdoses. Funds have also been used to increase the number

## Consider the Potential Partners in Your Community

---

of recovery programs and social supports like food backpack programs, and to develop a Faith Community Resource Guide.

### Virginia Community Service Boards

<https://go.usa.gov/xpmNB>

### Mountain Movers

<https://stopsubstanceabuse.com/about-us>

### REVIVE!

<https://stopsubstanceabuse.com/revive>

### Mental Health First Aid (MHFA)

[www.mentalhealthfirstaid.org](http://www.mentalhealthfirstaid.org)

## A Grant Recognizes the Capacity of the Faith Community to Support Recovery Efforts in Tennessee

As part of a planning grant from the Health Resources and Service Administration's (HRSA) Rural Communities Opioid Response Program, a consortium in Tennessee called the Holy Friendship Collaborative was established to strengthen the response of faith communities to the opioid crisis — especially in rural areas. Holy Friendship is developing promising practices and models that faith communities can adapt and build on, including substance use prevention efforts and integrating awareness of the contributing factors to SUDs (trauma, biological predisposition, physiological dependence, and mental health) into their programs and support. They are also developing ways to meet the needs of those in recovery through connection with available services, transportation, housing, employment (workforce readiness and employer willingness, and recovery support group sessions.

### Rural Communities Opioid Response Program

<https://go.usa.gov/xpmNr>

### Holy Friendship Collaborative

<http://holyfriendshipcollaborative.com>

## Partnering with Federal Programs to Strengthen the Vocational Futures of Youth and Young Adults

Volunteers are essential to federally-supported, youth-serving job training and workforce programs like Job Corps and YouthBuild USA, which provide opportunities to support a young person's economic future.

Job Corps prepares young people, ages 16–24, with education and hands-on career training for entry-level positions that lead to careers. Job Corps is currently training approximately 50,000 students at 125 centers nationwide and engaging faith and community volunteers to support students with career planning, on-the-job training, job placement, driver's education, English language learning and extra help with reading and math.

YouthBuild USA teaches low-income young people construction skills while they help to build affordable housing and other community assets, such as community centers and schools. With a network of 260 urban and rural programs in 44 states, they are sponsored and managed by local nonprofits, community colleges, and public agencies. Their primary funding source is the U.S. Department of Labor (DOL). At YouthBuild PCS in Washington, DC, they seek tutors, teacher's aides, career coaches, translators, and other specialized volunteers.

### Job Corps

<https://www.jobcorps.gov>

### YouthBuild USA

<https://www.youthbuild.org>

### YouthBuild PCS in Washington

<http://bit.ly/2qtvPZs>

## PARTNERING WITH FEDERALLY SUPPORTED PREVENTION COALITIONS

Around the country, faith communities are joining with local coalitions that include government, businesses, faith leaders, insurance companies, law enforcement, service providers, and advocates to address the epidemic of substance use disorders in their communities with prevention efforts.

Here are two federally funded programs that may be supporting coalitions on your community:

**Community Anti-Drug Coalitions of America (CADCA)** represents over 5,000 community coalitions made up of parents, teachers, law enforcement, business, faith community leaders, health providers, and other community activists who are mobilizing at the local level — and nationally under the CADCA umbrella — to make their communities safer,

healthier, and drug-free. Reach out to CADCA's Coalition Development Support Team for details about existing community coalitions in your area.

**The Drug-Free Communities (DFC) Support Program**, is the nation's leading effort to mobilize communities to prevent youth substance use. Directed by the White House Office of National Drug Control Policy (ONDCP), the DFC Program provides grants to community coalitions to strengthen the infrastructure among local partners to create and sustain a reduction in local youth substance use. To find a DFC Program coalition near you, visit the website for new and existing grantees.

**CADCA's Coalition Development Support Team**  
<http://bit.ly/2rhP9cr>

**The Drug-Free Communities (DFC) Support Program**  
<https://go.usa.gov/xpmNe>



*Distributing naloxone kits in paper bags to homeless people in Civic Center Plaza, Santa Ana, CA.*

## PARTNERING WITH STATE AND LOCAL PUBLIC HEALTH DEPARTMENTS

Your state or local public health department may be aware of current activities supporting public health efforts, resources, or grants awarded to the community. They may also be able to provide subject matter expertise and education for your community and help convene the multi-sector stakeholders needed for state- and community-level action. Some ways in which state, local, territorial, and tribal health departments can become involved in recovery efforts include: increasing the availability and access to treatment services, supporting harm reduction services, alerting communities to rapid increases in detected overdoses, and coordinating with community groups to ensure a robust public health response.



Public health expert educating a community.

## West Virginia Council of Churches Raises the Health Literacy Bar



In partnership with the West Virginia Department of Health and Human Resources, The West Virginia Council of Churches (WVCC) provided educational workshops and trainings to their communities so they could develop informed compassion, life-saving skills, and the capacity to walk with and support people on their long road to recovery.

“We wanted to help communities understand that addiction to substances is a treatable medical condition and how they could respond in appropriate, helpful, and timely ways,” says WVCC director and Pastor Jeff Allen.

For expertise, WVCC relied on the states’ public health team to offer trainings on Screening, Brief Intervention, Referral to Treatment (SBIRT), Motivational Interviewing, and how to administer the opioid reversal drug, naloxone, in an emergency. One by one, West Virginia faith communities are learning that “recovery is not about bad people becoming good, but good people becoming well.” In partnership with their public health department, they are not only learning about what resources and lifelines are available in their community — but becoming one of those resources.

**West Virginia Council of Churches**  
<http://bit.ly/2RqkTqq>

**Screening, Brief Intervention, Referral to Treatment (SBIRT)**  
<https://go.usa.gov/xpmRT>

**Motivational Interviewing**  
<https://go.usa.gov/xpmRb>

**About Naloxone**  
<https://go.usa.gov/xpmRE>



### Tennessee's Congregations Get Certified with the State's Help

The Tennessee Department of Mental Health & Substance Abuse Services (TDMHSAS) recognized the power of its state's faith-based communities to increase outreach, build recovery pathways, and provide an educated, welcoming, and supportive place for individuals struggling with substance use disorders.

With the help of congregations and community partners willing to host large and small townhall-like forums, they set out to educate all 11,500 of Tennessee's faith-based communities about the brain science of addiction and how to increase community-based recovery support. TDMHSAS also created a toolkit about [Tennessee Recovery Congregations](#), and how to become one, as a resource to other congregations and state agencies looking to follow this model.

**TN Certified Recovery Congregations**  
<https://go.usa.gov/xpmRX>

**Toolkit Tennessee Recovery Congregations**  
<https://go.usa.gov/xpmR9>



### Minnesota Department of Health and Local Imams Close the Information Gap on Opioids

From within the walls of the oldest Somali mosque in Minnesota, Muslim faith leaders are gaining the practical tools and information they need to address the opioid epidemic in their community.

Imam Sharif Mohamed of the Islamic Civic Society of America at the Dar Al-Hijrah Mosque worked with public health officials at the Minnesota Department of Health (MDH) to develop a [three-part training](#) for over 20 Imams and leaders in the local Somali community. To support their efforts, they used an [Opioid Dashboard](#) as a one-stop shop for all statewide data related to opioid use, misuse, and overdose death prevention. The first training focused on closing the data gap between “what MDH knows and what is known in our own community,” said Imam Sharif. The session also focused on finding [safe drop-boxes](#) for disposing of unused medications and how to find mental and substance use disorder treatment and recovery support openings using a [Fast-Tracker](#).

During a second session, the group took a field trip to the [Alliance Wellness Center](#), which specializes in treatment and recovery for East African communities, to witness a treatment facility in action. A third session hosted a robust discussion around what messages the leaders should take back to their mosques and communities, and what action steps they would take to respond to the growing epidemic of addiction.

*“When public health efforts ignore faith leaders, they signal to the community that they hold disregard for the community’s beliefs,”* says Imam Sharif.

This is critical, as it is often through these beliefs that folks find their way back to hope and healing.

## PARTNERING WITH FIRST RESPONDERS/LAW ENFORCEMENT

In many cases, the epidemic of addiction in this country has inspired community leaders to partner with law enforcement and emergency medical care teams to administer life-saving doses of naloxone, provide follow-up support for individuals and families in the wake of an overdose, and/or make connections to treatment. Here are two good examples of faith leaders joining forces on the front-line:

### Huntington Quick Response Team: Health and Hope in West Virginia

In West Virginia, the Huntington Quick Response Team (QRT) consists of a paramedic, a law enforcement professional, a counselor or recovery coach, and more often than not, a faith leader from the community. Together they track down the individual involved in every single overdose call in the county, knock on their doors, identify themselves, and ask if the person is interested in getting help and getting into a treatment program. The presence of a faith leader can play a vital role by demonstrating their community cares, making a connection to basic support services, and instilling a sense of hope.

In an effort to further include faith communities in the front-line response to the opioid epidemic, representatives from local organizations, government offices, universities, and faith communities came together in 2017 to form Faith Community United of Huntington.<sup>xxix</sup> Faith Community United equips faith

leaders and community members on how to respond in an emergency, to appropriately handle situations with individuals with SUD, as well as how to partner with initiatives like the QRT, in order to help people on their journey to recovery. Marshall University and Marshall Health Addiction Services have played an important role in training faith leaders.

**Huntington Quick Response Team (QRT)**  
<http://bit.ly/33TNWp9>

**Faith Community United Facebook Page**  
<http://bit.ly/2YmRZsP>

**Marshall Health Addiction Services**  
<http://bit.ly/39WVGdp>



*Faith leader joins QRT team in a follow-up call.*

## Consider the Potential Partners in Your Community

---

### Phoenix Attorney General's Office Partners with Faith Leaders to Save Lives

When it comes to an overdose, time is truly of the essence. Bryan Jeffries, president of the Professional Firefighters of Arizona says, "I can tell you that there are times when first responders can't always be there quick enough to make a difference."<sup>xxx</sup> Having naloxone (Narcan®) "in the hands of family members and other people in the community can really make the difference and probably save thousands upon thousands of lives."

The Arizona Attorney General's Office is training faith leaders across the state on how to administer naloxone so they respond to the needs of members or visitors with opioid use disorder. The training

also includes prevention tips, how to identify signs of addiction, and where to turn for help. In turn, faith communities help promote these events and open their doors to training events.

*"Having this drug in the hands of family members and other people in the community can really make the difference and probably save thousands upon thousands of lives,"* says Jeffries.

This partnership with law enforcement has provided live-saving tools and given clergy and faith leaders the skills they need to match their compassion.

**About Arizona AG's Office Faith Leader Training**  
<http://bit.ly/2sPCTQN>

---

## PARTNERING WITH CHAMBER OF COMMERCE AND THE BUSINESS COMMUNITY

In a 2018 research brief, the HHS Office of the Assistant Secretary for Planning and Evaluation (ASPE) found that "on average, counties with worse economic prospects are more likely to have higher rates of opioid prescriptions, opioid-related hospitalizations, and drug overdose deaths. While more research is needed to better understand how economic opportunity and substance use interact at the community level, action to address the risks, including the development of jobs and economic opportunity, need not wait."<sup>xxxi</sup>

Here's an example of a faith community that recognized economic opportunity as essential to instilling hope and healing in West Virginia.



### When the Coal Stops Burning: The Story of Faith, Hope, and Entrepreneurism in Bluefield, West Virginia

When Pastor Travis Lowe came as the new minister to Crossroads Church in Bluefield, West Virginia, it was hard to imagine that, at one time, it had been the booming city known as the “Gateway to the Coalfields.”

In the aftermath of its 30-year economic decline, the once thriving community of around 100,000 people counted 18,000 in its 2017 census. The consequences of this slow and painful loss of neighbors and money, Pastor Lowe said, “is the high level of drug use, addiction, domestic violence, and other destructive behaviors.”

With a background in banking and finance, and a member of Made to Flourish, a network of faith leaders seeking “to integrate faith, work and economic wisdom for the flourishing of their communities,” Pastor Lowe assessed these harmful behaviors as “an expression of a critical lack of hope and a vision for a prosperous future—any future.”

So, he rallied his congregation and together they went to the root of the problem to help.



They gathered business folk from the church, and then others from the community to exchange ideas, share a meal, pray together, and eventually built a network they call REBUILD.REVIVE.THRIVE.

Fast forward and this “local business-owner-think-tank for the common good,” now hosts up to 150 members, according to Pastor Lowe. Together, they’ve made over a half a million dollars’ worth of local business investments, including the start-up capital for the Crea Company, a “makerspace” offering people access to tools of the modern economy, such as 3-D printers, laser cutters, routers, vinyl cutters, fine hand tools, and even some woodworking equipment.

The network has also invested in vocational opportunities for youth and young adults, and partnered with local middle schools, high schools, and public and private colleges — including Bluefield State College, the nation’s oldest black college — to provide scholarships in engineering.

In this, and so many other ways, Crossroads’ partnership with the business community is restoring dignity, hope, and healing to its neighbors.

“The church,” Pastor Lowe says, “has a new found sense of purpose and responsibility. They are reaching out to their neighbors with messages of hope and concrete opportunities. Through Bluefield’s well-being, we are finding our own — our fate is deeply intertwined with that of our community around us.”

**"When the Coal Stops Burning" Video Link**  
<http://bit.ly/33VKQkn>

**Made to Flourish**  
[www.madetoflourish.org](http://www.madetoflourish.org)

**REBUILD.REVIVE.THRIVE Facebook Community**  
<http://bit.ly/2sRLqCU>

**MIT's FABLAB**  
<https://fabfoundation.org>

## PARTNERING WITH ADDICTION RECOVERY SUPPORT PROVIDERS

Residential recovery programs, and other organizations providing housing and recovery support services, are eager to engage their local communities in wrap-around care for their clients. This may include assisting with basic needs like clothes or meals and strengthening recovery efforts with job readiness skills, life coaching, or fellowship.

Use **SAMHSA's [FindTreatment.gov](https://www.samhsa.gov/findtreatment)** to reach out to a treatment and recovery support provider in your area.

### Grace Culture Church Supports Provider's Crisis to Career™ Approach

In Kentucky, [Addiction Recovery Care \(ARC\)](https://www.arccenters.com) and the faith community of [Grace Culture Ashland](https://www.gracecultureashland.com), have partnered to help change the lives of men seeking a new life of recovery. ARC is a network of residential and outpatient treatment facilities combining drug treatment with job readiness and vocational training in a program that takes individuals from [Crisis to Career](https://www.crisistocareer.com).™

ARC partnered with Grace Culture Ashland Church, which was already providing a wide array of outreach services to its community, such as their Grace Café that feeds the homeless, a “blessing box” consisting of everything from clothing to books, a food pantry, community garden, emergency shelter, and weekly worship services. The church expanded those services to support the men from ARC moving through the stages of their recovery and reentry journey.

In the latter stages of an individual's recovery, church members work with ARC clients to develop life management skills, such as budgeting, building a resume, and maintaining a household. They also coach men as they learn new vocations through their Peer Support Specialist Academy (PSSA), and

Second Chance Auto. This started as a way for ARC to maintain its fleet of vans, but has since opened to the public as a full-service garage. The program now trains individuals on how to seek employment as [certified peer support specialists](https://www.samhsa.gov/findtreatment), in automotive maintenance, lawn care, general maintenance, and other areas.

In addition, Grace Culture serves as the business office for a transitional living facility within the ARC network and has three homes it has renovated and leased to ARC to house up to 48 men in addiction treatment.



*Kentucky Peer Support Specialists share personal experiences and hope with clients.*

By looking outside the four walls of its church and partnering with an addiction recovery provider, Grace Culture has been able to help build structural supports for others.

**Addiction Recovery Care (ARC)**  
[www.arccenters.com](https://www.arccenters.com)

**Grace Culture Ashland**  
[www.gracecultureashland.com](https://www.gracecultureashland.com)

**Crisis to Career™**  
<https://crisistocareer.com>

**Kentucky's Peer Support Specialist Academy**  
<https://go.usa.gov/xpme6>

### YMCA Y-Haven Works with the Community to Set the Stage and Create a Culture of Storytelling and Hope

In Cleveland, the YMCA's Y-Haven — a provider of transitional housing, treatment, and recovery educational training, vocational services, and more — works with its community partners to create spaces and opportunities to engage with others in rich, dynamic, and creative ways.

With a broad range of programs serving 250 residents, the 10 community rooms are the center of life for Y-Haven. It provides places for gathering, visiting with families, mentoring and storytelling, as well as the spaces where the work of recovery and support groups happen. Local congregations are asked to “Adopt-a-Room” and are guided in making essential in-kind donations, such as silverware, dishes, glasses, pots and pans, small televisions, canned and non-perishable food, coffee pots, microwaves, hygiene items (deodorant, shampoo, etc.), and interview clothing (suits, ties, dress shirts and slacks, khakis, etc.) for the residents who use these rooms.

Y-Haven is inaugurating a “Listening Project” where they train volunteers from congregations and local communities in the practice of actively listening to the stories shared by Y-Haven residents over a cup of coffee, puzzle, or board game. Volunteers available to listen and validate the stories shared by residents will offer the worthy and invaluable gift of companionship.

And, in a 22-year partnership with the Cleveland Public Theater, and with the guidance of two professional playwrights, Y-Haven residents co-create a script that weaves their personal stories into a stage-play for public performances on the theatre’s stage, in local colleges, churches, and other shelters. At the end of every performance, actors (Y-Haven residents and local professionals) engage the audience in a discussion around the central storylines and themes driving the action in the production, including shame, mistrust, trauma, misaligned loyalties, as well as restoration, hope, and even love.

**Y-Haven-YMCA of Greater Cleveland**  
<http://bit.ly/2RuoSCn>



*The Y-Haven residents on stage.*

## Giving Back as Part of the Recovery Journey in Ohio



Volunteers works at the LEC Bike Shoppe.

The folks at the Life Enrichment Center (LEC), a faith-based recovery support provider in Dayton, Ohio, believe that the road to recovery is through service to others.

Their Exchange Charity approach encourages their clients experiencing poverty, homelessness, and substance use disorders to become active partners in their own recovery journey by giving back to their

community through a variety of services offered by LEC. A great example is the Bike Shoppe, which supplies bikes for all of the cycling initiatives of LEC, including the Earn-A-Bike program (for people who lack transportation) and bikes for the Dayton YMCA summer camps.

The Bike Shoppe — which was renovated by volunteers with funds made possible by a grant and private donations — houses a program where clients learn the fundamentals of bike repair, safety, and hands-on experience in the maintenance of a bike.

Clients also: participate in the culinary arts program that serves the neighborhood café and catering business; take courses in construction, GED, computers, or E.S.L.; create artwork; or develop life skills to enter the workforce—all with the support of community volunteers.

**Life Enrichment Center**  
<https://www.daytonlec.org>

**Exchange Charity Approach**  
<https://www.daytonlec.org/services>

**LED's Bike Shoppe**  
<http://bit.ly/2DQ2Sd1>



Dayton kids ready to ride their new bikes.

## PARTNERING WITH LOCAL HOUSING AUTHORITY, AFFORDABLE HOUSING, OR SHELTER PROGRAMS

Affordable housing programs, housing authorities, and sheltering programs are finding ready partners in congregations and community organizations to help individuals and families transition into safe and sustainable housing. As an example, twice a year, the members of Calvary Presbyterian Church in Alexandria, Virginia volunteer for the Good Shepherd Housing Program to “turn over” apartments by cleaning, painting, and fixing up units so they will be ready for new tenants. Landscaping and grounds maintenance is also appreciated.

In another example, West Virginia’s Bible Center Church has been working alongside the Charleston Housing Authority to do a needs assessment for incoming families and help with furnishing and other transitional housing needs. (See “Bible Center Church: Praying, Providing, Partnering, and Pioneering in West Virginia,” p. 26)

### Many Faiths — One Mission: Addressing the Crisis of Family Homelessness

Across the country, members of mosques, synagogues, churches, temples, and communities are joining with Family Promise, an organization bringing hope and essential support to families experiencing homelessness to achieve sustained independence. Over 200 Family Promise Affiliates work with over 6,000 congregations and other groups to give families support and guidance as they move into housing and strive to stabilize their lives.

Volunteers from diverse faith traditions, mainline, and non-denominational communities, with differing beliefs and practices, join together to turn over classrooms, fellowship halls, and other areas of their facilities to temporarily shelter and care for families. Some have become “Day Centers,” providing



showers, a place to do laundry, receive case management, or look for housing and jobs. Through an online portal, communities sign up for volunteer activities that may include help with preparing meals, organizing supply drives, mentoring individuals and families in “good tenancy,” or building technological or financial skills.

No matter your faith tradition, or none, there are many ways to join the effort to support these families.

**Family Promise**  
<https://familypromise.org>

**Family Promise Affiliates**  
<https://familypromise.org/start-an-affiliate>

**Volunteer On-Line**  
<https://volunteer.familypromise.org>



### PARTNERING WITH SOCIAL ENTERPRISE EMPLOYERS

*"We firmly believe a person's past does not dictate their future and that what we need most are companies that believe in our full potential — companies that believe a person's past informs who they are, but certainly does not dictate who they are and who they can become." xxxii*

— **CleanTurn Enterprises Website, Our Story**

A social enterprise can generally be described as a for-profit or nonprofit business that seeks a social good as its primary purpose — such as intentionally employing people who have significant barriers to mainstream employment like addiction, homelessness, incarceration, mental illness, or lack of access to vocational or educational opportunities.

While social enterprise employers may seek to maximize profits, they do so for the ultimate benefit of the community they serve and the population they support.

Employers like New York's [UnShattered](#), Ohio's [CleanTurn Enterprises](#), or Colorado's [Belay Enterprises](#), are examples of businesses committed to generating economic opportunity as a way of supporting recovery efforts. They also provide an opportunity for individuals to develop new vocational skills, build their resumes, establish workplace performance records, and prepare for permanent long-term employment and economic self-sufficiency.

Community volunteers may work alongside social enterprise employers to assist with supportive services, and help with basic daily needs like transportation to work, housing, and childcare. They coach people in gaining the "soft" skills they need to thrive in a workplace environment, such as time management, teamwork, communication skills, and

problem-solving or "hard" skills like computer and IT efficiency, typing, learning a second language, or writing proficiency.

Community-based organizations may offer space (fellowship halls or kitchens) for vocational training or certification programs.

**UnShattered**  
[www.unshattered.org](http://www.unshattered.org)

**Clean Turn Enterprises**  
<https://cleanturn.com>

**Belay Enterprises**  
<https://belay.org>

### At Beit T'Shuvah Enterprise Hope is at the Heart of its Recovery Community

[Beit T'Shuvah](#) is an example of a worshiping community that has become a place of recovery and enterprise. It is a residential addiction treatment center, congregation, and educational institute that grew out of its founder's decision to support the needs of incarcerated Jewish men re-entering society. At its core, Beit T'Shuvah is an active congregation offering hope and opportunity through its entrepreneurial spirit, supportive community, and vocational opportunities.

Four in-house Beit T'Shuvah (BTS) social enterprises serve as creative and professional training outlets for residents in recovery, and additional revenue sources for the recovery program. [BTS Enterprises](#) includes: a bakery called [Baked T'Shuvah](#); [BTS Music Publishing](#), an incubator for resident and alumni musical talent that provides songwriting and licensing services to the greater community; the [BTS thrift store](#); and [Creative Matters](#), a full-service creative brand agency. Community members volunteer to support social service activities, teach classes, such as art and yoga, staff the thrift store and career center, and work on special events. Members of Beit T'Shuvah see meaningful work as

## Consider the Potential Partners in Your Community

instrumental to sustaining recovery, and the support of community volunteers is essential to that goal.

**Beit T-Shuvah**  
<https://beittshuvah.org>

**BTS Enterprises (Thrift Store, Publishing, Bakery, Creative Matters Agency)**  
<http://bit.ly/2E4iQRf>

## Magic City Makes Great Tables and Even Better Men



**Magic City Woodworks** is a social enterprise company designed to help young men, many of whom struggle with addiction or reentering communities from incarceration, bridge

the intimidating gap between unemployment and meaningful employment.

From all over the City of Birmingham, men come to Magic City to learn the “art of work,” build self-confidence, strengthen their resiliency, and become successful sons, husbands, and fathers. Program Director Blake Wilson says, “we don’t care where you’ve been, but we deeply care about where you are going.”



Men, ages 18-35, are hired for paid apprenticeships and taught basic shop skills like how to read a tape measure and use woodworking tools. They use these skills to build one of Magic City’s three main products: tables, cutting boards/coasters, and children’s impact kits. Individuals stay with the program six months and get help finding sustainable local careers. Some graduates will even become Magic City instructors.

Local congregations like Urban Hope Community Church lead Bible study and fellowship meetings, and visit individually with men to mentor them. They volunteer in the shop each week — working side by side with apprentices — coaching and encouraging them along the way. Other neighborhood faith communities refer men they believe are a good fit for an apprenticeship.

With the help of their local community, Blake likes to say, “We may make great tables, but we make even better men.”

Also see, “A Faith Community Becomes a Vessel for Healing and Enterprise,” p. 23.

**Magic City Woodworks & Products**  
[www.magiccitywoodworks.org](http://www.magiccitywoodworks.org)



*Magic City Woodwork apprentices showing off their work products.*

## PARTNER WITH CERTIFICATION AND VOCATIONAL PROGRAMS

Training for a new vocation can be a stepping stone to long-term recovery. Certification programs and vocational schools can offer a pathway to an economic future, whether in telecommunications, electronics, welding, construction, janitorial services, solar energy, the culinary arts, or cosmetology.

### Wiring for New Beginnings: The Salvation Army's Work-Tech Program



*Work-tech student working on a telecommunications project.*

The Work-Tech Training Program at The Salvation Army of Greater Philadelphia provides a hands-on training program to prepare students for jobs in cable networking and the telecommunications industry. It's a 12-15 week course designed by C-Tech Industries, and is free to low-income individuals over the age of 18, who have earned a high school diploma or GED. The Work-Tech program partners with The Salvation Army's Adult Rehabilitation Center (ARC) and its shelters, including the Eliza Shirley House, which provides emergency shelter services for homeless single women and families 365 days of the year. Students receive lessons and take on interactive projects, as well as learn life-skills education, interview preparation, workplace team work, and the importance of continued education. Program

director, Kristen Davis says, "Many of our students do not have a strong support system present in their lives," so the participation of local congregations to provide connections for job opportunities, basic resources, mentoring support, and encouragement, is essential.

The program currently serves over 50 students, with 30 graduating students receiving their Building Industry Consulting Service International (BICSI) Certification.

*"Work Tech is more than providing jobs," Davis says, "it represents hope, independence, and success."*

**Work-Tech Training Program/  
The Salvation Army of Greater Philadelphia**  
<http://bit.ly/2Rqm49m>

**C-Tech Industries**  
<https://ctechprograms.com>

**Building Industry Consulting Service  
International (BICSI) Certification**  
<https://www.bicsi.org>

### Great Food. Better Lives: Serving Second Chances with Partners in the Culinary Arts

Since 2011, Catalyst Kitchens' members — soup kitchens, gospel and rescue missions, faith-based communities, food banks, and others — have collectively placed over 12,000 individuals with barriers to employment into comprehensive, food service and life skills training and positions in the food service industry. This work expands on the model of its parent company, FareStart, a Seattle-based program offering a unique combination of social services and social enterprises, including restaurants and cafes, contract meals for communities and schools, catering for events, corporate meetings and weddings, and even food manufacturing.

## Consider the Potential Partners in Your Community

---

Consider how other social enterprises like [Catholic Charities of Louisville's Common Table](#), [Community Kitchen](#) (Pittsburgh), or [Life's Kitchen](#) (Boise) are cooking up employment opportunities for those they serve. Or learn from local social service providers like [The Salvation Army's Culinary Arts Training Program](#) (Boston). You may get some ideas on how your community can serve up second chances for men and women restarting their lives and seeking a sustainable livelihood.

**Catalyst Kitchens**  
[www.catalystkitchens.org](http://www.catalystkitchens.org)

**FareStart, Seattle**  
[www.farestart.org](http://www.farestart.org)

**Catholic Charities of Louisville, Common Table**  
<http://bit.ly/30zJ8Fo>

**Community Kitchen, Pittsburgh**  
[www.ckpgh.org](http://www.ckpgh.org)

**Life Kitchen, Boise**  
[www.lifeskitchen.org](http://www.lifeskitchen.org)

**Culinary Arts Training Program/  
The Salvation Army Kroc Center, Boston**  
<http://bit.ly/2PmdCVY>

---

## PARTNER WITH A FAITH COMMUNITY

Much like Crossroads Church in Bluefield, WV, (see p. 35), congregations and community organizations committed to the well-being of their members and neighborhoods are stepping into leadership roles in order to drive change. These faith communities looked within themselves, identified rich leadership resources, and seized the opportunity to be a hub of enterprise!

### Congregational Entrepreneurism: Grace Chapel Church, Ohio

Grace Chapel Senior Pastor Jeff Greer was knee-deep in grant applications and donor requests when a light bulb went off in his head and he discovered a more sustainable way to fund the church's mission trips, local ministries, and charity work.

All they needed to do was shift their attention inward, toward the rich reservoir of untapped resources — in the form of gifts, skills, and talents — inside their community to fund their mission and ministries efforts.

Pastor Greer says every talent you need to inspire new enterprises is within the community — whether it's a marketing or sales expert, graphic designer, lawyer, business, or an athlete.

With a focus on technology and service-based opportunities, Grace Chapel hosts individual entrepreneur-owned small businesses that help to fund other ministry opportunities. The Chapel's Angel Fund generates capital for start-ups, while a marketplace ministry they call the ORCA Center acts as an accelerator and incubator. Many Grace Chapel [Self-Sustaining Enterprises](#) have emerged, including landscaping, CrossFit, spa and salon services, coffee shops, and archery lessons.

At Grace Chapel, mission and good business practices can be a powerful combination.

**Grace Chapel Self-Sustaining Enterprises**  
<https://selfsustainingenterprises.com/grace-chapel>

# Federal Resources for the Journey

*“Servant leadership is about meeting the needs of others so that their success in turn becomes our success.”*

— **VADM Jerome M. Adams, M.D., M.P.H.,**  
**U.S. Surgeon General**

## Explore Federal Programs and Resources

**Opioid Epidemic Practical Toolkit for Faith and Community Leaders**, <https://go.usa.gov/xpV8r>, Identifies practical ways faith and community-based organizations bring hope and healing to those in need. It includes a substantive list of federal educational tools and resources.

### **SAMHSA’s FindTreatment.gov National Helpline**

**1-800-662-HELP (4357), FindTreatment.gov**

A free, confidential, 24/7, 365-day-a-year treatment referral and information service (in English and Spanish) for individuals and families facing mental and/or substance use disorders.

### **Centers for Disease Control and Prevention (CDC) Evidence-Based Strategies for Preventing Opioid Overdose: What’s Working in the United States**, <https://go.usa.gov/xpV8D>

An introduction for public health, law enforcement, local organizations and other striving to serve their community.

## Federal Resources for Supporting the Community’s Role in Reentry

### **Department of Labor (DOL) Resources and Reentry Employment Opportunities**

**CareerOneStop.org and the American Job Center network**. A nationwide network of approximately 2,400 comprehensive and affiliated American Job Centers. [www.careeronestop.org](http://www.careeronestop.org)

### **DOL’s Reentry Employment Opportunities (REO) Community**

This online resource hub offers practitioners a REO fact sheet, new ideas, and tools to do the invaluable work of changing lives and renewing futures of former offenders.

<https://reo.workforcegps.org> and

<https://go.usa.gov/xpV88>

**Federal Bonding Program** was established to provide Fidelity Bonds for “at-risk,” hard-to-place job seekers. The bonds cover the first six months of employment at no cost to the job applicant or the employer. <http://bonds4jobs.com>

### **Work Opportunity Tax Credit (WOTC)**

A Federal tax credit available to employers for hiring individuals from certain target groups who have consistently faced significant barriers to employment. <https://go.usa.gov/xpV8N>

### **Department of Justice (DOJ/Bureau of Justice Assistance (BJA))**

**Second Chance Act (SCA)** Supports state, local, and tribal governments, and nonprofit organizations in their work to reduce recidivism and improve outcomes for people returning from state and federal prisons, local jails, and juvenile facilities. The **National Reentry Resource Center** hosts the findings, research, information and Second Chance grantee highlights and successes. <https://go.usa.gov/xpV8H> and <http://bit.ly/2RGZysO>

**Clean Slate Clearinghouse** A resource supported by DOJ to share with both adults and juveniles seeking to clear their criminal records.

<https://cleanslateclearinghouse.org>

### **Additional Information and Federal Resources HHS Office of Minority Health’s (OMH)**

**Compilation of Reentry Resources** provides a consolidated place for available reentry resources. <https://go.usa.gov/xpV8A>

## FOOTNOTES

- <sup>i</sup> Jeff Spross, “You’re Hired,” *Democracy: A Journal of Ideas*, Spring, no. 44, accessed Oct. 10, 2019, <https://democracyjournal.org/magazine/44/youre-hired>.
- <sup>ii</sup> “May 2018: Developing a Sense of Purpose in Support of Recovery,” Substance Abuse and Mental Health Services Administration, May 2, 2019, video, 59:00, <https://recoverymonth.gov/road-to-recovery/media-series/may-2018-developing-sense-purpose-support-recovery>.
- <sup>iii</sup> “Homelessness Programs and Resources – Employment,” Substance Abuse and Mental Health Services Administration, March 29, 2019, [www.samhsa.gov/homelessness-programs-resources/hpr-resources/employment](http://www.samhsa.gov/homelessness-programs-resources/hpr-resources/employment).
- <sup>iv</sup> “Medication and Counseling Treatment,” Substance Abuse and Mental Health Services Administration, last updated May, 7, 2019, [www.samhsa.gov/medication-assisted-treatment/treatment#medications-used-in-mat](http://www.samhsa.gov/medication-assisted-treatment/treatment#medications-used-in-mat).
- <sup>v</sup> “The Science of Drug Use and Addiction: The Basics,” National Institute of Drug Abuse, July 2018, [www.drugabuse.gov/publications/media-guide/science-drug-use-addiction-basics](http://www.drugabuse.gov/publications/media-guide/science-drug-use-addiction-basics).
- <sup>vi</sup> “Facing Addiction in America,” The Surgeon General’s Spotlight on Opioids, accessed Dec. 15, 2019, [https://addiction.surgeongeneral.gov/sites/default/files/OC\\_SpotlightOnOpioids.pdf](https://addiction.surgeongeneral.gov/sites/default/files/OC_SpotlightOnOpioids.pdf).
- <sup>vii</sup> “The Science of Drug Use and Addiction: The Basics,” National Institute on Drug Abuse, last updated July 2018, [www.drugabuse.gov/publications/media-guide/science-drug-use-addiction-basics](http://www.drugabuse.gov/publications/media-guide/science-drug-use-addiction-basics).
- <sup>viii</sup> “Biology of Addiction Drugs and Alcohol Can Hijack Your Brain,” NIH News in Health, October 2015, <https://newsinhealth.nih.gov/2015/10/biology-addiction>.
- <sup>ix</sup> “Effective Treatments for Opioid Addiction,” NIH National Institute of Drug Abuse, last updated November 2016, [www.drugabuse.gov/publications/effective-treatments-opioid-addiction/effective-treatments-opioid-addiction](http://www.drugabuse.gov/publications/effective-treatments-opioid-addiction/effective-treatments-opioid-addiction).

- <sup>x</sup> CAPT Christopher Jones, PharmD, DrPH, MPH, “Getting Back to Work Employment, Recovery, and the Opioid Epidemic,” HHS Partnership Center, Jan. 12, 2019, video, 59:01, [www.youtube.com/watch?v=if9qthi1XAQ](http://www.youtube.com/watch?v=if9qthi1XAQ).
- <sup>xi</sup> “Vital Signs: Estimated Proportion of Adult Health Problems Attributable to Adverse Childhood Experiences and Implications for Prevention – 25 States,” 2015–2017, Centers for Disease Control and Prevention, last reviewed Nov. 7, 2019. [www.cdc.gov/mmwr/volumes/68/wr/mm6844e1.htm?s\\_cid=mm6844e1\\_w](http://www.cdc.gov/mmwr/volumes/68/wr/mm6844e1.htm?s_cid=mm6844e1_w)
- <sup>xii</sup> “Genetics: The Blueprint of Health and Disease,” National Institute on Drug Abuse, Revised August 2019, [www.drugabuse.gov/publications/drugfacts/genetics-epigenetics-addiction](http://www.drugabuse.gov/publications/drugfacts/genetics-epigenetics-addiction).
- <sup>xiii</sup> “About Chronic Diseases,” National Center for Chronic Disease Prevent and Health Promotion, July 30, 2019, [www.cdc.gov/chronicdisease/about/index.html](http://www.cdc.gov/chronicdisease/about/index.html).
- <sup>xiv</sup> “Mental Health and Substance Use Disorder,” Substance Abuse and Mental Health Services Administration, U.S. Dept. of Health and Human Services, April 13, 2019, [www.samhsa.gov/find-help/disorders](http://www.samhsa.gov/find-help/disorders).
- <sup>xv</sup> “Social Determinants of Health,” Office of Disease Prevention and Health Promotion, accessed Oct. 17, 2019, [www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-of-health](http://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-of-health).
- <sup>xvi</sup> Marilu Bintz, “How Can Asset Mapping Improve Community Health?,” Institute for Healthcare Improvement, accessed Oct. 17, 2019, video, 1:31, [www.ihl.org/education/IHIOpenSchool/resources/Pages/Activities/Bintz-AssetMapping.aspx](http://www.ihl.org/education/IHIOpenSchool/resources/Pages/Activities/Bintz-AssetMapping.aspx).
- <sup>xvii</sup> Sarah Eekhoff Zylstra, “Churches Brace for the ‘Illinois Exodus’,” Jan. 30, 2019, [www.thegospelcoalition.org/article/churches-brace-illinois-exodus](http://www.thegospelcoalition.org/article/churches-brace-illinois-exodus).
- <sup>xviii</sup> Amy L. Sherman, “Positioning the Local Church to Be the Hope of the Community,” Nov. 14, 2017, [www.madetoflourish.org/resources/positioning-the-local-church-to-be-the-hope-of-the-community](http://www.madetoflourish.org/resources/positioning-the-local-church-to-be-the-hope-of-the-community).
- <sup>xix</sup> “How Human Services Programs Can Use Social Capital to Improve Participant Well-Being and Economic Mobility.” Office of the Assistant Secretary for Planning

and Evaluation, U.S. Dept. of Health and Human Services, accessed Oct. 20, 2019, <https://aspe.hhs.gov/how-human-services-programs-can-use-social-capital-improve-participant-well-being-and-economic-mobility>.

<sup>xx</sup> “Incarceration & Reentry,” Office of the Assistant Secretary for Planning and Evaluation, U.S. Dept. of Health and Human Services, accessed May 2, 2019, <https://aspe.hhs.gov/incarceration-reentry>.

<sup>xxi</sup> “Predictor of Reentry Success,” Office of the Assistant Secretary for Planning and Evaluation, U.S. Department of Health and Human Services, March 16, 2017, <https://aspe.hhs.gov/pdf-report/predictors-reentry-success>.

<sup>xxii</sup> Yonat Shimron, “Thriving Communities in the Face of Addiction,” *Helping Communities Thrive: Supporting Churches and Clergy to Offer Hope and Healing* 18, no. 2 (2019): 13, doi: [https://divinity.duke.edu/sites/divinity.duke.edu/files/divinity-magazine/DukeDivinityMag\\_Spring19\\_WEB\\_.pdf](https://divinity.duke.edu/sites/divinity.duke.edu/files/divinity-magazine/DukeDivinityMag_Spring19_WEB_.pdf).

<sup>xxiii</sup> Henry Cloud, PhD “Dr. Henry Cloud — Changes That Heal — Q&A | Part 2,” Celebration Church, March 12, 2019, video, 34:34, [www.youtube.com/watch?v=g3y67Oafdbc](http://www.youtube.com/watch?v=g3y67Oafdbc).

<sup>xxiv</sup> “Adult Literacy Facts.” ProLiteracy, accessed October 20, 2019, [https://proliteracy.org/Portals/0/pdf/PL\\_AdultLitFacts\\_US\\_flyer.pdf?ver=2016-05-06-145137-067](https://proliteracy.org/Portals/0/pdf/PL_AdultLitFacts_US_flyer.pdf?ver=2016-05-06-145137-067).

<sup>xxv</sup> Richard J. Bonnie, Morgan A. Ford, and Jonathan K. Phillips, ed., “Pain Management and The Opioid Epidemic Balancing Societal and Individual Benefits and Risks of Prescription Opioid Use,” *The National Academy of Sciences Engineering Medicine* (2010), Washington, DC. doi: <https://doi.org/10.17226/24781>

<sup>xxvi</sup> “Life Works,” Leading causes of Life Initiative, accessed Feb. 19, 2020, [www.leading-causes.com](http://www.leading-causes.com).

<sup>xxvii</sup> “Peer Providers,” SAMHSA-HRSA Center for Integrated Health Solutions, accessed Oct. 21, 2019, [www.integration.samhsa.gov/workforce/team-members/peer-providers](http://www.integration.samhsa.gov/workforce/team-members/peer-providers).

<sup>xxviii</sup> Wayne Mogielnicki, “The Power of Shared Experience,” *Faith Health*, (Spring 2019): 8, <https://faithhealthnc.org/wp-content/uploads/2018/04/FaithHealth-Mag-Spr-2018.pdf>.

<sup>xxix</sup> “Huntington faith community to offer substance abuse resource fair Tuesday,” *West Virginia Press*, Feb. 12, 2018, <https://wvpress.org/breaking-news/huntington-faith-community-offer-substance-abuse-resource-fair-tuesday>.

<sup>xxx</sup> “OPIOID CRISIS: Phoenix clergy, faith leaders learn to administer Narcan,” *azfamily.com*, Oct. 25, 2018, [www.azfamily.com/opioid-crisis-phoenix-clergy-faith-leaders-learn-to-administer-narcan/article\\_c0a9f98c-d8a6-11e8-924b-979253a600c2.html](http://www.azfamily.com/opioid-crisis-phoenix-clergy-faith-leaders-learn-to-administer-narcan/article_c0a9f98c-d8a6-11e8-924b-979253a600c2.html).

<sup>xxxi</sup> Ghertner and Groves, “The Opioid Crisis and Economic Opportunity: Geographic and Economic Trends,” *ASPE*, June 29, 2018, <https://aspe.hhs.gov/pdf-report/economic-opportunity-and-opioid-crisis-geographic-and-economic-trends>.

<sup>xxxii</sup> CleanTurn, “Our Story,” CleanTurn Enterprises, LLC, video, 3:53, <https://cleanturn.com/company/our-story>.



**The Center for Faith-based and Neighborhood Partnerships**  
U.S. Department of Health and Human Services

 (202) 260-6501  
 @PartnersForGood

  [HHS.Gov/Partnerships](https://www.hhs.gov/partnerships)  
 /HHSPartnershipCenter

  [Partnerships@HHS.Gov](mailto:Partnerships@HHS.Gov)  
 @HHSPartnershipCenter