

**Evaluation**  
**North Lawndale Employment Network's**  
**U-Turn Permitted Racial Healing Program**

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## Overview of the U-Turn Permitted Racial Healing Program

The North Lawndale Employment Network (NLEN) began implementing the Racial Healing Initiative within a long-standing program aimed at helping citizens returning from incarceration to re-enter society and the workplace, called U-Turn Permitted. This program was designed in 2001 by community residents and workforce development experts as a response to the unemployment experienced by vast numbers of neighborhood residents with criminal backgrounds that prevent them from securing legal employment.

U-Turn Permitted is a full-time four-week program that prepares returning citizens for work and helps to place them in jobs. NLEN designed the overall U-Turn Permitted program to prepare returning citizens for re-entry into society and the workplace with an overarching goal to impact participants' criminal recidivism rates. Careful planning went into the curriculum and facilitators chosen for the program have extensive knowledge of the issues that returning citizens face upon re-entry into society and the workplace. The U-Turn Permitted curriculum combines cognitive-based learning and experiential learning to equip returning citizens with the knowledge and skills to succeed in society and in the workplace. Facilitators provide individualized support to participants who struggle with the program content. As an end result, NLEN strives to maximize impact on individual participants' knowledge, attitudes, and beliefs. Since 2011 U-turn Permitted has included the Racial Healing Initiative examined in this report.

In 2010, NLEN secured a Racial Healing Initiative grant award from the W.K. Kellogg Foundation to design and implement a program to focus on healing the experiences of racism among returning citizens and to help address the institutionalized racism within the Chicago Police Department. The program design depended upon NLEN's ability to bridge a relationship between the community and the Chicago Police Department. Because of its long history serving returning citizens, it had the community credibility to gain willing participation of this severely disenfranchised population that typically dwells on the fringes of society. Because NLEN works closely with the Chicago Police Department, County Jail, and Illinois Department of Corrections, it also had the institutional legitimacy for the CPD to take this program seriously.

The Racial Healing Initiative has three primary goals: 1) promote racial healing among African American men and women of North Lawndale who are returning from incarceration; 2) promote racial healing among the individuals who work for law enforcement institutions (e.g., police, Illinois Department of Corrections, parole, etc.); and 3) help policy makers address the institutionalized racism that supports the over-incarceration of African Americans in the United States. Since 2011, the U-Turn Permitted Racial Healing Initiative has served 457 citizens returning from incarceration and touched 9,000 Chicago Police Officers through direct participation or police training that uses program components.

The NLEN Racial Healing Initiative is composed of 1) a two-day Racial Healing workshop that challenges assumptions and beliefs about race, gender, ethnicity, and sexual orientation; explores structural racism and its impact; and identifies racial barriers in the workplace and how to deal with them, and 2) a one-and-a-half-hour Building Bridges, Building Connections exchange between police officers and returning citizens enrolled in U-Turn Permitted. The goal of the exchange is for both sides to view policing from the other's perspective and involves a team building activity, a debriefing, and an honest discussion about policing over lunch.

## Program Evaluation Design and Methodology

The Racial Healing evaluation presented here is designed to provide process information used to determine the quality of the program implementation and outcome data used to assess program impact and effectiveness. A mixed-methods approach was taken to evaluate the program on two levels: 1) a process evaluation, which is an evaluation of the quality of implementation, engagement, and replication and sustainability strategies, and 2) an outcome evaluation, which is an assessment of program impact on individuals' knowledge, attitude, and behavior change, as well as acquisition of new skills.

NLEN designed surveys for both the Racial Healing workshops and Building Bridges, Building Connections program and collected survey data on these programs during the entire program period. From the beginning of program implementation, program facilitators documented the implementation process through reports to NLEN's board and minutes from the Racial Healing Community Advisory Group. The evaluation presented here utilized archival documents and intake and exit survey data collected from returning citizens and police officers who participated in the program from August 2012 to June 2014 to inform both the process and outcome evaluation. In order to explore areas of program impact, sustainability, and individual outcomes that the surveys did not cover, a qualitative study composed of interviews with Racial Healing alumni and focus groups with police officers and members of the Racial Healing Community Advisory Group was conducted between October and December 2014.

### Racial Healing Evaluation Participants

Survey participants were comprised of two separate groups: U-Turn Permitted Racial Healing program participants and police officers that participated in the Building Bridges, Building Connections (BBBC) exchanges. Program participants completed an intake survey and exit surveys at the end of each day of the Racial Healing workshop and at the end of the BBBC visit. Police officers also completed an exit survey at the end of the BBBC visit. Additionally, community members who attended the BBBC model demonstration at the Chicago Police Department, discussed below, were also surveyed. The chart below shows the number of respondents for each survey and the data collection timeframe.

Survey Name	Respondent Type	Number of Respondents	Data Collection Timeframe
<b>Racial Healing Day 1 Exit Survey</b>	Returning Citizen	184	8/2012-6/2014
<b>Racial Healing Day 2 Exit Survey</b>	Returning Citizen	161	8/2012-6/2014
<b>BBBC Exit Survey</b>	Returning Citizen	219	8/2012-6/2014
<b>BBBC Exit Survey</b>	Police Officer	14	6/2012-7/2014
<b>BBBC Model Demo Exit Survey</b>	Community Members	26	10/2013

Three separate groups, U-Turn Permitted Racial Healing participants, police officer participants, and members of the Racial Healing Community Advisory Group, were also chosen for the outcome evaluation. Sixteen people total participated in either an interview or a focus group, as shown below.

Interview/Focus Groups Included in this Report	
Total Number of U-Turn Permitted Racial Healing Participant Interviews	6
Total Number of Police Officers Participating in a Focus Groups	8
Total Number of Advisory Group Members Participating in a Focus Group	3

### Procedure for Selecting Evaluation Participants

To achieve the goal of gathering a variety of perspectives from each of the three informant groups, a purposive sampling technique was used to select individuals. Working with NLEN staff, the evaluation consultants developed a convenience sample of interviewees that targeted U-Turn Permitted Racial Healing program participants from a variety of cohorts, police officers who attended at least one Building Bridges, Building Connections visit and who were also involved in providing training to Chicago Police Department police officers, and members of the Racial Healing Community Advisory Group.

### Recruitment of Evaluation Participants

**U-Turn Permitted Racial Healing Participants.** The evaluation consultants originally proposed to conduct two focus groups of eight to ten U-Turn Permitted Racial Healing participants each. The evaluation consultants and staff originally proposed to not offer incentives to focus group participants, but rather provide focus group participants with snacks. Recruitment and scheduling was handled by multiple NLEN staff members who maintain contact with U-Turn Permitted alumni. It was difficult for staff to gain interest among alumni in participation, and once the first focus group was scheduled the attendance was very low; only one participant out of five that confirmed attendance actually attended the focus group. Using lessons learned from this initial focus group, the evaluation consultants suggested conducting phone interviews, since this method of data collection might allow participants to be more candid about their experiences, and providing interviewees with a small financial incentive for their participation. The evaluation consultants offered flexible schedules to accommodate interviewees work schedules. The changes in data collection methods and providing a small incentive increased participation numbers.

**Police Officers.** A NLEN staff member conducted a telephone meeting with Chicago Police Department police supervisors to discuss details of the focus group sampling process, describe the focus group protocols, answer any questions the police supervisor had, and create a plan for scheduling focus groups. Because police officer focus group participants were not compensated, the program evaluation consultants made every effort to make participation convenient for interviewees by offering flexible schedules and ensuring the focus group lasted an hour or less.

**Racial Healing Community Advisory Group.** Evaluation consultants arranged with NLEN staff members who facilitate the Advisory Group to devote the last half hour of a meeting for a focus group. Members of the Advisory Group were informed prior to the meeting about the purpose of the focus group and were asked to participate. Due to the meeting being scheduled close to the holidays, a low number of group members attended.

## Interview Procedures

The majority of U-Turn Permitted Racial Healing participant interviews were conducted by phone while one interview was held in person (the one initially intended as a focus group). All focus groups were held in person. Digital recorders were utilized in the focus groups with interviewees' consent. Audio recordings were used to check for note-taking accuracy and to capture quotes. Once the notes were complete and verified the audio files were destroyed. In advance of interviews, the evaluation consultants requested that interviewees and focus group participants had a quiet, private setting to conduct the interview or focus group to ensure confidentiality and no interruptions.

## Evaluation Measures

Interview and focus group guides developed for the evaluation were informed by NLEN program documentation (including Advisory Group meeting minutes) and survey data gathered from U-Turn Permitted Racial Healing participants and police officers. Interview questions were open-ended with follow-up probes to elicit further conversation and gain clarification on specific aspects of knowledge acquisition and behavior changes as a result of the participants'/police officers' experience in the program or the advisory committee members' experience with assisting in implementing the program. The interview guides followed the main evaluation questions proposed for the outcome evaluation.

Those evaluation questions are:

- How have participating returning citizens and police officers' knowledge, attitudes, and beliefs changed as a result of participating in the U-Turn Permitted Racial Healing Program? How have these changes influenced returning citizens' behaviors in seeking, securing, and retaining employment? How have these changes influenced the policing practices of participating officers?
- Have these changes reached beyond the group of program participants? If so, how?
- How has Racial Healing and the overall U-Turn Permitted program influenced participants' ability to search for, secure, and remain employed? How does the U-Turn Permitted differ from other job readiness, re-entry, and employment placement programs?
- In what ways has the advisory committee helped to increase awareness of the U-Turn Permitted Racial Healing program to the wider community and promote sustainability of the program? In what ways has the advisory committee brought lessons learned on racial healing beyond the immediate group of participants?

A total of three separate interview/focus group guides (U-Turn Permitted Racial Healing participant, Building Bridges, Building Connections police officer participants, Racial Healing Advisory Group member) were developed based on the role of the participant.

## Data Analyses

**Interviews and Focus Groups.** Interview/focus group notes were uploaded to NVIVO software for qualitative analyses. An iterative process for coding interview/focus group notes was developed collaboratively by the evaluation consultants, which resulted in two cycles of analyses: 1) pattern, and 2) conceptual model building. A categorized inventory of the interview data's content was conducted and

set the groundwork for thematic analysis. Pattern coding was used to organize thematic patterns that describe phenomena in the qualitative data that relate to specific evaluation questions.

Examples of pattern codes are:

- *Participants identify how the Racial Healing program has impacted them*
- *Police officers identify barriers to impacting trainees' beliefs and attitudes*
- *Advisory Group members identify ways the Racial Healing Program impacted the broader community*

Following pattern coding, evaluation consultants developed conceptual models by linking themes and emergent codes generated from the first cycle of analysis to create higher level understanding about the structure, implementation, and impact of the U-Turn Permitted Racial Healing program.

**Surveys.** NLEN granted permission to the evaluation consultants to access U-Turn Permitted Racial Healing program survey data from the organization's Survey Gizmo account. Survey data was exported to Excel files and downloaded to a secure folder on a password-protected computer. Survey data from U-Turn Permitted Racial Healing participants and police officers collected from 2012-2014 was analyzed. Close-ended survey data that supported the evaluation questions were analyzed for the process evaluation. Open-ended answers to survey questions were analyzed using the qualitative analysis procedures outlined above. Themes and emergent codes from the survey data were combined with interview/focus group themes to develop conceptual models.

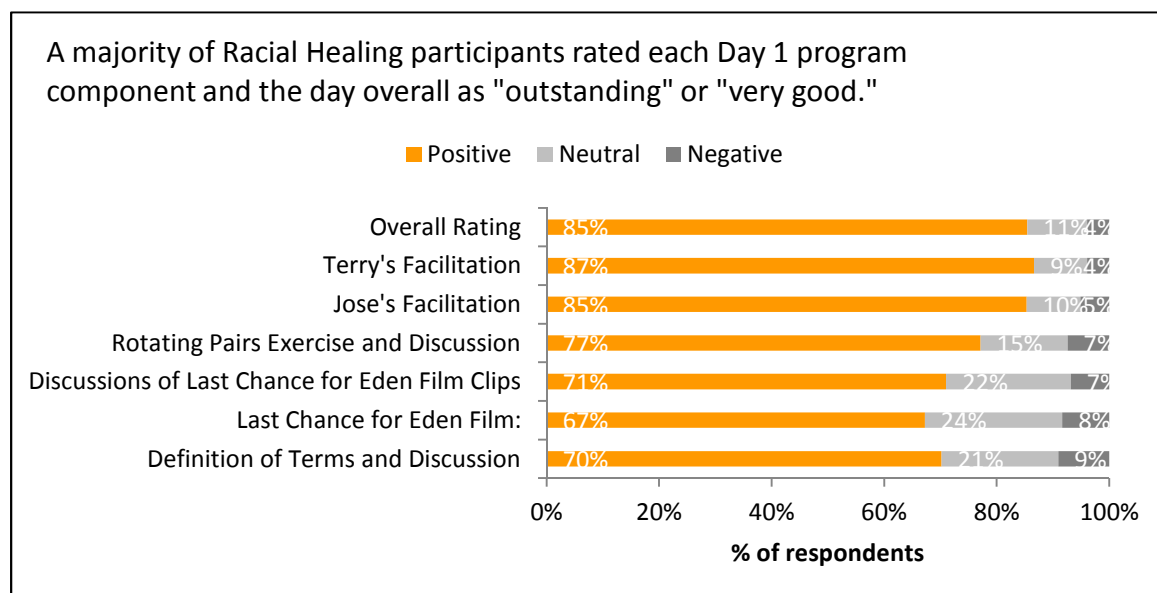
# Racial Healing Program Evaluation

## Process Evaluation

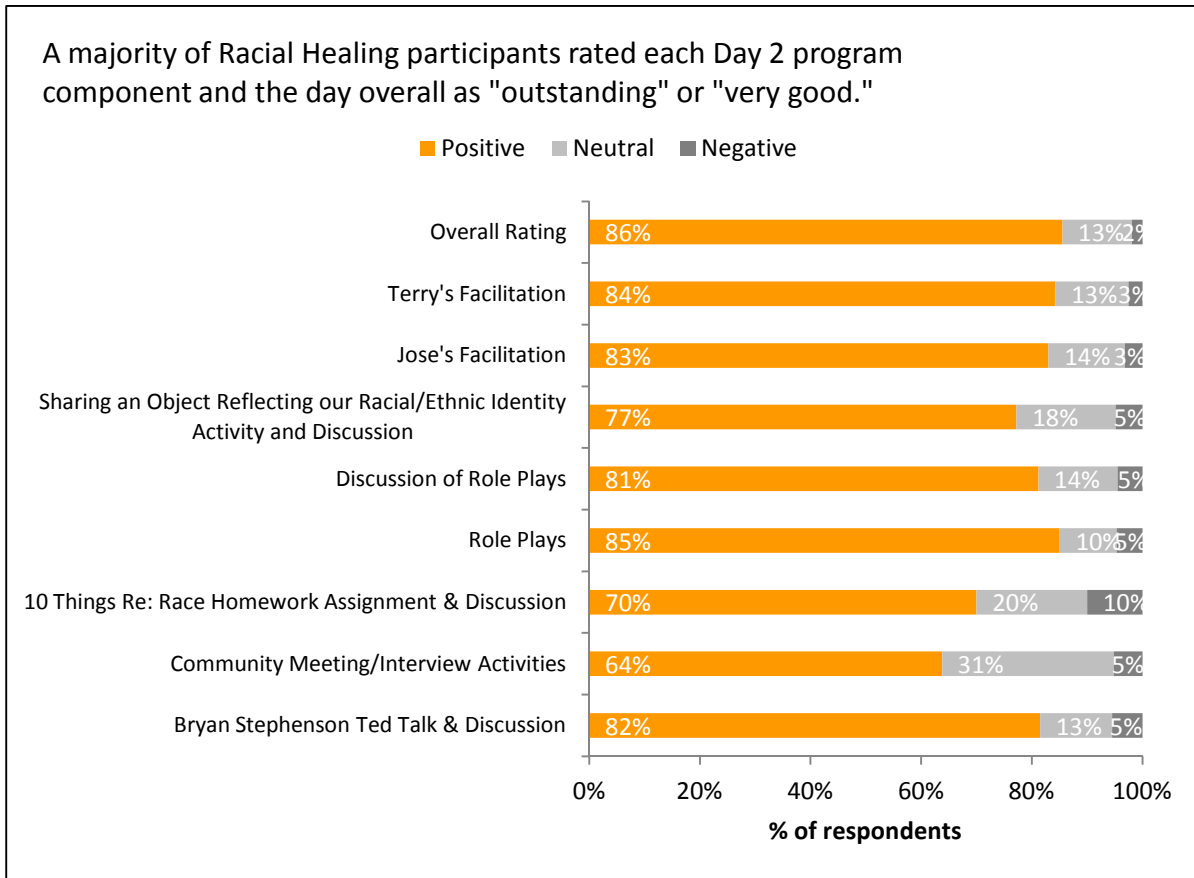
A process evaluation, an evaluation type that examines the quality of program implementation, was applied to determine what program components were most successful based on participant/police officer perceptions. Two data sources, survey data and archival documents, were used in the process evaluation. When it first began offering Racial Healing, NLEN developed participant surveys for baseline information and each day of its Racial Healing workshop. These surveys collected process (e.g., participant satisfaction with program components) and outcome evaluation data (e.g., open-ended responses where participants could reflect on aspects of the workshop that were meaningful for them or share what they learned). In addition, NLEN developed surveys for the Building Bridges, Building Connections component for returning citizen participants and police officers. The surveys were collected from each U-Turn Permitted cohort of participants and nearly all participating police officers. A brief review of archival documents such as reports to the NLEN board of directors and minutes from the Racial Healing Community Advisory Group was conducted to document how the program changed over time.

As a part of the four-week U-Turn Permitted program, returning citizens participate in a two-day Racial Healing workshop. Participants are asked to complete a pre-survey and then a survey for each day of the workshop and rate the program components (e.g., role play activities, group discussion, or lecture) for each day. Below are graphs illustrating participant ratings for each program component and the days overall (Figures 1, 2, and 3). Nearly all of participants (85% and 86% respectively) rated the overall program for Days 1 and 2 as either "outstanding" or "very good." For Day 1, the workshop facilitators' components received the highest ratings (87% for Terry and 85% for Jose), while for Day 2, role plays received the highest rating (85%).

**Figure 1: Ratings of Day 1 Racial Healing Workshop Components**

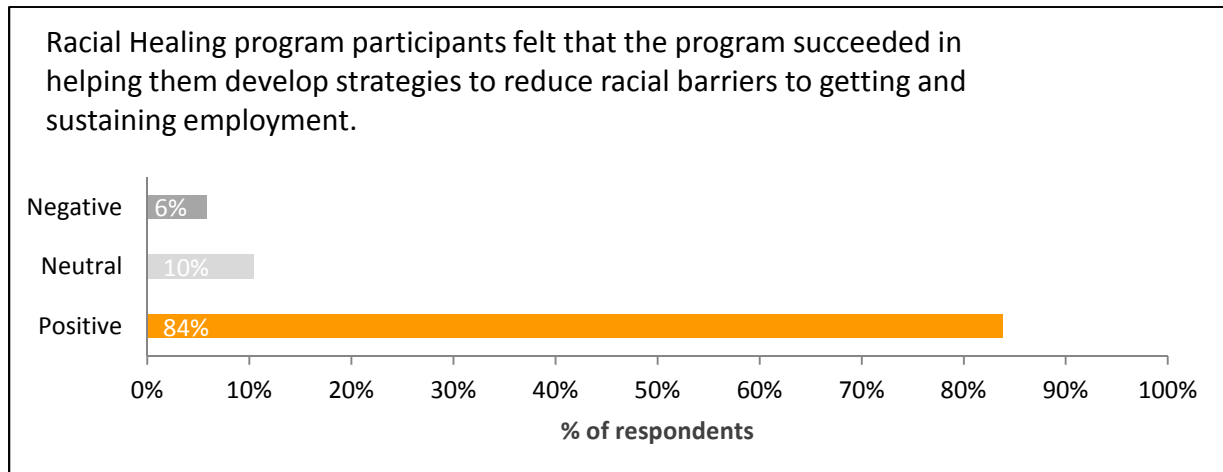


**Figure 2: Ratings of Day 2 Racial Healing Workshop Components**



When reflecting on the overall Racial Healing workshop goal of “helping returning citizens develop strategies to reduce racial barriers to getting and sustaining employment,” a large majority of participants (84%) felt that the program succeeded in attaining the goal. Figure 3 illustrates how participants perceived the program reached its overall goal.

**Figure 3: Ratings of Success in Meeting Racial Healing Program Goal**

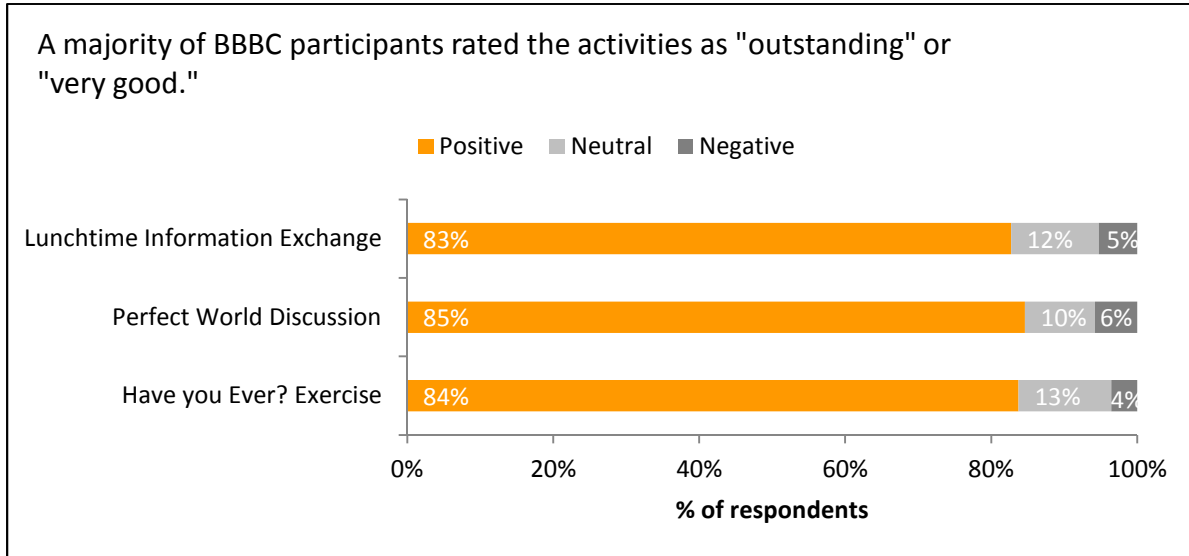




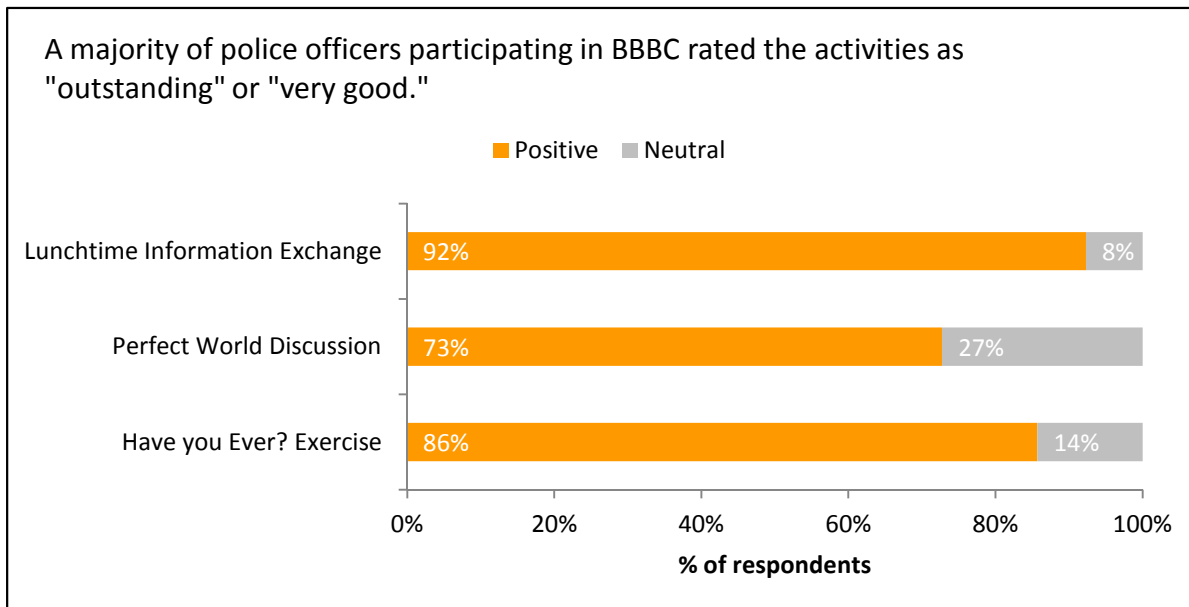
### Building Bridges, Building Connections Program Component

As a part of the Racial Healing workshop, returning citizens and police officers engage in team building activities together and a facilitated dialogue. This program component, called Building Bridges, Building Connections (BBBC) elicited positive reviews from returning citizens and police officers alike. The graphs below show that returning citizen, labeled as “participant” (Figure 4), and police officer (Figure 5) ratings were overwhelmingly positive regarding the specific activities associated with this activity.

**Figure 4: Participant Ratings of Building Bridges, Building Connections**

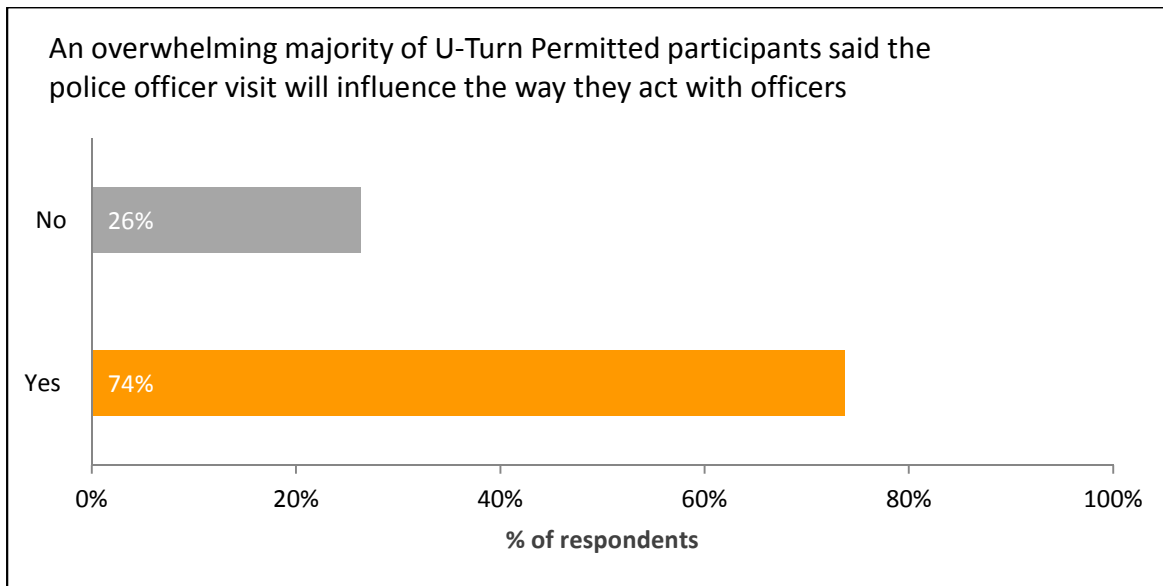


**Figure 5: Chicago Police Officer Ratings of Building Bridges, Building Connections**

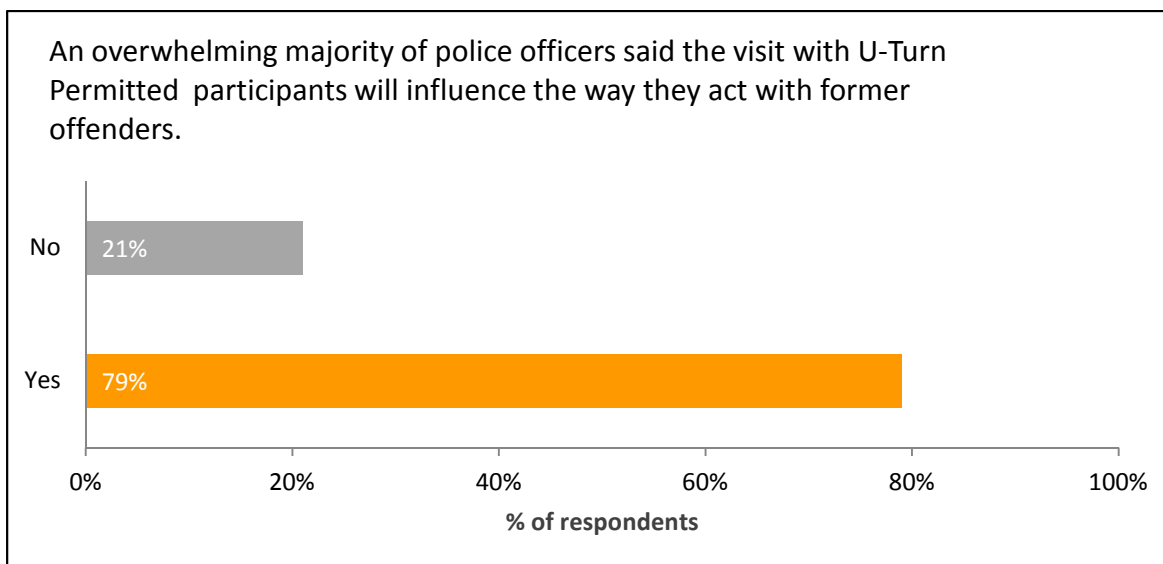


In exit surveys, returning citizens and police officers were asked the question: “Will the BBBC visit influence the way you act with officers/returning citizens?” A large majority in both groups responded “yes” as illustrated in Figures 6 and 7. Participants who answered “no” (51 out of 197) provided reasons why they were not influenced to change their behavior when they interact with officers. The majority explained that they already act respectfully with officers. A small portion of respondents revealed that their level of mistrust for police officers had not changed as a result of the police officer visit, which is explored further in the outcome evaluation section later in this report. Three police officers out of 14 that answered the question responded “no.” All of them responded that they already treat returning citizens with respect.

**Figure 6: Anticipated Behavior Changes of Participants**



**Figure 7: Anticipated Behavior Changes of Police Officers**

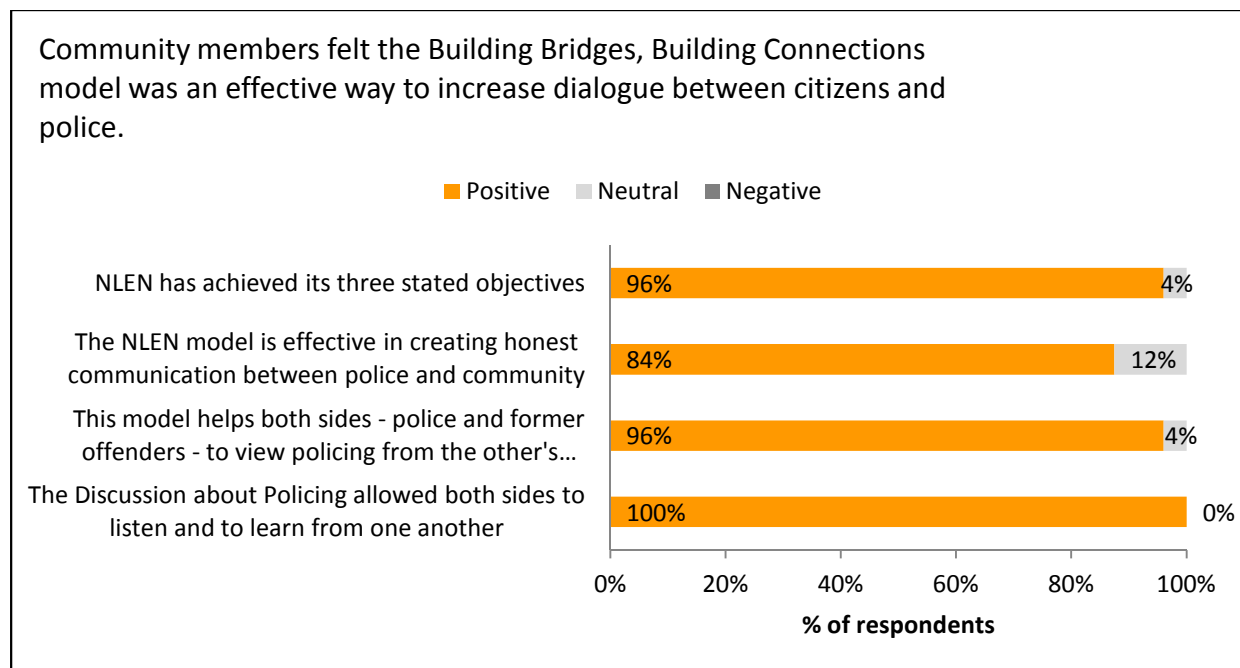


NLEN capitalized on the success of Building Bridges, Building Connections by working with the Chicago Police Department to show the program model to the community at a jointly sponsored event held at the Chicago Police Department Police Academy in October 2013. At this showcase, 80 funders, policy makers, legislators, educators, clients, members of law enforcement, and NLEN staff experienced a *Building Bridges, Building Connections* police and community dialogue in a “fish bowl” venue.

At the end of the event, community members who observed the exchange between returning citizens and police officers were asked to complete a survey. Respondents were asked to rate various aspects of the program (Figure 8) and provide any comments about the program overall. Respondents who shared their comments were overwhelmingly positive about the program.

“Wonderful model that could be beneficial in all communities across Chicago.”  
 “The work being done here is so exciting and I'm honored to be a part of it. I would love to see this being done with youth and young adults, I think all ages could benefit.”  
 “This was an amazing event! Kudos to you all for organization and executing such an important learning experience for the community.”

**Figure 8: Community Response**



The next section covers the outcome evaluation, which is an evaluation type that explores the program effectiveness and impacts as defined by the participants and ways that the program has been replicated and sustained.

## Outcome Evaluation

While the survey data show that the Racial Healing workshop and Building Bridges, Building Connections activities are well received, the data collected through exit surveys does not reveal how participants and police officers were impacted by the experience. To that end, a qualitative study was conducted to shine light on how participants made meaning of their experiences, which in turn impacted participants' life choices and influenced systemic changes within the Chicago Police Department.

To further define program impact and replication and sustainability efforts, the evaluation consultants conducted an outcome evaluation between October and December 2014 using new qualitative data. Sixteen people participated in the study from three main informant groups: Racial Healing Program alumni, police officers who participated in Building Bridges, Building Connections, and members of the Racial Healing Community Advisory Group. The table below shows the methods used for each informant group organized by evaluation question.

<b>Evaluation Question</b>	<b>Evaluation Method</b>	<b>Informant Group</b>
<b>How have participating returning citizens and police officers' knowledge, attitudes, and beliefs changed as a result of participating in the U-Turn Permitted Racial Healing Program?</b>	Interviews, survey data, and focus groups	Racial Healing alumni; police officers
<b>How have these changes influenced returning citizens' behaviors in seeking, securing, and retaining employment?</b>	Interviews and survey data	Racial Healing alumni; police officers
<b>How have these changes influenced the policing practices of participating officers?</b>	Focus groups	Racial Healing alumni; police officers
<b>Have these changes reached beyond the group of program participants? If so, how?</b>	Interviews and focus groups	Racial Healing alumni; police officers; Advisory Group members
<b>How has Racial Healing and the overall U-Turn Permitted program influenced participants' ability to search for, secure, and remain employed? How does the U-Turn Permitted differ from other job readiness, re-entry, and employment placement programs?</b>	Interviews and survey data	Racial Healing alumni
<b>In what ways has the advisory committee helped to increase awareness of the U-Turn Permitted Racial Healing program to the wider community and promote sustainability of the program? In what ways has the advisory committee brought lessons learned on racial healing beyond the immediate group of participants?</b>	Focus group	Advisory Group members

Findings from the qualitative study show that NLEN succeeded in promoting change in participant attitudes and beliefs. NLEN also succeeded in providing participants with new knowledge that participants use in their day-to-day lives while interacting with potential or current employers, family members, or police officers. The sections below outline participant outcomes from interviews and survey data that demonstrate change in knowledge, attitudes, and beliefs and how the combination of U-Turn Permitted and the Racial Healing initiative influenced participants in seeking, securing, and maintaining employment.

### ***Racial Healing Participants Reveal Changes in Behavior and Beliefs***

When recruiting returning citizens for the U-Turn Permitted program, NLEN employs an extensive intake process to assess participants' personal background, employment history, knowledge and skills, and readiness for change. This extensive screening process allows for program leaders to determine "goodness of fit" for potential candidates. Since the alumni interviewed sought out the U-Turn Permitted program because they were ready to make the fundamental change in their lives to seek legal employment and to not recidivate to criminal activity, it can be assumed they were open to program components that challenged their beliefs and attitudes.

U-Turn Permitted begins with three days of anger management training. While this program component predates and is not part of the Racial Healing Initiative, it teaches participants how to control their emotions when dealing with conflicts and begins to prepare participants to honestly reflect on the complex issues addressed in the Racial Healing workshop and BBBC session. Alumni interviewed stated that this portion of the program was memorable and pivotal in changing their perceptions and behavior, as illustrated in the following quotes.

"I heard them talk about blaming everybody else for what we do. I was hooked. When Jose talked I was more interested and I knew right then what I needed to be doing, I had to change my way of thinking. I started to understand why I wasn't getting the jobs."

"The anger management session helped me to understand my adversary, recognize my triggers, assess quickly, and make informed decisions."

"I learned a lot from the anger management part of the class. Now I can get through difficult interactions without anger."

The second week of U-Turn Permitted focuses on self-reflection, learning skills to answer interview questions, realizing one's strengths, and business etiquette. During this week participants engage in ice breakers and group activities for the first time. Participants began to build trust with program leaders and their classmates. It also prepares participants for the Racial Healing workshops that occur the following week in which participants engage in group activities, role plays, and discussions around challenging perceptions and beliefs about race, gender, ethnicity, and sexual orientation. Alumni shared that the ability to reflect and express their thoughts within a group was a powerful learning experience as demonstrated in the quotes below. It can be assumed that this week helped to prepare participants to be open to new ideas about race and policing.

"I learned things about myself and others. Very powerful"

"I expressed my family issues to everyone. I felt relieved."

“The thing that sparked that learning was me speaking out and knowing I was being heard”

“Getting to know that I can change and that makes me feel good”

“I learned how to be more open”

“You get in touch with yourself. You learn things about yourself and others – not just how to get a job.”

In the Racial Healing workshop, participants learn to see racism, sexual harassment, and homophobia through the eyes of others and to identify workplace discrimination. Group discussions and role plays expose participants to viewpoints outside of their own social networks and help participants to practice listening and learning from others, which helps to prepare them for reintegration into society and the workplace. For many alumni, this was a sobering experience, as the quotes below show.

“[The Racial Healing workshop] was really eye opening to see different people, how they think, how they calculate things in their minds regarding other races.”

“To see people just stereotyping a person and you don’t even know that person, to lump us all in that box – in the film, people saying “I hate black people” surprised me. And they don’t even know anyone black.”

“When you are around people who don’t see what you see [regarding self-awareness of one’s racism], it gets depressing.”

“The role play I was involved in about job discrimination [was something that was meaningful to me]. It hurts to know that this actually takes place.”

The Racial Healing workshop teaches participants how to identify racism, prejudice, and sexual harassment through a variety of activities, discussions, and film clips. Alumni shared new knowledge that they acquired about racism, discrimination, and privilege.

“I found out that racism has a lot to do with power and prejudice more than just black vs. white. I see racism in a whole other category”

“I didn't know about the four different types of racism. It surprised me when the topic was brought to the table.”

“I learned a lot about racism and how it directly affects other people. I really feel bad for those people who are racially profiled and really care about it.”

“Statistics on the workplace discrimination. I didn’t realize it was that bad and I need to do some reading and research on the issues.”

“That I had privileges that I really didn't understand.”

The quotes above demonstrate that the U-Turn Permitted Racial Healing program provides participants with a safe place to explore tough issues at individual and societal levels. The section below outlines how participants use new knowledge and skill outside of the program.

### ***Participants Use Skills Learned from U-Turn Permitted to Acquire and Maintain Employment***

Knowledge about institutionalized racism, understanding one's own racism and prejudices, and understanding how others internalize racism and prejudice equip participants with skills to successfully navigate the job interview process, especially how to handle being asked about a felony conviction, which is a focus of the U-Turn Permitted program. Many alumni felt that learning the skill of how to talk about a felony conviction was transformative. Once equipped with the knowledge of how to honestly tell their story to potential employers, they felt relieved of a burden to share something that was a source of great shame. Several alumni shared that the felony conviction question on a job application stopped them from applying for jobs in the past. Several participants shared the importance of learning good interview skills. While these comments reflect participant learnings from U-Turn Permitted and not specifically the Racial Healing component, it can be assumed that the greater understanding of how conscious and unconscious biases regarding race, class, gender, and sexual orientation can influence an employer helps the participants to navigate the interviewing process.

“In an interview, when you get in there and they've already done the check or you know it's going to be done, so it taught me to assess the situation and tell them at the beginning about the conviction and also being reassuring that it wouldn't happen again.”

“Lack of understanding of the basic principles of interviews, dressing, presenting myself, talking as if I'm still in the street [kept me from getting a job]. I understood through the program that I can't do that. [The interviewer is] not your homey. So I started to use eye contact, change the way I talked, dressed, I wanted them to take me seriously. Once I came out of the program I went back to a few of those jobs that wouldn't hire me, they were willing to hire me now. ...at that moment I knew my worth and that I could choose which job I wanted.”

“I learned if it's a job you want that fits you then sell yourself to get it. Just the way Jose and Terry broke it down to the class.”

All of the alumni interviewed were employed at the time of the interview, with the exception of one interviewee who had just resumed her job search after taking time to grieve the recent death of her husband. For those currently employed, the length of employment ranged from six months to two years. Alumni shared that the U-Turn Permitted program either matched them with their current employer or they used skills from the program to seek and obtain employment. A majority of interviewees expressed ways in which they had advocated for themselves after graduating the U-Turn Permitted program. Three alumni received promotions in their jobs. Three alumni reunited with their family or got married or engaged. One was granted custody of a daughter. Many alumni expressed goals for their future that demonstrated leadership and a desire to give back to their community. One participant shared that he had dreams to be a program facilitator or workforce coach. “Man, that's me! I can relate to them [U-Turn participants],” he shared. At the end of the program he also approached one of the program leaders about being a spokesperson at graduation.

Obtaining and maintaining employment was a source of empowerment for many alumni and provided an opportunity to heal from one's past and start new. In the next section, alumni and police officers discuss ways in which Building Bridges, Building Connections exchanges were transformative and healing as well.

### ***Returning Citizens Change Perceptions, Modify Actions, and Build Trust through the Building Bridges Building Connections Visits***

For many alumni, the exchanges with law enforcement were the most impactful part of the U-Turn Permitted program. Activities, role plays, and discussions in the weeks leading up to the police officer visits instilled participants with a heightened level of critical self-awareness. Many alumni shared how the exchanges surprised them by challenging their perceptions of police officers. The quotes below demonstrate changes in participant perceptions.

"At first I didn't trust them. I didn't care what they said. I knew they was gonna lie. Once I listened I felt they were like us."

"I learned that even the police did most of the stuff we did. Smoked illegal drugs, it was like, whoa, they no different than us. It was a lot similar to what we do – they are humans. When I was growing up I looked at it like they thought they are above the law and think they are better than us."

"I saw police as regular people."

"Like I told the officer, that's good that he comes and we get to see the other side of him."

"The police visits were powerful for me. To see ex-convicts and police talking to each other was powerful."

"I met police that will treat you like a man."

"I learned that some officers are considerate of the society."

"That I have to still deal with my prejudice. I had started to dislike the officer before she even spoke, but when she spoke I found out that I had her all wrong in my mind."

"Talking to the officers even though I consider myself to be very noticeable, it made me also take their feelings into consideration."

"Opening my eyes to police officers giving back to the community."

While the majority of alumni expressed changes in the way they perceive police officers, a number of alumni shared honest critiques of police officers and the law enforcement system as illustrated in the quotes below.

"When I started to ask why won't you stop another officer if you know he's violating the law? They told me that they don't want to be snitches. I'm like whoa! One said he



never saw his partner do wrong, I was shut down for a minute, but I don't believe any police officer has never done anything wrong. Everyone has done something wrong."

"A young lady and two men came in. They were training officers and had a spiel. They still had prejudices and biases. They can say different things to their cop buddies than to us."

"I still have my beliefs as to how police (whites) profile, stereotype, and are prejudice. The officers confirmed that there are officers that have that mentality. NLEN should recommend different officers to come for the activity."

"These officers and the officers who patrol my neighborhood have a totally different mindset."

A number of alumni described skills they learned through the Racial Healing workshop when interacting with police officers. One participant shared how he used the skills he learned with police officers in his community.

The alumnus was sitting on a bench waiting for the bus with several other men, wearing a button down shirt and was "looking professional." An officer walked across the street and greeted him, "like hey how you doing." The officer started to walk past the other men; they made a comment about how he would not speak to them. The officer told them, "Why should I talk to you when you aren't even looking presentable?" In that moment the alumnus shared, "I started to realize – it isn't about skin color, it's how you present yourself, if you say hello, you are spoken back to. That can break down the walls built for decades. Once that day happened, now I wave at the police, 'Hey how you doing? I appreciate you trying to protect the citizens.' I see the same officers and now they will stop and say hello. By doing that [greeting police officers in the community] now they are not hesitant to stop. Around my grandmother's house, I try to talk to the youth; they talk to me about their problems. Now there are four officers who will come by and get out of their cars and talk to a few guys, not shaking them down, just talk to them to see how they are doing. Now it is a conversation. They learn and know each other. Talking with the police that day helped me break that wall. Can't say it just won't work unless you try."

Police officers who participated in BBBC also described how the exchange impacted them personally and professionally, as the next section shows.

### ***Police Officers Change Perceptions, Modify Actions, and Build Trust through the Building Bridges Building Connections Visits***

While the number of Chicago Police Department (CPD) officers who have participated in the BBBC exchange was small, the impression these exchanges had on them was great – so much so that the program influenced how CPD officers are now being trained. The section below describes more in-depth how the BBBC exchange was incorporated into CPD officer trainings.

One insight that resonated with all police officers interviewed was that the exchanges helped to bring about understanding for both groups. An officer shared:

“To hear them [returning citizens] talk in reference to the police are human too and they [police officers] came in and treated me like a human, they weren’t afraid to touch me. When you hear words like that coming from a person, I mean, who’s afraid to touch anybody? That was their perception coming into this... I hope people don’t lose sight of the little thing that happened. The humanity was restored between two groups of people.”

Police officers shared how the exchange impacted their policing practice in the following quotes.

“This [BBBC experience] is going to further my objectiveness when dealing with somebody on the street. I don’t know what was going on in that person’s life to make that [committing a crime] happen. There may have been circumstances that I’m unaware of. Always give the person a chance and listen to them.”

“For me it’s an affirmation. This job can wear you down. The program affirmed this is what I should be doing.”

“It’s a stressful job. The NLEN program allows you to open up yourself to see the world outside of yourself.”

“These people [returning citizens] that we are dealing with are actually turning themselves around. It allows me to reflect because you can be self-righteous and say ‘I wouldn’t make that decision.’ It allowed me to live vicariously through their experience.”

A majority of police officers who participated in the BBBC visits were training officers. The training officers worked with NLEN to create a video of the BBBC exchanges to use in procedural justice and legitimacy trainings with fellow police officers. While the majority of police officers who watched the video and experience the training were positive, police officers interviewed identified barriers to impacting some police officers.

One barrier is getting other officers to agree to do a BBBC visit. Among police officers there is a stigma to going to certain neighborhoods on the west side of Chicago where the exchanges are held. Some officers do not see the exchanges as useful and call the BBBC program the “hug-a-thug program.” The police officers interviewed shared comments that they received from fellow officers who received the training as illustrated in the following quotes.

“A common complaint was ‘this is all great and I understand it, but citizens should be brought in to learn.’”

“We showed the police what we did [using the video]. The constituents [returning citizens] really vocalized how they were treated, how it affected their family. Some officers don’t appreciate it. [The officers were stuck on] ‘They committed a crime.’”

While these barriers remain with some officers, trainers have received positive reviews overall and have shared their training curriculum with a number of cities nationally. The next section discusses how the program has impacted the broader community.

### ***The Chicago Police Department Changes Its Training Procedures***

As of October 2014, 12 CPD training officers who participated in the BBBC exchanges have, in turn, trained over 9,000 officers in Procedural Justice and Legitimacy classes where they have shared stories with fellow officers of their exchanges with returning citizens. These training officers were so affected by their personal experiences in the exchanges that they immediately began incorporating their learning and experiences into their Procedural Justice and Police Legitimacy classes for all CPD officers. As of August 2014, the training officers have incorporated video clips from Building Bridges, Building Connections into their current iteration of Procedural Justice training that is highly interactive.

The following is a link to the 13 minute video created by the CPD from Building Bridges Building Connections footage that is used in their training:

<https://drive.google.com/file/d/0B0vWDiVRN-c4YVd1RVZWYzRoR0k/edit?usp=sharing>

### ***NLEN can Replicate Building Bridges, Building Connections and Sustain the Racial Healing Program***

NLEN was funded for three years of Racial Healing Initiative implementation, but quickly realized its significance to meeting the reintegration and employment goals of the U-Turn Permitted program and decided to fully integrate it into the U-Turn Permitted program curriculum, thus ensuring the Racial Healing Initiative is sustained well beyond the initial grant period.

While most programs strive to impact their participants, NLEN intended to reach the broader community through Racial Healing, along with major institutions within the justice system. To help facilitate that goal, NLEN created the Racial Healing Community Advisory Group. This group, comprised of members from community organizations, juvenile justice commissions on the city and county levels, and experts on racial and social justice, meets quarterly to discuss program implementation progress and ways to replicate and sustain the program.

The group succeeded in its purpose to sustain the program largely due to the selection of Group members. Once the group met regularly, it became apparent that they had the right stakeholders at the table. One member described this moment as realizing that “there is collaboration on both sides. In NLEN recognizing that there is no need to go ‘Lone Ranger’ on this, but to incorporate others and as stakeholders to realize that...we are doing work that’s all related.” This realization among Group members was a powerful moment. A Group member described how to leverage this power: “The more that we can come together and leverage the work that we are doing and the relationships we have we can have a greater impact on the community and changing the system.” Group members discussed the moment when they realized how to leverage their collective impact. One member described the moment in the quote below.

“There was a conversation that crystallized what we are doing. That police and community members wanted to make it home. For me that was language for a national campaign. It was something that resonated with all of us. It came from the room. I saw the potential for a national campaign for dialogue around that. What are different factors that both sides can look at to make sure that happens? If things are going to change this is the narrative we need to have to start police-community relationships.”

Through its Racial Healing Community Advisory Group, NLEN succeeded in building relationships with community organizations to replicate the BBBC model. NLEN has received a small grant to replicate the model with youth, and is currently planning sessions with the YMCA, the Chicago Police Department’s

CAPS program, and Growing Home, which is a community organization serving returning citizens in other Chicago neighborhoods. NLEN has also begun to collaborate with area church leaders who expressed interest in replicating the BBBC model.

## Conclusions and Next Steps

Data from both the process and outcome evaluation show that the Racial Healing program was successful overall. Most participants believed the Racial Healing workshop met its goal of “helping returning citizens develop strategies to reduce racial barriers to getting and sustaining employment.” Building Bridges, Building Connections (BBBC) elicited overwhelmingly positive reviews from returning citizens and police officers alike. Further, a large majority of both groups indicated that the BBBC visit would influence the way they act with each other in the future. Community members who participated in an observation of the BBBC overwhelmingly agree that this is an effective model. The outcome evaluation showed promising findings around changes in behavior, beliefs, and perceptions among participating returning citizens and police officers. These findings have been capitalized on by NLEN and the Chicago Police Department to further replicate the program model.

The success of the Chicago Police Department (CPD) in adopting the BBBC program into its officer trainings goes beyond the expectations of the program, demonstrates the power of the model, and shows hope for significant change within the CPD in that its leadership has accepted bringing BBBC into trainings. While CPD is working with outside researchers to evaluate their training, at this time we do not know how effective the BBBC video is on modeling respectful communication and dialogue between police officers and returning citizens. Police officers may need the personal experience of the exchange to really be influenced.

Also a testament to the success of this partnership, NLEN was awarded the MetLife Foundation Community-Police Partnership Award for BBBC through a national competitive application process. This national recognition of the model as innovative and successful is further evidence of its potential.

In order to make the most of on the success of the BBBC program, NLEN should continue to explore ways of scaling up. Given the current national context, an intentional and focused community-based effort can build bridges between police and targeted populations and result in mutual understanding and improved behaviors on both sides, which most likely results in fewer arrests and other negative interactions. The potential for scaling up the BBBC program has its limitations, however. First, while the program shows promising positive outcomes, the sample size of returning citizens and police officers is small. Because this model relies on the personal interactions, it has to be done one person at a time at the community level and therefore would be a challenge to bring to scale. Second, another potential limitation is it remains unclear if BBBC can be a standalone program. Piloting the BBBC program without preceding it with the Racial Healing workshop component with returning citizens would test the assumption that returning citizens need a primer on racism that includes facilitated discussions and role playing prior to interacting with police officers.

The evaluation data also provided key insights into the implications of the Racial Healing program. When examining participant ratings of program components, several promising practices of program design emerged. In the process evaluation, the highest ratings went to the workshop facilitators’ components, indicating that program success can be attributed, at least in part, to the skills and talents of the two facilitators. This suggests that the particular facilitation methods and possibly personal or demographic characteristics of the facilitators are an important program design component. The other category that received extremely high ratings is the role play activity. This suggests an interactive exercise that in a practical manner enables participants to momentarily step into another’s shoes is an effective approach to the racial healing learnings. Further, the role playing component may be a key element in preparing participants for the BBBC exchanges with police officers, which consistently received high ratings from participants. More research would be required to confirm how the role playing activities are useful to

participants and if they help them to prepare for the police officer visit. The paragraph below outlines next steps for NLEN's Racial Healing program.

**Next Steps.** Three key next steps are suggested from this evaluation: 1) strengthen program evaluation, 2) continue replication efforts of BBBC, and 3) develop a train-the-trainer manual and program for the Racial Healing workshop and BBBC. NLEN engaged the program evaluation consultants in strengthening and refining the current evaluation tools.

The Racial Healing and BBBC surveys were revised to provide more insight in to what extent were learning objectives and program goals achieved as well as more direct questions on program improvements. The survey revisions support collecting better outcome data, which will help to inform replication efforts.

Replication of the BBBC is called for, based on indicators of success, current willingness of Chicago Police Department, interest from Chicago community organizations, existing levels of community crime and violence within Chicago, and the national (well-earned) mistrust of police among African Americans and especially returning citizens. To support replication and scaling up, NLEN should develop a pilot BBBC model outside of the context of U-Turn Permitted, to determine if the self-selection of U-Turn Permitted participants is essential or can be replicated and to determine if the Racial Healing workshop is needed to create the environment needed for success in the BBBC. The high participant ratings for the facilitators seem to suggest that their approach is essential to success of program.

In order to develop an effective train-the-trainer program, NLEN should identify the most valuable facilitator characteristics in order to inform the training. It is unclear whether a train-the-trainer manual is enough to convey the specific qualities and skill sets needed for an effective train-the-trainer program. The facilitators themselves may need to do the trainings, at least initially, until there is another group of facilitators trained and experienced. In order to cover the costs of creating the manual and conducting trainings, funding is needed.

## **Interview and Focus Groups**

### **U-Turn Permitted Alumni Interview List<sup>1</sup>**

Joanna, Interviewed 10/23/14, completed U-Turn Permitted March or April 2014  
Stanley, Interviewed 10/27/14, completed U-Turn Permitted February 2013  
D'Angelo, interviewed 11/13/14, completed U-Turn Permitted January 2014  
Miguel, interviewed 11/15/14, completed U-Turn Permitted March 2014  
Jerome, Interviewed 11/14/14, completed U-Turn Permitted July 2013  
James, Interviewed 10/22/14, completed U-Turn Permitted June 2013

### **Chicago Police Officer Focus Groups**

October 16, 2014, 4 participants, Education and Training Division, Chicago Police Department  
October 10, 2014, 4 participants, Chicago Police Department Headquarters

### **Racial Healing Advisory Committee Focus Group**

December 11, 2014, 3 participants, United Baptist Church

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<sup>1</sup> These are pseudonyms for purposes of confidentiality.

## U-Turn Permitted Participant Interview Questions

Welcome and thank you for making the time for this interview My name is \_\_\_\_\_ and I'm contracted with NLEN to write a final evaluation report for the Kellogg Foundation on the U-Turn Permitted Racial Healing Program. My role is to conduct interviews with the returning citizens, police officers and the advisory committee to find out lessons learned and impacts of the U-Turn Permitted Racial Healing Program. You hold a unique perspective that is critical to better understanding about NLEN's U-Turn Permitted Program and we want to hear your thoughts and opinions.

I would like you to feel comfortable sharing your opinions and assure you that everything you say is confidential. Your name and other identifying information will be kept private. We will not report your answers in any way that identifies you unless we ask for and you grant us express permission to do so. Once the interview is over, I will let Terry know that you participated and she will arrange to get you a \$25 gift card as a thank you for your time. Please understand that you will receive this gift card no matter what your responses to these questions. We are not looking for any specific answers, only an honest assessment of your own personal experience. Any questions before we get started?

1. How did you hear about/come to NLEN?
2. Can you tell me a little about your personal history and what led up to the conviction and incarceration?
3. What did you learn from/get out of U-Turn Permitted?
4. You participated in the Racial Healing workshops and discussions with the police officers. What did you find most revealing/helpful/changing about it? [Did you begin with assumptions about race and police that changed? If yes, what were they? How did they change?]
5. Now that some time has passed, do you feel that your outlook on race and police has changed? Are there any specific examples of this?
6. What are you doing today?
7. What are your hopes/plans/dreams for the future?

**Thank you for your participation!**



## Police Officers Focus Group Questions

Thank you for meeting with us today. My name is Noah Jenkins and this is Holly Lewandowski. I will be facilitating the interview and Holly will be taking notes. We are contracting with NLEN to write a final evaluation report for the Kellogg Foundation on the U-Turn Permitted Racial Healing Program. Our role is to conduct focus groups and interviews with the returning citizens, police officers and the advisory committee to find out lessons learned and impacts of the U-Turn Permitted Racial Healing Program. You hold a unique perspective that is critical to better understanding about NLEN's U-Turn Permitted Program and we want to hear your thoughts and opinions.

I would like you to feel comfortable sharing your opinions and assure you that everything you say is confidential. Your name and other identifying information will be kept private. We will not report your answers in any way that intentionally identifies you unless we ask for and you grant us express permission to do so. But please keep in mind that this is a small group and we will use some personal anecdotes – in some cases these details could reveal your identity. We understand we have one hour to complete this conversation and will stay on schedule. Any questions before we get started?

1. First off, could you please explain your connection to the Building Bridges, Building Connections program, including when and how you first became involved, why you became involved, and your current relationship with the program?
2. Tell me about one thing that you learned from Building Bridges, Building Connections Program that you have used in your day-to-day life?
3. How has the Building Bridges, Building Connections Program influenced your policing practices?
  - a. Can you relate any specific moments when you realized you were policing in a way different than you had before you participated in RH?
  - b. Has Building Bridges, Building Connections had any impact on Chicago Police Department training or policies? If yes, how so?
4. In what ways can the Building Bridges, Building Connections Program be improved?

Additional Questions for Police Officer Trainers:

1. What information from the Building Bridges, Building Connections was integrated in the Procedural Justice and Police Legitimacy classes?
2. How are video clips from Building Bridges, Building Connections incorporated into Procedural Justice trainings and how are they received by trainees? Can you share any specific anecdotes from a class to demonstrate?

**Thank you for your participation!**

## Racial Healing Advisory Group Focus Group Questions

Thank you for meeting with us today. My name is Noah Jenkins and this is Holly Lewandowski. I will be facilitating the focus group and Holly will be taking notes. We are contracting with NLEN to write a final evaluation report for the Kellogg Foundation on the U-Turn Permitted Racial Healing Program. Our role is to conduct focus groups with the returning citizens, police officers and the advisory committee to find out lessons learned and impacts of the U-Turn Permitted Racial Healing Program. You hold a unique perspective that is critical to better understanding NLEN's Racial Healing Program and we want to hear your thoughts and opinions.

We would like you to feel comfortable sharing your opinions and assure you that everything you say is confidential. Your name and other identifying information will be kept private. We will not report your answers in any way that intentionally identifies you unless we ask for and you grant us express permission to do so. But please keep in mind that this is a small group and we will use some personal anecdotes – in some cases these details could reveal your identity. The conversation will take approximately a half hour.

We'd also like to record the focus group for note-taking purposes. After we finish writing a summary of the data, the recording will be deleted. Does anyone object? Any other questions before we get started?

5. First off, I'd like each person to introduce themselves, first name only and tell us what brought you here, what is your role on the committee. (Follow up: How do you bring your knowledge to the committee and how do you bring committee knowledge back to your job?)
6. What do you believe is the biggest impact of the U-Turn Permitted Racial Healing Program?
7. Do you see policy implications of NLEN's RH program? (Probe: How could you form and forward policy goals as a committee?)
8. In your opinion, what has been the greatest contribution of this advisory committee?
9. In what ways has the advisory committee helped to increase awareness of the U-Turn Permitted Racial Healing program to the wider community?
10. In what ways has the advisory committee brought lessons learned on racial healing beyond the immediate group of participants?
11. How is the advisory committee ensuring sustainability of the U-Turn Permitted/Racial Healing Program?
12. What do you believe a small program like this can do when events like the grand jury decisions on the Michael Brown and Eric Garner killings suggest intractable systemic racism?

**Thank you for your participation!**

## Revised Racial Healing and Building Bridges Building Connections Exit Surveys

### U-Turn Permitted Racial Healing and Building Bridges, Building Connections Pre-Survey

1. Have you ever had a thoughtful and respectful discussion about race with anybody?

Yes (go to question #2 to elaborate)                       No (go to question #3)

2. How would you rate your discussion experience on a scale of 1 to 5, 5 being the most positive?

1                       2                       3                       4                       5

3. How do you feel about participating in racial healing training?

Positively    Negatively                       Mixed Feelings

4. What do you think the goals of the racial healing workshop should be? (check all that apply)

To inform and educate                       To change attitudes and/or behavior  
 Greater awareness of racial issues and solutions                       Employment related

5. Describe one or two desired results of attending this workshop:

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6. Have you ever interacted with a police officer in a setting that was NOT involved with law enforcement?

Yes (go to question #7 to elaborate)    No (go to question #8)

7. Describe your experience(s): \_\_\_\_\_

8. How do you feel about participating in police officer visits?

Positively    Negatively                       Mixed Feelings

9. What do you think the goal of the police officer visits should be? (check all that apply)

To gain skills, knowledge, or tools that apply to future interactions with the police  
 To change thinking or behavior in regards to the police  
 Have a better understanding of what officers go through on the job  
 Recognize that police are human too

10. Describe one or two desired results of the police officer visits.

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11. What do you hope the police officers will gain from the visit?

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12. Your gender:  Male  Female
13. Your age:  18-24  25-34  35-44  45-54  55-64  65+
14. Your race:  African American/Black  Caucasian/White  
 Asian American or Pacific Islander  Native American  Other\_\_\_\_\_
15. Do you identify as Latino/a or Hispanic?  Yes  No

## Post-Survey, U-Turn Permitted Racial Healing, Day 1

1. Reflecting on your experience with the Racial Healing workshop, please describe any changes you have experienced in your knowledge, behavior, or perceptions of others.

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2. Are these changes any different than what you had expected?

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3. Please check what you believe you learned about from each part of today's training (all that apply):

### Frozen Sculpture Icebreaker and Discussion:

- Discovered perceptions or thinking
- Questioned some perceptions or thinking
- Understanding or changing my values or beliefs around race / ethnicity
- Understanding or changing my values or beliefs around gender
- Understanding or changing my values or beliefs around sexual orientation

### Definition of Terms Activities and Discussion:

- Discovered perceptions or thinking
- Questioned some perceptions or thinking
- Understanding or changing my values or beliefs around race / ethnicity
- Understanding or changing my values or beliefs around gender
- Understanding or changing my values or beliefs around sexual orientation

### Last Chance for Eden Film Clips and Discussion:

- Discovered perceptions or thinking
- Questioned some perceptions or thinking
- Understanding or changing my values or beliefs around race / ethnicity
- Understanding or changing my values or beliefs around gender
- Understanding or changing my values or beliefs around sexual orientation

### Rotating Pairs:

- Discovered perceptions or thinking
- Questioned some perceptions or thinking
- Understanding or changing my values or beliefs around race / ethnicity
- Understanding or changing my values or beliefs around gender
- Understanding or changing my values or beliefs around sexual orientation

### José's Facilitation:

- Discovered perceptions or thinking
- Questioned some perceptions or thinking
- Understanding or changing my values or beliefs around race / ethnicity
- Understanding or changing my values or beliefs around gender
- Understanding or changing my values or beliefs around sexual orientation

### Terry's Facilitation:

- Discovered perceptions or thinking
- Questioned some perceptions or thinking
- Understanding or changing my values or beliefs around race / ethnicity
- Understanding or changing my values or beliefs around gender

€ Understanding or changing my values or beliefs around sexual orientation

4. Overall Rating:  Outstanding  Very Good  Good  Fair  Poor

**Post-Survey U-Turn Permitted Racial Healing, Day 2**

1. Reflecting on your experience with the Racial Healing workshop, please describe any changes you have experienced in your knowledge, behavior, or perceptions of others.

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2. Are these changes any different than what you had expected after the first day?

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3. How useful was this workshop in meeting our goal of Developing Strategies to Reduce Racial Barriers to Getting and Sustaining Employment? Please rate on a scale of 1-5, 5 being the most helpful.

- 1     2     3     4     5

4. If you rated the workshop below a 4, what would it take to change your rating to a 4 or 5? Please describe any changes that would improve the program.

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5. Please check what you believe you learned about from each part of today's training (all that apply):

Bryan Stevenson Ted Talk, Activity and Discussion:

- Discovered perceptions or thinking
- Questioned some perceptions or thinking
- Understanding or changing my values or beliefs around race / ethnicity
- Understanding or changing my values or beliefs around gender
- Understanding or changing my values or beliefs around sexual orientation

Role Plays and Discussion:

- Discovered perceptions or thinking
- Questioned some perceptions or thinking
- Understanding or changing my values or beliefs around race / ethnicity
- Understanding or changing my values or beliefs around gender
- Understanding or changing my values or beliefs around sexual orientation

Sharing an Object Reflecting Us and Discussion:

- Discovered perceptions or thinking
- Questioned some perceptions or thinking
- Understanding or changing my values or beliefs around race / ethnicity
- Understanding or changing my values or beliefs around gender
- Understanding or changing my values or beliefs around sexual orientation

José's Facilitation:

- Discovered perceptions or thinking
- Questioned some perceptions or thinking

- € Understanding or changing my values or beliefs around race / ethnicity
- € Understanding or changing my values or beliefs around gender
- € Understanding or changing my values or beliefs around sexual orientation

Terry's Facilitation:

- € Discovered perceptions or thinking
- € Questioned some perceptions or thinking
- € Understanding or changing my values or beliefs around race / ethnicity
- € Understanding or changing my values or beliefs around gender
- € Understanding or changing my values or beliefs around sexual orientation

6. Overall Racial Healing training rating:

- Outstanding    Very Good    Good    Fair    Poor

7. Now that you have completed the Racial Healing training, do you believe you are better equipped to positively engage with people who are different from you in job interviews and the workplace? Please choose a number from 1-6, with 1 being "not at all" and 6 being "very much so."

- 1       2       3       4       5       6

8. Please share the most important thing you learned.

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**Building Bridges, Building Connections for U-Turn Permitted Members  
Post-Survey**

1. Will the experiences you had in this workshop influence the way you interact with police officers in the future?  
\_\_Yes \_\_No

2. If you answered yes, please describe one or two ways in which the workshop influenced the way you will interact with police officers in the future.

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3. Please check what you believe you learned about from each part of today's training (all that apply):

"Have You Ever" Activity:

- Discovered perceptions or thinking
- Questioned some perceptions or thinking
- Understanding the police perspective in a given situation and therefore being able to behave and choosing to behave in a nonthreatening way
- Learning about body language and cues that send specific signals to an officer
- Humanizing the police so you feel less as though they are "The Other" and more like they are people trying to do their jobs

Lunchtime Information Exchange:

- Discovered perceptions or thinking
- Questioned some perceptions or thinking
- Understanding the police perspective in a given situation and therefore being able to behave and choosing to behave in a nonthreatening way
- Learning about body language and cues that send specific signals to an officer.
- Humanizing the police so you feel less as though they are "The Other" and more like they are people trying to do their jobs

4. How useful was this workshop in meeting our goal of having returning citizens and police officers view policing through each other's eyes, resulting in fewer negative interactions? Please rate on a scale of 1-5, 5 being the most helpful:  
 1       2       3       4       5

5. If you rated the workshop below a 4, what would it take to change your rating to a 4 or 5? Please describe any changes that would improve the program.

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6. Reflecting on your experience with the Building Bridges exchange, please describe any changes you have experienced in your knowledge, behavior, or perceptions of others. Are these changes any different than what you had expected?

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**U-Turn Permitted Building Bridges, Building Connections  
Pre-Survey of Police Officers**

1. Have you ever interacted with a returning citizen (formerly incarcerated) in a setting that was NOT involved with law enforcement?

Yes (go to question #2)

No (go to question #3)

2. Describe your experience(s).

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3. How do you feel about participating in this Building Bridges, Building Connections exchange with returning citizens / U-Turn Permitted members?

Positively

Negatively

Mixed Feelings

Other \_\_\_\_\_

4. What do you think the goal of the police officer visits should be? (check all that apply)

To gain skills, knowledge or tools that apply to future interactions with returning citizens

To change thinking or behavior in regards to returning citizens

Have a better understanding of how past negative experiences with the police affect the current interactions and attitudes of returning citizens and others living in North Lawndale towards the police

Recognize that returning citizens are human too

5. What do you hope to gain from a visit with returning citizens?

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6. What do you hope the returning citizens will gain?

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7. Your gender:  Male  Female

8. Your age:  18-24  25-34  35-44  45-54  55-64  65+

9. Your race:  African American  Latino/Hispanic  Caucasian/White  
 Asian American/Pacific Islander  Native American  Other \_\_\_\_\_

**U-Turn Permitted Building Bridges, Building Connections  
Post-Survey of Police Officers**

1. Will the experiences you had in this workshop influence the way you interact with returning citizens? \_\_Yes \_\_No
2. If you answered yes, please describe one or two ways in which the workshop influenced the way you will interact with returning citizens in the future.

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3. Please check what you believe you learned about from each part of today's training (all that apply):

"Have You Ever" Activity:

- Discovered perceptions or thinking
- Questioned some perceptions or thinking
- Understanding the returning citizen's perspective in a given situation
- Humanizing returning citizens so you feel less as though they are "The Other" and more like they are people

Lunchtime Information Exchange:

- Discovered perceptions or thinking
- Questioned some perceptions or thinking
- Understanding the returning citizen's perspective in a given situation
- Humanizing returning citizens so you feel less as though they are "The Other" and more like they are people

4. How useful was this workshop in meeting our goal of having returning citizens and police officers view policing through each other's eyes, resulting in fewer negative interactions? Please rate on a scale of 1-5, 5 being the most helpful:  
 1       2       3       4       5

5. If you rated the workshop below a 4, what would it take to change your rating to a 4 or 5? Please describe any changes that would improve the program.

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6. Reflecting on your experience with the Building Bridges, Building Connections exchange, please describe any changes you have experienced in your knowledge, behavior, or perceptions of others.

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7. Are these changes any different than what you had expected?

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8. Your gender:       Male       Female
9. Your age:  18-24     25-34     35-44     45-54     55-64     65+
10. Your race:  African American       Latino/Hispanic       Caucasian/White  
 Asian American/Pacific Islander     Native American     Other \_\_\_\_\_

## Evaluation Consultants

Holly Lewandowski, M.A. President of Evaluation for Change, Inc. (EFC), is a program evaluation consultant, writer, and researcher with more than 15 years experience working in program evaluation. Additionally, she has served as Statewide Evaluation Coordinator for the Illinois Positive Behavioral Intervention and Supports Network an Illinois State Board of Education initiative, and has held positions in evaluation and research at DePaul and Northwestern Universities. Recent projects include the Ounce of Prevention Fund, Roosevelt University, Wellness House, Illinois Collaboration on Youth, Candeo Consulting, Inc., BUILD, and Little Brother - Friends of the Elderly.

Evaluation for Change, Inc. (EFC) is a woman-owned business started by Holly Lewandowski in June 2008. EFC's mission is to provide program evaluation, research and consulting services to non-profit organizations, schools, and state agencies that want to better understand how their programs directly impact the populations they serve.

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Noah Temaner Jenkins, MUPP, Principal at Temaner + Associates, is a freelance organizational development and writing consultant for nonprofits that are engaged in human services, advocacy, and higher education. Her project portfolio includes program evaluation, fund development, and strategic planning. Program evaluation experience includes evaluator for the three-year, \$1.5 million Illinois ResourceNet program at the UIC Neighborhoods Initiative (2006-2010); designer and instructor for an online professional development course on program design and evaluation for the University of Illinois at Chicago (2010-Present); and evaluator for the Chicago Jobs Council's Statewide Outreach and Public Information Initiative (2010). From 1994-1999 she was Project Director for a university-based national evaluation of the federal Empowerment Zone program.

Since 2002, Noah has raised more than \$8 million from local, state, and federal government, and various private foundations and corporations. She has written documents for the Illinois Community College Board, University of California Berkeley, Chicago Jobs Council, Latino Policy Forum, New York Academy of Medicine, the North Lawndale Employment Network, and others. She is adjunct faculty at UIC's College of Urban Planning and Public Affairs. She holds a Master of Urban Planning and Policy and a Bachelor of Arts in Spanish, both from the University of Illinois at Chicago, where she graduated Phi Beta Kappa.