

**NEW JERSEY DEPARTMENT OF CORRECTIONS
REENTRY SUPPORTIVE SERVICES**

Reentry Supportive Services - Title Page		
SECTION I:		
TITLE OF NGO: REENTRY SUPPORTIVE SERVICES (NJLEAD CATEGORY B) DIVISION: Office of Compliance and Strategic Planning OFFICE: Grants Management Unit		
SECTION II:		
CONTACT NAME: Mary McCall		
APPLICANT AGENCY: Team Resurrection, Inc.		
ADDRESS: 172 16th Ave		
CITY: Newark, New Jersey 07103	STATE:	ZIP:
PREVIOUS FUNDING: Has your agency received funding from the New Jersey Department of Corrections within the last two years preceding the submission of this application? YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>		
PROJECT DIRECTOR: <u>Mary McCall</u>		
TELEPHONE NUMBER: <u>973-954-7747</u> E-MAIL: <u>tryresurrection@aol.com</u>		
FISCAL MANAGER: <u>Rebecca Mohr</u>		
TELEPHONE NUMBER: <u>201-289-3318</u> E-MAIL: <u>rebeccamohr10@gmail.com</u>		
TOTAL AMOUNT OF FUNDS REQUESTED: \$ <u>340,000</u>		
APPLICATION CERTIFICATION: <i>To the best of my knowledge and belief, the information provided in this application is accurate and true. The governing body of this agency has duly authorized the document, and we will comply with the attached assurances if funding is awarded.</i>		
 SIGNATURE OF CHIEF EXECUTIVE OFFICER/ AUTHORIZING OFFICIAL	<u>Executive Director</u> TITLE	<u>2/23/2026</u> DATE
Mary McCall (Please print or type name)		
FAILURE TO INCLUDE A REQUIRED APPLICATION COMPONENT CONSTITUTES A VIOLATION AND WILL RESULT IN THE APPLICATION BEING ELIMINATED FROM CONSIDERATION.		
SECTION III:		
SEND PROPOSALS TO: GMUNJLEAD@doc.nj.gov		APPLICATIONS MUST BE RECEIVED BY 5:00 pm on February 25, 2026
NO FACSIMILE SUBMISSIONS WILL BE ACCEPTED.		

**New Jersey Locally Empowered, Accountable and Determined (NJLEAD)
Content of Subgrant Application Checklist**

Name of Applicant's Municipality or Organization: Team Resurrection, Inc.

MANDATORY DOCUMENTS - CATEGORY A		Included	N/A
MANDATORY DOCUMENTS - CATEGORY B		Included	N/A
	One original subgrant application		
1.	Reentry Supportive Services – Title Page	Yes	
2.	Proposal	Yes	

I. Applicant Organization	Yes	
II. Program Approach	Yes	
III. Reporting	Yes	
IV. Budget Narrative on Letterhead	Yes	
V. Budget Worksheet and Supporting Documents	Yes	
VI. Miscellaneous - Letters of Recommendation (minimum of 2)	Yes	
3. Certificate of Incorporation - if applicant is a nonprofit organization or association	Yes	
4. Proof of Compliance with Single Audit	Letter	
5. Audited Financial Statement for the Most Recent Calendar Year	Letter	
6. Required Fiscal Documents	Yes	
I. Resume of Fiscal Agent	Yes	
II. NJSTART Vendor ID Number	Yes	
III. New Jersey Business Registration	Yes	
IV. Proof of 501©3 status	Yes	
V. Certified Audit Report	Letter	
VI. New Jersey Affirmative Action Certificate	Yes	

MANDATORY DOCUMENTS - CATEGORY C	Included	N/A

MANDATORY DOCUMENTS - CATEGORY D

Included

N/A



I hereby certify that the information requirements have been provided and have only been omitted if non-applicable, as indicated above.

Team Resurrection, Inc.

Name of Applicant's Municipality or Organization

My Malika McCall

Signature of Individual Authorized to Submit Subgrant Application

2/23/2024

Date

Team Resurrection, Inc.

172 16th Ave, Newark, NJ 07103

Unique Entity ID: WGHLGCP9E2S5

EIN: 20-8965784

FY 2026-27 NJLEAD Reentry Supportive Services

Category B

Request Amount: \$340,000

Section I: Applicant Organization

A. Organization Description

Team Resurrection Inc. (TRI) is a 501(c)(3) nonprofit organization founded in 2010 by Mary “Malika” McCall and headquartered at 172 16th Avenue in Newark, New Jersey’s West Ward. For fifteen years, TRI has provided culturally grounded, trauma-informed services to Newark’s most vulnerable populations—justice-involved youth and adults, families experiencing housing instability, and individuals navigating the complex barriers of reintegration following incarceration.

Team Resurrection’s track record demonstrates what intensive, community-based reentry services can achieve: 91% of program graduates remain arrest-free in the year following discharge, 85% successfully complete program requirements, and 78% secure employment within program timeframes. These outcomes reflect a deliberate model built on lived experience, deep community trust, and housing-first principles—the same model now proposed for NJLEAD FY26.

The organization’s founder, Executive Director Mary “Malika” McCall, brings lived experience and professional commitment to TRI’s mission. Having spent ages three through eighteen in New Jersey’s foster care system and having overcome homelessness and justice system involvement, Ms. McCall founded Team Resurrection with the conviction that those who have lived the experience are best positioned to guide others through it. She also operates Giving It A Woman’s Touch Painting & Janitorial Service, a Newark-based business structured as an apprenticeship and employment pathway for program participants.

TRI operates with an independent contractor (1099) staffing model that maximizes grant dollars directed to participant services, achieving 100% on-time reporting and zero compliance violations across all active funding relationships. TRI’s workforce operates across three tiers: 1099 contractors form the core of NJLEAD delivery—a full-time Reentry Services Case Manager and a part-time Support Specialist, both under signed service agreements with full NJDOC documentation requirements; consultants provide specialized services including licensed counseling and employment readiness; and volunteers—including faith-based representatives and TRI alumni peer mentors—support outreach functions at no cost to NJLEAD.

B. Commitment to Diversity, Inclusivity, and Culturally Humble Care

Team Resurrection Inc. is a Black American-owned, minority-owned, woman-owned nonprofit. Staff are Newark residents with firsthand experience navigating the systems—criminal justice, foster care, public housing, and workforce development—that TRI’s participants must also navigate.

Kenneth Wilson, Director of Re-Entry Services, brings 32 years of direct experience inside NJ state correctional institutions, including East Jersey State Prison. His institutional knowledge means TRI can initiate pre-release planning well before a participant’s discharge date. Community Outreach Specialist Shynell McCall serves simultaneously as a Police Sergeant with the Irvington Police Department (11+ years), creating unique trust with participants who have historically had adversarial relationships with law enforcement. TRI’s programming is explicitly gender-responsive. Services are accessible regardless of race, ethnicity, gender identity, sexual orientation, disability, family composition, or immigration status, and are responsive to the needs of parents and their minor children.

C. Demonstrated Need for Trauma-Informed Reentry Services in Newark

Newark sits in Essex County—a county that consistently reports among the highest rates of incarceration and reentry population in the state. Approximately 14,000 individuals are released from NJDOC facilities annually, yet the majority lack stable housing, employment, and community support on their release date. Individuals who have “maxed out” their sentences are the most underserved: they exit incarceration without mandatory check-ins, assigned case managers, or any structured support system.

Research identifies housing instability as the single strongest predictor of recidivism. Nationally, 67% of formerly incarcerated individuals are rearrested within three years (Bureau of Justice Statistics, 2018); over 70% lack stable housing on the day of release (Urban Institute, 2015). Stable housing reduces recidivism by 30–50%, and gainful employment reduces it by up to 40% (Uggen, 2000). Newark’s housing market presents extraordinary barriers—returning citizens lack rental history, verifiable income, and references, and are systematically excluded from the conventional market. Emergency shelter capacity in Essex County is at or near capacity, and existing transitional housing programs are prioritized for individuals with parole requirements. TRI’s programming is designed to close this gap.

D. Current Programs and Demonstrated Outcomes

Team Resurrection Inc. currently operates a portfolio of programs totaling \$864,500 in secured funding:

- **Federal USDA Summer Food Program**—\$440,500 cumulative across 8 awards from the NJ Department of Agriculture.
- **City of Newark Antiviolence Grant**—\$124,000 (2023), youth mentoring services.
- **Essex County Family Court—New Pathways Transitional Housing**—\$140,000 (APPROVED 2025).
- **NJLEAD FY25 Category B**—\$160,000 (APPROVED October 2025), establishing TRI as a demonstrated NJLEAD partner with a track record of compliance and service delivery.

Across these programs, TRI has achieved the following documented outcomes:

Outcome Measure	Rate Achieved
Arrest-free rate post-program discharge	91%
Successful program completion rate	85%
Employment placement rate	78%
Stable housing placement post-program	70%
Court compliance rates (where applicable)	90%
On-time grant reporting / compliance violations	100% / Zero

E. Governance Structure and Reporting

TRI is governed by a Board of Directors and led by Executive Director Mary “Malika” McCall. Reentry Support Specialists report to Director of Re-Entry Services Kenneth Wilson, who reports to the Executive Director. Nonprofit & Grants Consultant, Rebecca Mohr, LSW, holds cross-functional responsibility for programmatic compliance and fiscal reporting, ensuring direct access to agency leadership as required by NJDOC.

F. Existing State, County, and Federal Contracts

TRI currently holds: NJLEAD FY25 Category B (NJDOC), New Pathways Transitional Housing (Essex County Family Court), City of Newark Antiviolence Grant, and Federal USDA Summer Food Program (NJ Dept. of Agriculture). All contracts are managed in full compliance

with reporting and fiscal requirements. TRI understands that NJLEAD funds cannot supplant existing services and will use this award exclusively to expand programming for individuals not covered under existing contracts.

Section II: Program Approach

A. Program Design and Services

TRI's NJLEAD FY26 program employs a housing-first model that treats stable shelter as the essential precondition for all other reintegration outcomes. The program combines emergency housing for individuals with no immediate placement with short-term supportive housing for those transitioning toward independent living, providing a seamless continuum of care across both phases.

TRI's model addresses the most dangerous moment in reentry: the first 72 hours after release. Nationally, 30% of recidivism events occur within the first two weeks of release—largely because returning citizens have no safe place to go. TRI's 24/7 Emergency Housing tier eliminates this gap. No participant leaves the facility without a confirmed bed.

The program offers the following core services to all enrolled participants:

- **Intake and Stabilization Planning**—Individualized plan within 48 hours covering housing, employment, and service referrals.
- **24/7 Emergency Housing**—Immediate placement at TRI's 11-bed facility or vetted local providers, at or below \$99/person/day. Eligible family members may receive support when sharing a household with the returning citizen.
- **Short-Term Transitional Housing**—Vetted placements for 61–180 days; extended arrangements up to one year available through TRI's housing partner network.
- **Fresh Start Support**—Security deposits, first month's rent, and basic household furnishings for transition to independent housing.
- **Intensive Case Management**—Minimum two contacts per week with crisis availability; individualized service plans with housing and employment goals.
- **Trauma-Informed Counseling**—Licensed counseling for trauma, substance use, and mental health in group and individual formats.

- **Employment Readiness and Placement**—Job coaching, resume development, interview preparation, attire assistance, and employer outreach.
- **Education and Vocational Access**—GED support, community college enrollment, and Essex County vocational training connections.
- **Family Reunification**—Facilitated meetings, mediation, and logistical support for family contact.
- **Transportation**—Monthly bus passes for service, employment, and appointment access.
- **Food Security**—Emergency grocery assistance and nutritional support during the critical first weeks of reintegration, supplementing TRI’s USDA Summer Food Program partnerships.

B. Total Returning Citizens to Be Served

TRI proposes to serve 10 to 14 adults during the FY26 program year, with a baseline target of 12 enrolled participants. Each participant will receive intensive case management, transitional housing averaging five months within the 61-180 day range, and comprehensive wraparound services. Eligible participants are adults released from New Jersey state correctional facilities within the past seven years, with priority given to individuals who have “maxed out” their sentences. Service area is Newark, with primary focus on the West Ward. This participant volume reflects an intentional depth-over-breadth design: research confirms that intensive, well-resourced programming with smaller cohorts produces superior long-term outcomes (Petersilia, 2003; La Vigne et al., 2008). TRI’s own 85% completion rate and 91% arrest-free rate are the product of that intensity.

C. 24/7 Emergency and Transitional Housing Assistance Plan

TRI’s housing model operates in two tiers. Participants move through tiers based on individual readiness, and TRI’s partner network accommodates stays from under one week through extended arrangements up to one year.

Tier 1—24/7 Emergency Housing (up to 30 days, max \$99/person/day): For participants who exit prison with no immediate housing, TRI provides emergency housing at pre-vetted Newark facilities. The \$99/day rate covers shelter, meals, and basic necessities. Malika McCall’s direct relationships with housing providers ensure beds are accessible within hours of release.

Tier 2—Short-Term Transitional Housing (61–180 days): The primary housing track. TRI works with pre-screened landlords, boarding house operators, and transitional housing facilities in Newark’s West Ward, vetted for safety, proximity to employment and transportation, and alignment with participant needs. Housing costs average approximately \$1,500/month per participant. Extended arrangements beyond 180 days are available through TRI’s landlord network.

Fresh Start Transition: As participants approach the end of their placement, case managers secure independent housing. Fresh Start funds cover security deposit, first month’s rent, and basic household items, leveraging Malika McCall’s extensive Newark housing network.

D. Existing and Proposed Partnerships

TRI’s effectiveness is built on a robust network of community partnerships. Key partners for FY26 include:

- **East Jersey State Prison**—Kenneth Wilson’s 32-year network enables pre-release planning and warm handoffs.
- **Newark WorkForce Development Center**—Employment readiness workshops, skills training, and job placement.
- **Essex County Vocational Schools**—Vocational and technical training programs.
- **Newark Community Solutions**—Court navigation and legal support.
- **Giving It A Woman’s Touch Painting & Janitorial** (Malika McCall, Owner)—Direct employer; structured apprenticeship.
- **Local Faith-Based Organizations**—Emergency shelter, community support, and referrals.
- **NJDOC CERI**—Primary funder liaison; TRI attends all CERI meetings and facility reentry events.

E. Definition of Successful Program Completion

A participant is considered to have successfully completed the TRI NJLEAD FY26 program upon meeting all of the following criteria:

1. Completion of a minimum 90-day active program enrollment period.

2. Secured stable housing—either independent, shared, or transitional—at program exit, documented by a signed lease or letter of placement.
3. Active connection to at least one employment, education, or vocational training opportunity at exit.
4. Connection to community support systems (peer support, faith community, family network) at exit.
5. Zero new arrests during the program period.
6. Completion of a structured exit interview and individualized transition plan developed jointly with the case manager.

Participants who exit prior to 90 days due to circumstances beyond their control are assessed individually; voluntary disengagement without meeting exit criteria is recorded as unsuccessful completion. All exits are documented and reported to NJDOC in monthly programmatic reports.

F. Outreach and Advertising

TRI conducts outreach through: (1) direct outreach at NJDOC facilities through Kenneth Wilson’s network and staff attendance at reentry events; (2) NJDOC CERI partnership; (3) referrals from faith leaders and West Ward organizations; (4) TRI alumni serving as credible messengers; and (5) Newark Community Solutions referrals for individuals with open court matters.

G. Businesses That Hire Formerly Incarcerated Individuals

TRI maintains employment relationships with: Giving It A Woman’s Touch Painting & Janitorial Service (Malika McCall, owner—structured apprenticeship); local construction and building trades contractors; Newark-area food service employers; and West Ward retail businesses whose owners have personal relationships with TRI leadership.

H. Anticipated Challenges and Mitigations

Housing scarcity in Newark: Mitigated by TRI’s pre-established landlord network, security deposit/first-month coverage, and Malika McCall’s fifteen years of direct relationships with West Ward housing providers.

1099 contractor staffing model: Contractors operate under written agreements requiring NJDOC documentation compliance, mandatory meeting attendance, and direct supervisor

accountability. The model is a fiscal advantage: \$0 fringe overhead means more funds flow to participant services.

High-need participant population: Individuals who maxed out often have the longest incarceration histories and most complex needs. TRI mitigates this through intensive case management ratios, crisis protocols, and licensed counseling integrated from day one.

I. Data Management and Collection Methodology

TRI uses a dual-track data management system. All staff log participant contacts in Monday.com within 24 hours; simultaneously, a physical NJLEAD Contact Sheet is completed for each contact and retained in the participant's file. Rebecca Mohr, LSW, verifies weekly that all contacts are recorded in both systems. Data tracked per participant includes: intake date, referral source, and demographics; housing placement date, provider, and type; all service contacts; monthly employment and education status updates; arrest record verification; and program exit date, status, and post-exit housing placement.

Section III: Reporting

A. Programmatic Management

Team Resurrection Inc. has contracted Rebecca Mohr, LSW, as Nonprofit & Grants Consultant responsible for monthly programmatic reporting and quarterly fiscal reports. Each participant contact triggers the completion of an NJLEAD Contact Sheet, reported to Rebecca on a rolling basis. In accordance with NJDOC requirements, programmatic reports—including Partner Service Data Spreadsheets and scanned Contact Sheets—are submitted monthly via email; quarterly reports are submitted via GrantVantage. TRI staff attend NJDOC monthly meetings and reentry events at facilities and RCRPs as required.

B. Fiscal Management

Each NJLEAD-eligible expense is reported to Rebecca Mohr, who reviews all expenditures against approved budget line items. All expenditures are supported by receipts, invoices, and contractor agreements. Financial statements are prepared monthly and annually by independent accountants who specialize in nonprofit management, Jitasa. Rebecca Mohr's resume documenting her qualifications is included in supporting documents. TRI's 100% on-time reporting record across all active grants—federal, state, and local—is the baseline

expectation our team brings to every funding relationship. TRI will cooperate fully with any financial or compliance audits.

FY26 NJLEAD - Category B: Reentry Supportive Services

PROJECT BUDGET

Agency Name: Team Resurrection Inc.

Grant Period: 7/01/2026 - 6/30/2027

Budget Category	Basis/Unit	Price	Amount
A. Personnel			
1. Reentry Services Case Management - Full Time	1 FTE (100% NJLEAD)	\$ 60,000.00	\$60,000.00
2. Reentry Services Case Management - Part Time	~20 hrs/wk (100% NJLEAD)	\$ 28,000.00	\$28,000.00
3.	-	\$ -	\$0.00
Total Personnel		\$ 88,000.00	\$88,000.00
B. Fringe Benefits			
Total Fringe Benefits		\$ -	\$0.00
Total Personnel and Fringe Benefits			\$88,000.00
C. Program Implementation Cost			
1. Mobile phone	2 units	\$ 600.00	\$1,200.00
2. Laptop and case with virtual communication software	2 units	\$ 1,750.00	\$3,500.00
3. All in one Scanner/Printer/Copier/Fax machine	1 unit	\$ 800.00	\$800.00
Total Implementation Cost			\$5,500.00
D. Services Gap Funding (Discretionary - Pre-approval required)			
1. Counseling Services	12 participants / 32 group & individual sessions	\$ 500.00	\$16,000.00
2. Education	12 participants	\$ 583.00	\$7,000.00
3. Employment Readiness, Training & Placement Assistance	12 participants	\$ 1,083.00	\$13,000.00
4. Family Reunification Assistance	12 participants	\$ 500.00	\$6,000.00
5. Food Security Assistance	12 participants × \$333 emergency food allowance	\$ 333.00	\$4,000.00
6. Housing Assistance and Fresh Start	Emergency (10×\$99/d×30d) + Transitional (12×\$1,500×5mo) + Fresh Start (12×\$2,081)	\$ 12,056.00	\$144,667.00
7. Transportation	12 participants × 9 months + supplemental transport	\$ 89.00	\$12,000.00
8. Other (explain):	N/A	\$ -	\$0.00
Total Service Gap funding			\$202,667.00
Total Direct Costs			\$296,167.00
D. Indirect Costs (Limited to 15% or less of Total Direct Costs)	14.8% of Total Direct Costs	\$296,167.00	\$43,833.00
TOTAL FY26 NJLEAD Category B: BUDGET			\$340,000.00

Program Contact: Mary "Malika" McCall
Name (Print)

Email: tryresurrection@aol.com

Financial Contact: Rebecca Mohr, LSW
Name (Print)

Email: rebeccamohr10@gmail.com

Executive Director
Title

Phone Number: 973-954-7747

Nonprofit & Grants Consultant
Title

Phone Number: (201) 289-3318

Signature:

Mary McCall

Signature:

Rebecca Mohr



Team Resurrection Inc.

Help is not help, if it does not Help you!

172 16th Ave, Newark, New Jersey 07103

Phone: 973-342-5006 / fax: 973-991-3594

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www.teamresurrectioninc.org

Section IV: Budget Narrative

A. Personnel — \$88,000

Reentry Services Case Manager (Full-Time, 1099 Contractor) — \$60,000: The full-time Case Manager is the primary point of contact for all enrolled NJLEAD participants, managing a caseload of 10–14 individuals simultaneously. Responsibilities include participant intake and assessment, individualized service plan development, minimum two structured contacts per week with each participant, housing placement coordination, employer outreach, attendance at all NJDOC monthly meetings and reentry events at facilities and RCRPs, contemporaneous documentation of all contacts in Monday.com and on NJLEAD Contact Sheets, and monthly report preparation. The \$60,000 rate is consistent with experienced reentry case management professionals in the Newark area and represents 100% allocation to the NJLEAD initiative.

Reentry Support Specialist (Part-Time, 1099 Contractor) — \$28,000: The part-time Support Specialist provides supplemental case management coverage, conducts participant intake screenings, assists with housing placements, accompanies participants to appointments when needed, and supports the full-time Case Manager during high-demand periods. The \$28,000 rate reflects a part-time engagement (approximately 20 hours per week) at a rate commensurate with experience, with 100% allocation to the NJLEAD initiative. Note: per NJDOC Q&A guidance, organizations applying for awards under \$50,000 may hire one part-time specialist; TRI's application exceeds this threshold and includes both a full-time and part-time position.

Note on 1099 Staffing Model: Team Resurrection Inc. engages all reentry support personnel as independent contractors under written service agreements (IRS Form 1099-NEC). This model is a deliberate organizational choice reflecting TRI's operational philosophy: every

dollar of personnel cost flows directly to service delivery, with zero overhead absorbed by fringe benefits.

All contractors operate under comprehensive written agreements requiring full compliance with NJDOC documentation standards, mandatory attendance at monthly NJDOC meetings and reentry events, direct supervisor accountability to the Director of Re-Entry Services, and 100% time dedication to NJLEAD program activities. This accountability structure meets and exceeds the staffing requirements outlined in the NJLEAD NGO.

The result: more than 50% of TRI's total FY26 budget goes to direct participant-facing services — a ratio that reflects genuine commitment to participant outcomes over organizational overhead.

B. Fringe Benefits — \$0

No fringe benefits are budgeted. All personnel engaged under this award are independent contractors (1099). Per NJDOC regulations, fringe benefits apply only to full-time W-2 employees. The absence of fringe costs reflects TRI's organizational structure and represents a fiscal advantage: the full \$88,000 personnel allocation is directed to qualified service delivery rather than overhead.

C. Program Implementation Costs — \$5,500

Mobile Phones (2) — \$1,200: Two smartphones for the full-time and part-time case managers, enabling field-based contact with participants, crisis accessibility beyond office hours, and mobile documentation of contacts. Annual service plans included.

Laptops with Virtual Communication Software (2) — \$3,500: Two laptop computers for case managers to access Monday.com, complete NJLEAD documentation, participate in NJDOC virtual meetings, and prepare programmatic reports. Includes case management software licenses.

All-in-One Printer/Scanner/Copier/Fax (1) — \$800: For printing participant documents, scanning NJLEAD Contact Sheets for monthly email submission, and maintaining physical participant files.

D. Services Gap Funding — \$202,667

D1. Counseling Services — \$16,000: Licensed trauma-informed counseling services contracted with a vetted clinical provider in the Newark area. Services include individual counseling sessions and group counseling. Budget supports approximately 30 group sessions and

60 individual sessions across the program year, serving all enrolled participants. Counseling addresses trauma, substance use, mental health maintenance, and the psychological challenges of reintegration. Per NJDOC Q&A guidance, counseling services may be outsourced to licensed providers and budgeted under the Counseling Services line.

D2. Education — \$7,000: GED examination fees, study materials, online course subscriptions, community college enrollment application fees and initial tuition, and costs associated with professional certification programs. Serves participants seeking to complete secondary education or begin post-secondary training as a foundation for employment.

D3. Employment Readiness, Training, and Placement Assistance — \$13,000: Job readiness workshops facilitated by the case manager and contracted employment specialists; professional resume development and printing; interview coaching and mock interview sessions; professional attire for job interviews and first weeks of employment; fees for occupational skills certifications (e.g., OSHA 10, food handler certifications, forklift operator certification) that open employment pathways.

D4. Family Reunification Assistance — \$6,000: Facilitated family meetings at TRI's office or neutral location; professional mediation services for strained family relationships; transportation assistance for participants and family members to attend meetings; costs associated with supervised visitation when children are involved. Family reconnection is a documented protective factor for reentry success and long-term housing stability.

D5. Food Security Assistance — \$4,000: TRI supplements its existing USDA Summer Food Program relationships with a dedicated food security fund to provide emergency grocery assistance and nutritional support during the critical first weeks of reintegration, when income is unstable and participants are most vulnerable to food insecurity. Budget: 12 participants × approximately \$333 per participant over the program year, allocated flexibly based on individual need.

D6. Housing Assistance and Fresh Start — \$144,667 (MANDATORY): This is the core of TRI's housing-first program design. The housing line funds three components:

- *Emergency Housing Phase:* For participants who exit state prison without any immediate housing placement, TRI provides 24/7 emergency shelter at pre-vetted locations at a maximum rate of \$99 per person per day for up to 30 days. Budget: 10 participants ×

$\$99/\text{day} \times 30 \text{ days} = \$29,700$. (Two participants are anticipated to have immediate family housing options and will transition directly to Tier 2.)

- *Short-Term Transitional Housing*: The primary housing track, covering 61 to 180 days of transitional housing at an average cost of \$1,500 per month per participant. TRI's FY26 model targets an average placement of five months per participant to provide a stable foundation before the transition to independent housing. Budget: $12 \text{ participants} \times \$1,500/\text{month} \times 5 \text{ months} = \$90,000$.
- *Fresh Start Transition Support*: Security deposit (average \$875), first month's rent (\$875), and household startup items — bedding, cookware, cleaning supplies — (approximately \$331) for each participant transitioning to independent housing. Budget: $12 \text{ participants} \times \$2,081 = \$24,967$.

At 49% of total direct costs, the housing allocation reflects TRI's housing-first philosophy and the evidence base establishing stable housing as the foundational intervention for sustained reintegration success. No participant will be turned away from housing placement due to timing or availability constraints; TRI's landlord network is maintained on a year-round basis.

D7. Transportation — \$12,000: Monthly bus passes for all enrolled participants throughout their active program enrollment, enabling access to employment sites, service appointments, NJDOC check-ins, and educational programs. Budget: $12 \text{ participants} \times \$89/\text{month} \text{ (NJ Transit monthly pass)} \times 11 \text{ months} = \$11,748$, rounded to \$12,000.

E. Indirect Costs — \$43,833 (14.8% of Total Direct Costs)

Indirect costs are calculated at 14.8% of total direct costs ($\$296,167 \times 0.148 = \$43,833$), which does not exceed the maximum 15% allowed under NJDOC guidelines. Indirect costs cover:

- Executive Director (Mary McCall) administrative time allocated to grant oversight, compliance, and organizational management (~5%)
- Nonprofit & Grants Consultant (Rebecca Mohr, LSW) overhead for data system management, GrantVantage reporting, and fiscal documentation (~5%)
- Organizational overhead: office supplies, postage, communications, GrantVantage subscription, Monday.com subscription, QuickBooks license (~5%)

Total Direct Costs: \$296,167

Indirect Costs (14.8%): \$43,833

Total Grant Request: \$340,000