



**Q3 2025
All Staff
Meeting**

Mission/Core Values

Core Focus: Providing sustainable change by strengthening family and community ties for justice-involved individuals



CORE VALUES



DEDICATED

ACCOUNTABLE

OUR MISSION

TO PROVIDE REENTRY SERVICES BENEFICIAL TO CITIZENS RETURNING TO OUR COMMUNITIES, THEREBY ENABLING THEM TO SUCCESSFULLY WRITE THE REMAINING CHAPTERS OF THEIR LIFE STORIES.

TEAM PLAYER



COMPASSIONATE

Dedicated:

At City of Faith, we show up for our work, our clients, and each other. It's about being dependable, staying organized, and putting real effort into what we do. We're looking for people who care about the mission, take pride in doing things well, and aren't afraid to jump in and take initiative.

Accountable: Being accountable means doing the right thing—even when no one's looking. It's about being honest, trustworthy, and making sure your actions line up with both the rules and the values behind them. It's not just about following policy; it's about understanding why it matters and showing up with integrity every day.

Team Player:

City of Faith employees should show some aspects of leadership, involve oneself in company functions where decisions are made and goals are set. Communication is paramount and employees are expected to communicate their issues with their supervisor with little drama.

Compassionate:

City of Faith employees should treat each other and our clients in the same manner we want to be treated. We should be respectful and kind to each other and be considerate of the paths and stories of those whose paths we cross.



- Founded in 1983 by Kathy Biedenharn after a conversation with a Louisiana inmate.
- City of Faith works to break the cycle of incarceration through:
 - **Reentry support:** Stable housing, job placement, and case management.
 - **Education & employment:** Individualized plans based on each client's needs.
 - **Family connection:** Encouraging and promoting family involvement.
- Operations in Arkansas & Louisiana
- Corporate headquarters located in Monroe, Louisiana.

Ricky Banks Pillar of Excellence



- Awarded to non-security personnel
- Cash prize
- Nominated by Leadership Team

Roderick T. Pettus Trailblazer Award



- Awarded to security personnel
- Cash prize
- Security Operations Managers

Vision: 10- Year Target

By 12/31/33, we'll have a 121% increase in annual revenue stream (set in 2023).



Vision: 3-Year Picture

Future Date: 09/30/27
Revenue: 33% increase
Profit: 13.3% increase

What does it look like? Where we are with them

- 130 RPRS – need new locations
- Core Processes documented, simplified, & FBA – added to new hire, annual, and All Staff Meeting
- 2 more locations - multiply bids being submitted
- 1 person, 1 seat
- All facilities ACA certified – Monroe & LR complete, BR in 2026
- Dedicated trainer/head of Emerging Leaders Academy – HIRED!!!
- Dedicated Marketing Staff – AW rock this quarter
- Structured programs in play for residents – implemented at all locations this quarter
- NIST compliance in progress & moving forward – IT team moving forward
- In-House TDAT & Mental Health

Vision: 1-Year Plan

Future Date: 12/31/25

Revenue: 5.6% increase

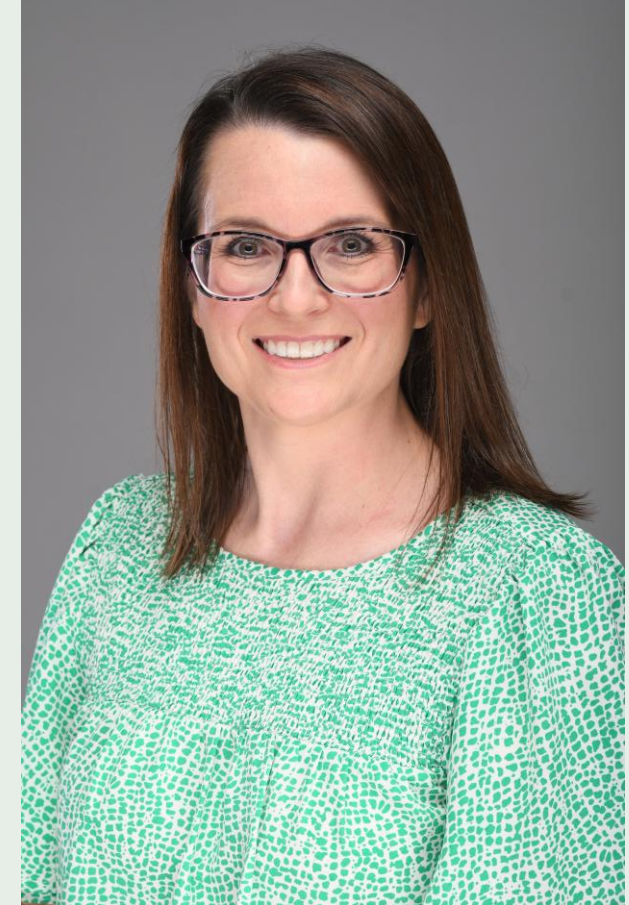
Profit: 1% increase

Goals for the Year

- Achieve 50 clients on EM/LMS - currently averaging 50
- 1 additional location (DRC or RRC) – bids being submitted
- Hire development coordinator – HIRED!!!
- Core processes trained & FBA – added to training
- Consultant added & plan developed for NIST compliance – moving forward
- Curriculum selected for residents; modification requested - done

Training & Development Manager


- Oversees all training
- Coordinates with all supervisors to ensure training is within company goals and standards
- Oversees ELA
- Develops new and updated training modules



Lacy Hernandez

Company Kudos

- Say nice things about a coworker
- Any staff can submit
- All submissions go to CEO, COO, & HR
- One will be drawn once a quarter, submitter and winner will receive a prize
- Located on COFESS under HR & Accounting
- Can be submitted anonymously

Company Kuddos 
HR-CKU-1.00

Name of Submitter *

First Last

John Jones

Name of Person Recognized *

First Last

Jane Jones

Date of Submission

Facility: *

What they are being recognized for: *

Mr. Jones is a great security officer on our shift. He always has a great attitude and willing to pitch in wherever is needed. He makes working at COF the best. or I appreciate Ms. Jones. She goes the extra mile to make sure the Security Team has the paperwork they need to assist the residents. She goes into detail so that we have a full picture of what is needed.

Your recommendation will be submitted to the CEO, the COO and HR

Company Kudos

About Rebecca Baxter: She has been a huge part of helping me learn the ins and outs of the law as well as anything else I have questions about.

About Lisa Matthews: Facility Director Matthews is being recognized for outstanding communication when issues arise at COF-Baton Rouge. Mrs. Matthews has a calm spirit when communicating with any individual, when staff bring forward matters that need to be address. Kudos, to Mrs. Matthews for her continued conscientious attitude and professionalism.

About Teressa Clark: Mrs. Clack has worked effortlessly in maintaining the vacant caseload. But prior to that, Mrs. Clark is a team player. She assist where needed and she does not wait to be asked. No matter the size of the task she is there. She effectively communicates with her Residents and she is respected by them. She challenges them to succeed and she holds them accountable for negative behavior. I appreciate her assisting in preparing Case Notes. scanning documents, and preparing medical precerts.

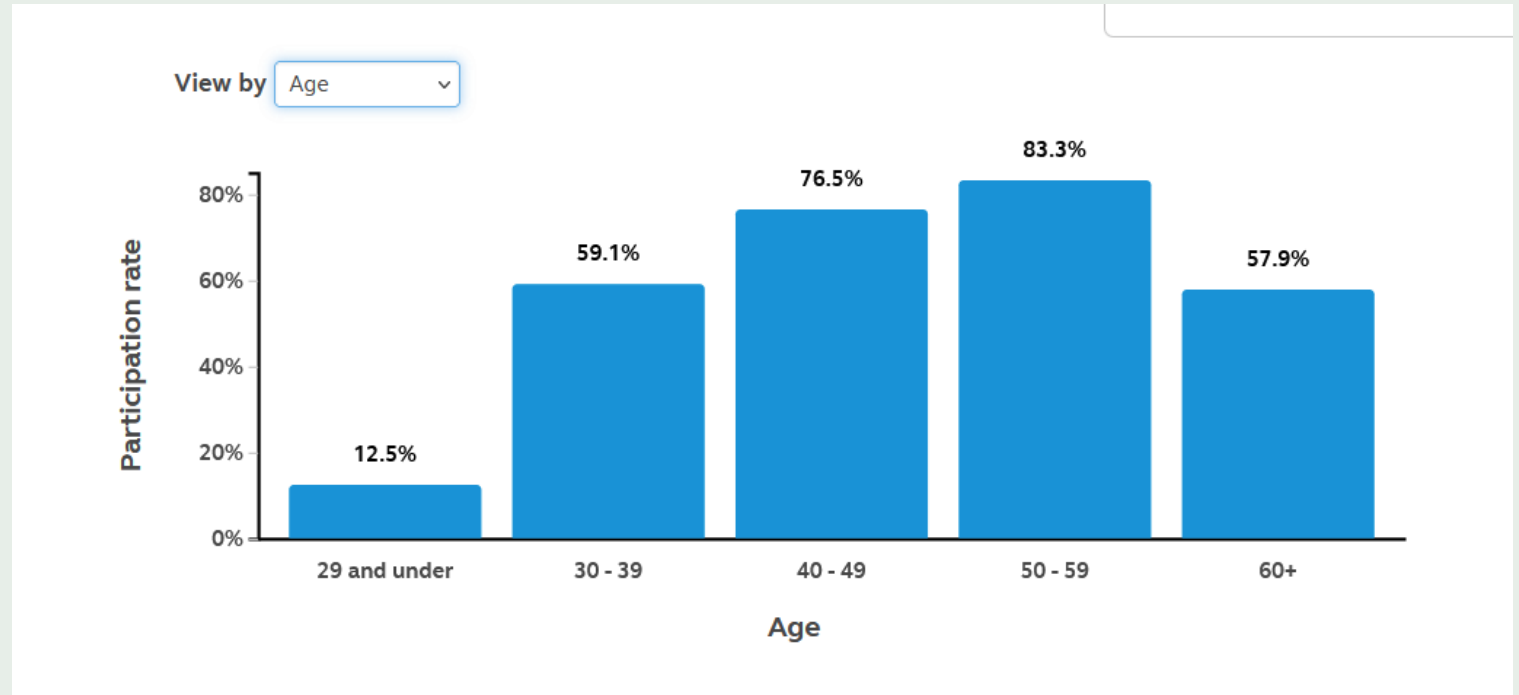
From HR & Acct

- Baton Rouge PREA Audit – August 13-14, 2025
- LastPass is required, not optional as part of NIST
- Teams vs Text
 - Not optional
 - All company communication MUST be conducted on teams or company authorized email account
- Virtual Meetings (Reminder)
 - All attendees of virtual meetings are required to have their camera on for the duration of the meeting.
 - If you need to take a call or step away, turn your camera and microphone off so that we know you are away.
- Headphones/Earbuds/Phones
 - You should not be on a call during a meeting.
 - If someone calls, excuse yourself.



403-B Contributions

- 2 years of contributions
- COF Employees have contributed \$431,081
- COF has contributed \$130,831
- Today's value of employee retirement is \$561,972
- Current Participation
 - COF Employees: 63.1%
 - Industry Average: 55.1%



Previous Quarter Rocks

End Date:
07/28/25

11 Teams
company-wide

84 rocks set

89% completion

80% is the goal

- **Leadership Team:** ACA, standardized documents, on-call rotation, Core 2 training update
- **PHAD:** accounting updates, new hire workflow, employee survey
- **Electronic Monitoring Division:** increase sales, SSCA presentation, marketing
- **Security Operations Managers:** Bravo Zulu, training
- **Baton Rouge:** CPR classes, rec area design, pharmacy
- **Little Rock:** Gala planning, back to school event, risk assessment eval
- **Monroe:** Juneteenth celebration, training, kiosk, parking lot

Current Quarter Rocks

End Date:
10/22/25

13 Teams
company-wide

90 rocks set

89% completion

80% is the goal

- **Leadership Team:** Marketing, training, lunch and learn, federal bids
- **PHAD:** New employee badges, ACA, training updates, Sales goals, Tech things with Michael B & Jeff D
- **Electronic Monitoring Division:** New LMS apps, new sales contacts, new EM contracts
- **Security Operations Managers:** Overnight shift leads, training
- **Little Rock:** Easter project, security training, accountability updates, cross training, camera updates
- **Monroe:** Ministry opportunities, resident bingo game, security training
- **Baton Rouge:** Handbook updates with all facilities, new PREA coordinator, volunteers, new rec area

CITY OF FAITH

CULTURE

CLUB

- Made up of all levels of staff
- Organize regular team-building events and social activities
- Focused on recruitment and retention within the organization
- We would love more participation

Core Processes: Administration

Michae South

LR Facility Director

Raphael Johnson

LR Security Operations Manager

Josh Wade

LR Maintenance Team

Sarah DeShields

LR Case Manager

Keauna Smith

LR Case Manager

Quarterly Training: Suicide Prevention

Troy Adams

Chief Financial Officer/Human Resources Director