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**This Reentry Packet has been customized for: Marmolejo 24096-111**

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# PRE-RELEASE INVENTORY

Additional items to add to your list!

## 1. List the gifts that you bring with you!

- Include your courage, determination and authenticity.
- Your ability to listen well and offer the greatest gift a person can give: your attention.
- The special tools and skills you've developed to share with employers, coworkers, customers and clients.
- Expanded knowledge, compassion and commitment to those who are close to you.
- The unique perspective, and pro-social community-building skills that you have to construct the future with others!



## 2. Prepare for tough times. Write down book titles, articles, names of friends and family, and community resources you can turn to when things are tough; or when you feel down or vulnerable. When it's difficult to reach out to people; books may be a good place to start.

## 3. Check for "Over-Confidence". It's crucial to be confident...but foolish to be over-confident! Here are a couple of ideas to locate and address possible points of overconfidence:

- + Play "Devil's Advocate". Be critical and pessimistic. If possible, solicit the help of a friend or a young person. (In general, the young are better at this than adults.)
- + Resist comparing yourself to others. Everyone does things differently!
- + Listen to, and address, concerns or criticisms from others. This doesn't mean you need to argue with them or change course. Just check to see if you are fully considering their perspective.
- + Mix modesty and humility with enthusiasm.

## 4. Remember: you've got a lot of choices ahead! There's always more than one option, and almost always more than two. Try to find at least 4 options from which you can build or blend options to create your best opportunities!

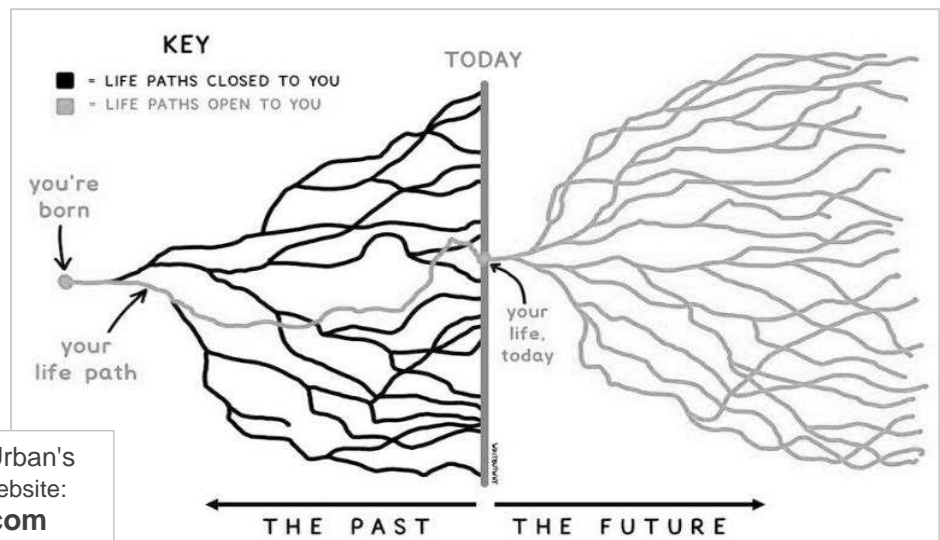


Image from Tim Urban's  
**Wait But Why** website:  
[waitbutwhy.com](http://waitbutwhy.com)

# AGENCY and ACTION

What can we do,  
with what we have,  
where we are,  
right now ?

\*\*\* We can get ready for change; ready to build what comes next; ready for the unknown! We can read, write, plan, draw, and think – as a strategic problem solver and community building collaborator.

\*\*\* We can stay flexible...mentally and physically...so that whatever comes, we will be ready and able to adjust and contribute.

\*\*\* We can reflect, and deepen our understanding and compassion.

\*\*\* We can consider the things that we would most love to give our deep attention to and consider how our unique gifts could bring strength to the areas we are most passionate about.

\*\*\* We can gather tools and build skills that we will need such as attending to issues with anxiety, depression, loneliness, self-doubt; or deepening skills we already have and which are so hard to find such as listening and caring.

\*\*\* We could learn something important for community building, so we can share it with any community we join.

\*\*\* Feel free to reach out to Fair Shake to see if we can connect you with a group of people who are working in the area where you would like to invest your efforts: [outreach@fairshake.net](mailto:outreach@fairshake.net).

Wishing you all the best through your transitions to come! Your success is important to me...and to our future together. **Ubuntu!**

## Fair Shake's

# MYTH-BUSTERS



**Myth: FALSE DICHOTOMIES** – The idea that you must choose between two options: Yes or No. Good or Bad. Right or Wrong. Candidate A or B. Rise or Fall. With Us or Against Us. Science vs Religion. Rational vs. Emotional. Individual vs. Group. and one that I've heard a lot in my life: "That's a man's (sport, job, perspective); it's not for women". (a form of yes or no) Whenever you need to make a choice, see if you can find 4, 5, or even 10 options!



**Myth: WE STOP LEARNING** – If I had never touched a flame before I turned 58 years old, I would learn to never touch one in the future if I touched one today. We acquire information constantly and we organize it into meaning. We may even care enough to find out how what we learned relates to what we already know and believe. One thing school failed to teach us is how to learn, and how to discern what we learn. The 'information sources' today are louder, strangely influential, and grossly incomplete. To get the full picture, we have to dig for information and ask good questions, while also trying to avoid getting overwhelmed or trapped. We must keep learning, and as we learn, we can learn to live together better! We do not have to accept limitations or acceptable levels of suffering. We are NOT STUCK. We can learn...and then change...whatever we want. "There is no inevitability as long as there is a willingness to contemplate what is happening." - Marshall McLuhan (author of *The Medium is the Message*)



**Myth: MERITOCRACY** - The more you learn the more you earn', 'you can make it if you try', 'pull yourself up', etc. Many ways to reinforce the idea that the people who have the money and the stuff are successful because they earned what they have, they got all their money through hard work and a shrewd (including a 100% respectful, environmentally-sound and firearms-free!) investment strategy. If only. Investing is almost never in line with our humanity values...yet it is always in our best interest to invest in humanity. Meritocracy is justified stratification; people above others for their achievements. Michael Sandel said: "We've slid into the assumption that the money people make is the measure of their contribution to the common good." I wonder how the merit idea would work if we increase accolades and 'status' based on care about others?



**Myth: INCARCERATION PAYS A 'DEBT TO SOCIETY'** - Why do we keep repeating this? Members of society believe that incarceration and the judicial system costs them money; they do not feel that they have been paid in any way. How could they? The only debt that has been paid is the one requested and required by a heartless and hungry punitive system. Society has little faith that 'the system' is providing the information necessary to reengage successfully. Together, we can change this. The 'justice system' is the only group getting paid.



**Myth: WE ARE FRAGILE** - The "Helping" Industry relies on us being weak. ACE (Adverse Childhood Experiences) scores may describe some aspects of people, but they in no way represent who we are. Many of us with high ACE scores have also become even more than resilient, we are now anti-fragile because of our challenges. This means that the adverse conditions made us stronger than we would have been without them.



**Myth: TV NEWS INFORMS YOU OF WHAT IS GOING ON** All you get from any single news source is what they want you to see and believe. What they show us is what their sponsors want them to show us. Sponsors demand support, so the advertisements determine the 'news' you'll see on TV. Social Media cannot be counted on to inform us of anything but an opinion. To get more pieces of the whole story, we must consider information offered by many news sources.



Myth: WE NEED AUTHORITY AND MONEY TO 'FIX' OUR CHALLENGES - Why would we ask the institutions, and the people who are complicit in maintaining them, to fix the problems they created? Winona LaDuke says: "You shouldn't let your dealer tell you what you need." Are we frustrated enough yet to work on the solutions together? We've been trained to believe these myths:

- Experts and 'science' have the solutions to our challenges; they will provide the relief for our suffering. Q: What if they are the cause of our suffering?
- Money will fix our problems. Does money build trust, cooperation and feelings of confidence? We have gifts to share with each other. Our focus on money continues to take away our power. Money does not give us power. Feelings of agency, support and capability give us power!



Myth: INDIVIDUALISM – Individualism is said to be a “fundamental American principle” so is authoritarianism, lying, stealing, false superiority and also the myth of the 'self-made' person and "united we stand".

INTERDEPENDENCE, on the other hand, is a fundamental planetary principle. We can easily see our impact on the environment and on each other because of our insatiable pursuit of more stuff; a belief created to fill the hole created by 'individualism'. The Rev. Desmond Tutu reminded us that "the solitary individual" is a contradiction in terms.



Myth: "FREE-MARKET CAPITALISM" - You'll find that file between Easter Bunny and Santa Clause. The game is rigged. Capitalism offers some opportunity, but 'the market' does not **respond to our needs**. Instead, it manufactures our desires and externalizes unhealthy costs.



Myth: NOTHING WORKS: Roger Martinson wrote, "the represent array of correctional treatments has no appreciable effect - positive or negative - on rates of recidivism of convicted offenders." In the magazine Public Interest (1974), he stated, "rehabilitative efforts that have been reported so far have no appreciable effect on recidivism." The way that I read this is: the ineffective 'programs' supplied by the prisons (or whomever else) did not impact the already low (compared to today) recidivism rate. He said that no single thing works because we are unique. We are not robots. One thing that always works is 100% pro-social: it's us working together!



EMPLOYMENT AND EDUCATION REDUCE RECIDIVISM Only YOU "reduce recidivism". You and nothing else. It is up to you to utilize education or employment opportunities to support your reentry success; YOU get full credit for how you apply your gifts. After all, employment and higher education did not keep Jeff Skilling, Bernie Madoff, Martha Stewart, Bill Cosby, Charles Kushner, or several elected representatives, out of prison.



CRIMINOGENIC NEEDS Incarcerated people have basic human needs; the same needs we all have. You are not different. This is yet another attempt to scientize othering.



Myth: EXPERTS KNOW WHAT'S BEST

Experts have agendas. Always consider who is paying the 'expert'. Non-profit status does not automatically indicate integrity. Professional 'fixers' are often poor listeners. Prisons, schools and hospitals tell us what we need, they rarely ask what we think or feel. How can they 'help' if they don't hear? We can learn to listen to ourselves and each other by asking questions. We can work, care, and grow together to build our capacity for complexity, cooperation, constructive learning, critical thinking, and agency! We are the 'experts' we've been waiting for.

# HOUSING

Like the Fair Shake [Find A Job](#) page, the Housing Search page lists search engines to find housing near you. In addition to the websites listed below, there is a lot more information in the [Resource Directory](#) and in Reentry Guides section below the Search Box.



## Aunt Bertha

Aunt Bertha is a social care network that connects people and programs — making it easy for people to find social services in their communities. To do this, we've verified and added hundreds of thousands of programs covering every county in the US.



## 2-1-1

A phone number and a website! Not sure where to turn? We are here for you. **211 receives more requests for help with finding housing or shelter or paying utilities bills (over 4.4 million each year) than for any other issue.**

## Homeless Shelters and Service Organizations:

National list of homeless shelters and other services [homelessshelterdirectory.org/](http://homelessshelterdirectory.org/)

## Find the Housing Authority Near You!

A nearly-complete list. Some others are located on the Fair Shake website under State and Local Reentry Guides.

[https://www.hud.gov/program\\_offices/public\\_indian\\_housing/pha/contacts](https://www.hud.gov/program_offices/public_indian_housing/pha/contacts)



## Section 8: Frequently Asked Questions

What is Section 8 Housing?

The actual name of the program commonly known as “Section 8” is the Housing Choice Voucher Program, a federally funded program that subsidizes rent for eligible participants. It is designed to assist very low-income families or individuals. A housing subsidy is paid directly to the landlord on behalf of a participating family/individual.



How do I apply for Section 8 housing?

Contact your local [Public Housing Authority](#).

For further assistance, contact the Housing and Urban Development office nearest you.

## Does my criminal record ban me from public housing?

There are only 2 convictions for which a PHA must prohibit admission:

- If any member of the household is subject to a lifetime registration requirement under a State sex offender registration program; and,
- If any household member has ever been convicted of drug-related criminal activity for manufacturing or production of methamphetamine on the premises of federally assisted housing.



# Maurice Sprewer

414.874.1657 (list the BEST contact number you have)

[Maurice.sprewer@dwd.wisconsin.gov](mailto:Maurice.sprewer@dwd.wisconsin.gov)

*(be sure that your email address is professional)*

## EXAMPLE of a FUNCTIONAL Resume'

### Production Worker and General Laborer Committed to Safety and Quality

*(personal branding statement - describes position and a quality that makes you great at it)*

#### Summary of Skills: *(make sure the skills are relevant to the job you are applying for - usually found in the job description)*

- Sorting, grading, weighing, and inspecting products, verifying and adjusting product weight or measurement to meet specifications.
- Observing machine operations to ensure quality and conformity of filled or packaged products to standards.
- Monitoring the production line, watching for problems such as pile-ups, jams, or glue that isn't sticking properly.
- Attaching identification labels to finished packaged items, or cut stencils and stencil information on containers, such as lot numbers or shipping destinations.
- Stocking and sorting product for packaging or filling machine operation, and replenishing packaging supplies, such as wrapping paper, plastic sheet, boxes, cartons, glue, ink, or labels.
- Packaging the product in the form in which it will be sent out, for example, filling bags with flour from a chute or spout.
- Inspecting and removing defective products and packaging material.
- Starting machine by engaging controls.
- Removing finished packaged items from machine and separate rejected items.
- Counting and recording finished and rejected packaged items.
- Stopping or resetting machines when malfunctions occur, clearing machine jams, and reporting malfunctions to a supervisor.
- Removing products, machine attachments, or waste material from machines.
- Transferring finished products, raw materials, tools, or equipment between storage and work areas of plants and warehouses, by hand or using hand trucks.
- Packing and storing materials and products.
- Helping production workers by performing duties of lesser skill, such as supplying or holding materials or tools, or cleaning work areas and equipment.
- Counting finished products to determine if product orders are complete.
- Measuring amounts of products, lengths of extruded articles, or weights of filled containers to ensure conformance to specifications.
- Following procedures for the use of chemical cleaners and power equipment to prevent damage to floors and fixtures.
- Mixing water and detergents or acids in containers to prepare cleaning solutions, according to specifications.
- Loading and unloading items from machines, conveyors, and conveyances.
- Operate machinery used in the production process, or assist machine operators.
- Placing products in equipment or on work surfaces for further processing, inspecting, or wrapping.

### Relevant Production and General Labor Experience

#### General Laborer (Position while incarcerated)

State of Wisconsin / Badger State Industries / FBOP *(whichever applies)*

year - year

City, State

#### Previous Relevant Employment

Previous Employer

year - year

City, State

#### Other Experience

#### Previous Relevant Employment

Previous Employer

year - year

City, State

### Education

Relevant Education

*(Relevant Degree / Diploma)*

*Created by Maurice Sprewer Employment & Training Specialist / Reentry Coordinator  
DWD / Job Service 4201 N. 27<sup>th</sup> Street Suite 602 Milwaukee, WI 53216*



Your Name  
Milwaukee, WI  
Your email  
111-222-3333

**EXAMPLE of a  
Letter of Explanation**

Re: Letter of Explanation

Insert Date Here.

Dear Sir or Madam,

The things I value most are honesty, integrity and directness. Therefore, in anticipation of the criminal background check, you will find that in October of 2006 I was convicted of the offense of Armed Robbery - Use of Force. I served 24 months in prison for my crime. Upon release in 2008, I unfortunately, returned to the same negative influences and the same circle of negative associations and as a result, I re-offended in 2009. The charge was again, Armed Robbery this time as a Party to a Crime. I know that what I did was wrong. It was a result of poor decision making on my part and it hurt a lot of people. I've learned a great lesson and won't repeat those past mistakes.

While incarcerated, I completed my HSED through the Warren Young School. In addition, after a period of careful self-examination, I began working on ME. I successfully completed coursework in **Walking the Line - the Vow to Succeed Program, Cognitive Intervention Phases I and II, and Re-Entry bridge to Success programs**. I then continued my education, gaining **certifications in Telecommunications Technologies as a Network Cabling Specialist in Copper Based Systems**. Since my release I have done some full time work as laborer in a tannery and volunteered my time at my 11 year old son's school. However, I am looking forward to getting back to work full-time in the field of Telecommunications as an installer so I may further demonstrate the changes in my life and be a responsible member of society.

I can understand why you may be hesitant to hire someone with my background. However, I am eligible for **The Fidelity Bonding Program which can insure you for up to \$25,000** against any act of dishonesty on my part. Additionally, when you hire me, you will be eligible for **Work Opportunity Tax Credits to save you up to \$9,000 this year**. I will be happy to provide you more information about those programs during our interview. Lastly, I recently successfully completed the **Pipeline to Employment Training Program for Former Offenders** sponsored by the **State of Wisconsin Department of Workforce Development** and I can provide a letter of recommendation from them at your request.

I am eager to pursue this or other opportunities with your company because I am confident my skills and experiences will dovetail with the needs of your business.

Thank you for your time and consideration.

Sincerely,

Your name here

**Created by Maurice Sprewer** Employment & Training Specialist / Reentry Coordinator  
DWD / Job Service 4201 N. 27<sup>th</sup> Street Suite 602 Milwaukee, WI 53216





## Fair Shake's Guide to TRUCKING OPPORUTNITIES!

### American Trucking Associations

ATA Headquarters  
950 North Glebe Road, Suite 210  
Arlington, VA 22203-4181



<https://www.trucking.org/>

From their website: American Trucking Associations is the largest and most comprehensive national trade association for the trucking industry. ATA is an 86-year old federation with state trucking association affiliates in all 50 states. We represent every sector of the industry, from LTL to truckload, agriculture and livestock to auto haulers, and from large motor carriers to small mom-and-pop operations.



### Owner-Operator Independent Drivers Association

OOIDA HEADQUARTERS  
1 NW OOIDA Dr.  
Grain Valley, MO 64029  
816-229-5791 800-444-5791

<https://www.ooida.com/>



The mission of the Owner-Operator Independent Drivers Association, Inc. is to serve owner-operators, small fleets and professional truckers; to work for a business climate where truckers are treated equally and fairly; to promote highway safety and responsibility among all highway users; and to promote a better business climate and efficiency for all truck operators. More than 150,000 members of OOIDA are men and women in all 50 states and Canada who collectively own and/or operate more than 240,000 individual heavy-duty trucks and small truck fleets. All OOIDA officers and directors are now, or have been, professional truckers, and are elected from the membership, by the membership. The 22-member board helps define OOIDA's position on all major trucking issues. They offer information and education in all areas of independent truck ownership and responsibility.



**Gary's Job Board:** [www.garysjobboard.com](http://www.garysjobboard.com)  
Truck Drivers wanted! Since 2004.

Gary can find you a better truck driving job, with or without a CDL.

Gary's Job Board was created to help Truck Drivers find Driving Jobs, and to help Dispatchers find Drivers. Gary's Job Board is 100% unaffiliated. We DO NOT recruit for any carriers. Our service will always be FREE to drivers because drivers' rock. Here's how garysjobboard.com works: (this is NOT a run-of-the-mill trucker job board. No one will call you, you have all the power).

- Complete your Driver Profile, it takes 2 minutes.
- Companies will see your first name, type of CDL, and experience level.
- They will not see your email address.
- You will receive a company invite by email and the email will come from our system.
- Check out what they are offering. Answer the email or not. You'll receive another invite down the road.



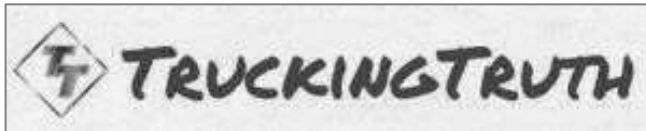
**AllTrucking.com** [www.alltrucking.com](http://www.alltrucking.com)  
PO Box 26330,  
Overland Park, KS, 66213

"Welcome to AllTrucking.com, your source for finding information to become a truck driver and find a trucking

career. Whether you are looking for your next truck driving job or want to learn how to earn your CDL, we have guides for you. We have even organized some of the more common questions that might be found on a CDL exam, and put them into a simple practice test! "

They have a library of guidebooks - from career support and paying for school to helping veterans – "we've got a resource to help anybody." Here are a few of our most frequently requested pages:

- How to Pay for Truck Driving School
- Truck Driving Jobs: Careers in Commercial Truck Driving
- Company-Paid CDL Training Programs: A Comprehensive Guide



**Trucking Truth**  
[www.truckingtruth.com](http://www.truckingtruth.com)

A Positive Yet Honest View Of The Trucking Industry With Friendly Advice From Experienced Drivers

Trucking Truth (TT) was created in 2007 to give new drivers a true picture of what a career as a truck driver is all about and a straightforward strategy for surviving that first year of their career. I wanted people to know that trucking can be an awesome career for the right person and it's totally doable if you work hard, keep a great attitude, and have a solid strategy in place.

A huge informational website that includes:

- Trucker's Forum
- Truck Driver's Career Guide
- Free CDL Practice test
- A list of companies that hire people with a criminal history.
- "The Road Home" podcast
- All things CDL
- Trucking Company Reviews
- Trucking Wiki...where you can find out FAQ's, physical health tests and issues, limitations and opportunities for drivers with a criminal history, driving with pets and much more.



### Get Paid While Training For Your CDL?

Upon completion of your paid CDL training, you will sign an agreement to work for the company for a specified amount of time. This is how they recoup the time and money they've invested in your CDL training, which is a very fair deal for both sides.

If you quit working for the company before your obligation is complete, you will owe the company a prorated amount of money for the schooling. At some companies, your training will be free once your obligation is complete. Others may require you to make payments from your paycheck to cover the tuition for the schooling.

TT offers a review of the companies that offer paid CDL training.

# EMOTIONS: THE BASICS

By: Tony Schirtzinger - [www.helpyourselftherapy.com](http://www.helpyourselftherapy.com)

What every eight-year-old should know, and most adults have never been taught, about the emotions that run our lives.

## Basics #1

### ***YOUR NEEDS AND WANTS***

This topic explains what your feelings are, how to use them to help yourself, and how to overcome the ones that get in your way.

This information applies to every second of your life and every decision you will ever make.

Learning to apply the concepts in these few short pages can go a long way toward improving your life!

Keep these pages close at hand and use them regularly.

#### **YOUR ENERGY AND YOUR FEELINGS**

We get our physical energy from taking care of our bodies well – not perfectly, and not obsessively. We only need to eat, sleep, and exercise well enough in order for our feelings to give us all of the information we require about our needs and wants, and all the energy we'll need to address them.

Feelings are actually energy surges which tell us, very specifically, what we want or need.

When our feelings are strong enough to grab our attention, we can be certain that we'll have sufficient energy to handle things.

#### **YOUR NEEDS**

Needs are about survival. We would die if we didn't get what we need.

An adult needs the same things an infant needs. We need: food, air, space, exercise, temperature control (avoiding being too hot or too cold), and to eliminate waste efficiently.

We also need attention or "strokes" from each other. We don't need anything else!

#### **YOUR NEED FOR ATTENTION OR "STROKES"**

A "stroke" is a unit of recognition. When we receive a stroke, we are being noticed by someone.

Infants need strokes to survive. Adults want strokes so much that getting attention (just being recognized) is the strongest want we will ever experience in our lives.

## FOUR KINDS OF STROKES

<i>TYPE OF STROKES</i>	<i>THE ATTENTION COMES FROM:</i>	<i>EXAMPLE:</i>
<i>Conditional Positive</i>	People who like something you did.	"I like how you did that."
<i>Conditional Negative</i>	People who do not like something you did.	"I don't like that about you."
<i>Unconditional Positive</i>	People who like the whole you.	"I love you!"
<i>Unconditional Negative</i>	People who do not like the whole you.	"You are worthless!"

Get good at understanding... and deeply absorbing... the first three.

And be sure to powerfully turn down and throw away all the "Unconditional Negative Strokes" you ever receive!

#### **THE FIRST SIGN OF DISCOMFORT**

Some people ignore their needs. They live in pain and may die from it. Most of us don't ignore our needs. We notice our need but then

we wait while the discomfort turns to pain.

Don't wait!

Get good at noticing the very first feeling of discomfort! Avoid emotional problems by taking care of your physical needs at the first sign of discomfort!

**TRIGGERS FOR FEELINGS**  
Feelings are triggered by reality or fantasy. (It's always one or the other, never both.) **REALITY**

comes to us through our senses. If we can see it, hear it, taste it, smell it, or feel it on our skin, then it is real.

**FANTASY** is all mental activity – including thoughts, memories, dreams, ideas, etc. Fantasy doesn't come TO us, it comes FROM us – from our own brains.

If we only think it, it might be true or it might be false – but it is not real!

## FEELINGS WE CREATE

Feelings that start in our brains rather than in our senses are unnecessary and optional, because they are not real. If we create painful feelings, we will need

to change how we think in order to feel better. If we create pleasurable feelings, that's great – as long as we remember we are only imagining.

Sometimes we create feelings which are so strong that they hide our real feelings from our senses. When we do this, we are out of touch with reality, and in real danger of making serious mistakes.

## Basics #2:

### ***YOUR NATURAL FEELINGS***

#### THE NATURAL, REAL FEELINGS

Feelings that start in our senses are natural responses to the real world.

When we notice real anger, or sadness, or scare, we notice that something is wrong in our lives.

When we notice real joy or excitement, we notice that something is right in our lives. Natural feelings are always trustable. Learn what they are saying to you. Use them well.

#### TYPES OF FEELINGS

There are 5 natural and necessary feelings: EXCITED, SAD, MAD, GLAD, SCARED.

There are many other unnatural and unnecessary feelings – and all of them cause problems. Guilt, shame, and imagined fear are by far the most common and troublesome of these. ("The Basics #3" is about these.)

#### THREE HUGE QUESTIONS THAT AFFECT OUR FEELINGS

When any feeling starts, we are immediately faced with three huge questions, and we tend to automatically answer them in less than a second:

1) Will you admit to yourself what you are feeling? If you don't, you'll feel "out of touch" or "crazy" or uncentered.

2) Will you express the feeling either alone or with someone else? If you don't, you are giving up the chance for relief.

3) Will you take action to improve things? If you don't, you are giving up the chance to improve your future.

When we are having problems, we need to slow down this automatic process so that it takes longer than a second or two. This will allow us to think through each step instead of relying on old habits.

## THE FIVE NATURAL FEELINGS

Use this information so you will always know what you want and feel.

<i>THE FEELING:</i>	<i>WHEN YOU FEEL IT:</i>	<i>WHAT TO DO FIRST:</i>	<i>WHAT TO DO NEXT:</i>
<i>SADNESS</i>	When you've LOST something, or when something important is MISSING from your life.	Feel it through thoroughly, to notice how important the loss was.	Work to replace what you've lost or what is missing.
<i>ANGER / MAD</i>	When there is a BLOCK between you and what you want.	Feel it through thoroughly, to notice how powerful you are.	Work toward getting past the block powerfully, wisely, and safely.
<i>FEAR / SCARED</i>	When your EXISTENCE is threatened.	Feel it immediately – in a second or less – and notice the danger.	Tune into your senses (what you see, hear, smell, taste or feel) and protect yourself!
<i>EXCITEMENT</i>	When you are ON YOUR WAY to something you want.	Feel it through thoroughly, to notice how good you feel about what's coming.	Enjoy it for the fun of it!
<i>JOY</i>	When You've GOT What You Want.	Feel it through thoroughly, so you notice how happy you are and how good you are at getting what you want.	Enjoy it for the fun of it!

HOW TO FIND EACH FEELING IN YOUR BODY	
1st	Remember a time when you felt each feeling very strongly.
2nd	Recall what was going on when you felt the feeling so strongly. Remember it in enough detail so that you actually start to feel the feeling again.
3rd	Notice where, in your body, you feel each emotion. (Find your "sad spot," your "angry spot," etc.)
4th	Describe what you feel in your body. Use adjectives like tight, weak, empty, heavy, light, etc.
5th	REMEMBER what you learn by doing this. Do this exercise over a few times if needed.

You will need this information to know who you are and what you want and to make every decision you will ever make.

### Basics #3: UNNATURAL FEELINGS

#### ABOUT GUILT

Since guilt is not a natural, necessary emotion, it blocks and wastes our energy.

***Guilt is a cover-up for which anger, which leaves us feeling sad.***

We wonder: "Why am I so sluggish and irritable?"

On the surface we feel:  
SAD or DEPRESSED

We've been telling ourselves things like:

"I shouldn't be angry. I should be understanding."

"That person didn't mean to hurt me."

"I'm too sensitive."

"I should just take the mistreatment."

"I don't deserve better."

Down deep we feel: ANGRY

Make A Conscious Choice:  
Will I admit to myself that I'm angry or will I keep feeling guilty and be depressed?

BE PROUD OF YOUR  
ANGER!

It's there to protect you.  
Let it do its job!

#### ABOUT SHAME

Since shame is not a natural, necessary emotion, it blocks and wastes our energy.

***Shame is a deep belief in our own worthlessness. It comes directly from being shamed as a child.***

We wonder: "Why don't I seem to care what happens to me like other people do?"

On the surface we feel: VERY  
SAD and "HOPELESS."

We've been telling ourselves things like:

"I'm no good. I just don't feel worthwhile."

"I wonder what's wrong with me, but most of the time I just don't care."

"I might as well have a drink (or a drug, or take a big risk)."

Down deep we feel:  
MOSTLY SAD, BUT  
FEARFUL & ANGRY TOO.

Make A Conscious Choice:  
Will I keep believing those people who shamed me or will I treat myself well and be happier?

***Know that anyone who shamed you was wrong!***

#### ABOUT IMAGINED FEAR

Since imagined fear is not a natural, necessary emotion, it blocks and wastes our energy.

***Imagined fear is a feeling we create to cover deeper feeling which bother us more.***

We wonder: Why am I afraid?  
Why do I always ask: What if?  
Why don't I stop scaring  
myself?

On the surface we feel: FEAR

We've been telling ourselves:  
I hate being afraid.  
I wish I could do what other  
people do, and not be afraid.  
I wish I'd stop thinking about  
every single bad thing that  
could happen.

Down deep we feel:  
USUALLY SAD.  
SOMETIMES SHAME

Make A Conscious Choice:  
Will I always feel scared or  
will I face and overcome my  
deeper bad feelings?

***Face what you feel that  
bothers you more!***

You will get past the deeper  
feelings. But creating fear can  
last forever!

***All other created feelings  
that feel bad.***

It is possible to create any  
feeling – and any created  
feeling that feels bad  
will block and waste our  
energy.

All imagined feelings are  
habitual feelings we create  
to cover deeper, real feelings  
that bother us more.

We wonder:  
Why do I keep feeling this  
same feeling all the time,  
even when I know it's not  
necessary?

On the surface we feel:  
THE CREATED FEELING.

We've been telling ourselves:  
I hate feeling this all the time.  
I wish I'd feel and do a wider  
range of things like other  
people do.  
Why can't I stop making  
myself feel this way?

Down deep we feel:  
***Real feelings that seem too  
much to handle.***

Make A Conscious Choice:  
Will I keep feeling this way  
or will I face and overcome  
the deeper bad feelings?

***You can overcome the  
deeper feelings alone or  
with help, but the habitual  
feeling you are creating  
could go on forever.***

Face the feelings that bother  
you more!

Stop covering them with your  
“favorite” bad feeling!

These three topics contain the most important information I have for you.

I originally wrote “The Basics” around 1985. I refer to these concepts many times every day in my work with others and in dealing with my own dilemmas.

I sincerely hope you will keep this information readily available and use it frequently.

Use it whenever you feel stuck in bad feelings, when you want to feel more joy and excitement, and when you feel the healthy urge to look inward.

***I WISH YOU THE RICHEST, HEALTHIEST, HAPPIEST LIFE YOU CAN ARRANGE!***

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Tony would like very much to hear your thoughts and experiences as you apply the information provided here. Please send your comments to Fair Shake, and I'll pass them on to Tony! I will then send his responses back to you, if you would like to hear what he thinks.

Fair Shake PO Box 63 Westby, WI 54667

Tony shares more great insights at [www.HelpYourselfTherapy.com](http://www.HelpYourselfTherapy.com)

## Resisting Influence

*This is a shortened version of the original which was prepared by Dr. Philip Zimbardo and Cindy X. Wang*  
*You can view the full Resisting Influence Guide here: <http://www.lucifereffect.com/guide.htm>*

Our daily lives are wrought with compelling social tensions. Many of us hope that we are immune to compliance tactics, have the courage to resist unjust authority, and would never abandon our core beliefs and principles in the face of social pressures.

This document was created for learning how unwanted and unjust influence can impact your daily life and to better equip you to resist these forces. By understanding the contexts of influence and social compliance, we hope you will be able to identify the principles and strategies that professional agents of influence may use to gain your compliance.

We will look at frameworks to understand social influence and identify how you can apply these ideas to your own life, we will discuss ways to utilize your new understanding of the principles of social influence for positive social change, and finally we provide hints from Dr. Z on how to resist unwanted influences.

### Varieties of Influence

We listen to a debate with each side presenting seemingly compelling reasons to endorse one or another point of view. We get messages from advertisers, from the government, from assorted authorities to take particular actions, like buy a product, vote for a candidate, give blood, avoid impending disasters, and more. Such attempts to influence our attitudes, values or actions are considered forms of persuasive communication. **"Do as I say,"** is the persuasive motto.

Other times the influence comes not dressed up in words in persuasive messages or visually appealing ads, but simply when the members of a group you are in, or want to belong to, act in a particular way. They don't have to tell you what to do; they simply exhibit the behavior or the style of action that is expected of "good team members." That form of social influence is known as conformity. **"Do as we do,"** is the conformity motto.

Go along with the majority and be accepted. Refuse to dress as they do, talk like they do, value what they value, or act in ways that are the accepted social norm for this group, and you are rejected, isolated, expelled, ridiculed. The power of groups in our lives to influence our thoughts and actions can be enormous, especially when we desperately want to be accepted by the group. But you don't need a group to put pressure on you to act as they expect you to do; in fact, much social influence comes from a singular source - another person.

Compliance is a form of influence in which direct pressure is put on individuals to take some specific action, such as doing a favor or buying a product. The influence agent doesn't want to change your mind, only to get you to act on his or her request. Sometimes the request is pro-social, like donating blood, but more often than not, the request is to get people to purchase products that they might not need or even want initially.

All of these sources of social influence are external; they are imposed from the outside of you through influence agents (people who work hard to convince you to think a certain way).

One of the most powerful forms of influence is self-persuasion, which encourages individuals to engage in personal thought and decision processes. One tactic for inducing self-persuasion comes from role-playing positions that are contrary to one's beliefs and values. When we engage in public behavior that does not follow from our personal beliefs, cognitive dissonance is created. To the extent that we come to believe we made that commitment freely, without (awareness of) external situational pressures, we rationalize it and convince ourselves that it was the right action and the right position to hold.



What can you do to weaken or counter each of these varieties of social influence? Knowledge of how these influence settings work and what you can do to resist them is the first step in becoming a wiser consumer of social influence. You have to be continually vigilant and continually put into operation these resistance tactics for you to inoculate yourself against their insidious power.

### How We Are Persuaded

Communicators are most effective if they are perceived as Credible, meaning they have both expertise relevant to their message and are trustworthy - honest, and unbiased.

Communications come in many forms: some rational, some hit at our emotions, some inform us of the action we should take, and others leave the action hidden. Some messages are simple, others complicated, some lead with the request, others build up to it. Ideally, we need to process communications systematically, that means taking the time to figure out what is being requested, what evidence is being presented, and how contrary views are dealt with. Too often, we take short cuts and process the information only peripherally: too focused on the packaging and not the product. We may give excessive value to the speaker's tone of voice, or his or her good looks; and too little to what they are actually hawking. Always try to figure out who the message is intended for and what action are they requesting.

### Why We Conform: The Power of Groups

Whenever we change our behavior, views, and attitudes in response to the real or imagined presence of others, we are experiencing conformity. Two main types of conformity have been studied: *informational* and *normative*. **Informative conformity** often occurs in unfamiliar situations when we are likely to shape our behavior to match that of others. The actions of others inform us of the customs and accepted practices in a situation: what is right to do, how to behave.

**Normative conformity** occurs when we want to be liked or approved of by the group. This is the dominant form of social conformity. Though we may disagree secretly with the group opinion, we may verbally adopt the group stance so that we seem like a team player rather than a deviant.

Both of these pressures impact us everyday. A staple of a functioning society is that people follow social norms such as obeying traffic laws, respecting others' property, and diffusing aggression in non-violent ways. However, conformity can have deleterious effects if one conforms automatically without questioning of the validity of social norms. In Nazi Germany, many ordinary people did not dissent to the ongoing atrocities because few other people resisted.

In our daily decisions, we should also examine whether our reasons justify our actions. In an unfamiliar situation, first ask yourself whether the actions you observe others performing are rational, warranted, and consistent with your own principles before thoughtlessly and automatically adopting them.

Similarly, in a situation in which you want to impress and be accepted by others, ask yourself whether the action conflicts with your moral code, and consider whether you would be willing to compromise your own opinion of yourself just so others would have a higher one of you. Ultimately, you are the only one who has to live with your actions. Be sure to take a time out to find out the correct information.

### Cialdini's Principles of Social Influence

Having begun to understand the strength of social influence, we now move on to the principles of influence studied by social psychologist Robert Cialdini; a renowned social psychologist that has done extensive research on the domains in which social influence is most powerful. The following principles play on fundamental human instincts and can be exploited both intentionally and unintentionally.

Many of these may seem like obvious tactics that advertisers and influence agents will utilize to sway our opinion. However, when we are not prepared to scrutinize and resist them, these principles will often work subliminally and quite powerfully. An important part of resisting these influence tactics is awareness of their operating principles, contexts in which they are provoked, and methods to avoid falling prey to them.

We hope that by learning about these principles of persuasion, you will be better able to recognize the situations you are in that may lead to act against your will and then to have the tools to resist unwanted social influence. There are six basic principles, and each one is set in a specific Context. When you are aware of the Context, or the behavioral Setting, you will better recognize the principal at work, when you see the principal operating, you will understand the Context in which it is embedded

**Reciprocity [Context: Obligation]**

The rule of reciprocity requires that one person try to repay, in kind, what another person has provided. Supports the giving of favors since repayment is expected from the recipient

*The Basics*

- Sense of future obligation makes it possible to develop continuing relationships and exchanges
- We are trained from childhood to abide by the reciprocity rule or suffer social disapproval

*How It's Exploited*

- Rule can spur unequal exchanges
- "Door-in-the-face" – relies on persuader making an outrageous, extreme request first, then conceding to a comparatively small request (one desired all along) that will likely be accepted because it appears to make a concession

*Best Defense*

Reject initial offers, favors, concessions; redefine them as tricks and refuse to feel obligated to respond reciprocally

**Consistency [Context: Commitments]***The Basics*

- People desire to look consistent within their words, beliefs, attitudes, and deeds
- Consistent conduct provides a beneficial approach to daily life and is highly valued by society
- Shortcut through complex decision-making reduces processing time in future decisions

*How It's Exploited*

- Profiteers exploit the principle by inducing people to make an initial commitment, take a stand or position that is consistent with requests that they will later ask of them
- Commitments are most effective when they are active, public, effortful, and internally motivated.
- If they are successful, abiding by this rule may lead to actions contrary to one's best interests

*Best Defense*

- Do not be pressured into accepting requests that you do not want to perform.
- Be sensitive to situational variables operating on your decision

**Social Proof [Context: Consensus]***The Basics*

- A means to determine what is correct by finding out what other people think is correct
- Principle can be used to stimulate a person's compliance by informing the individual that many other individuals have been complying (compliance by famous or authoritative people is very effective)
- A shortcut for determining how to behave – while making us vulnerable to persuasion experts
- Most influential under two conditions:
  - Uncertainty – situation is ambiguous; more likely to accept the actions of others as correct
  - Similarity – people are inclined to follow the lead of similar others

*How It's Exploited*

- The Bandwagon effect – everyone who is anyone is doing it, why not YOU?
- The "In Crowd" has it right, do you want them to accept you or not? So act like them

*Best Defense*

- Develop counterarguments for what people are doing; their actions should not form yours
- Be aware that the others may have a biased reason for the action they are advocating
- Be aware that the others may be misinformed
- Remember the entire group might be wrong-headed because the leader has biased their opinions

## **Liking [Context: Friendship]**

### *The Basics*

- People prefer to say “yes” to individuals they know and like
- We want people to like us and we like those who show that they like us

### *How It's Exploited*

- Persuasion experts manipulate factors that influence their likeability.
- Features that influence liking:
  - Physical attractiveness – attractive people are more successful in getting requests granted
  - Similarity – we like people who are like us; we more willing to say “yes” without thinking
  - Praise – compliments generally enhance liking and compliance
  - Familiarity – repeated contact with a person or thing normally facilitates liking
  - Association – making connections to positive things
  - Shadowing - persuader exhibits behaviors that match those of the target individual

### *Best Defense*

- Developing a special sensitivity to suspicious and undue liking from the requester
- Separate the requester from the request, and make decisions based solely on the merits of the offer – not your feelings about the requester.

## **Scarcity [Context: Competition]**

### *The Basics*

- People assign more value to opportunities when they are less available—if there are fewer resources and less time to get them, we want them more
- Principle holds true for two reasons:
  - Things that are difficult to attain are typically more valuable
  - As things become less accessible, we lose freedoms and want them more than before
- Optimizing conditions for scarcity principle:
  - Value newly scarce items more than items that have been restricted all along
  - Most attracted to scarce resources when we must compete with others for them

### *How It's Exploited*

- Use of this principle can be seen in compliance techniques as ‘limited number’ and ‘deadline’ tactics

### *Best Defense*

- Step back and assess the merits of the opportunity, the value of the item, and why/if we want it
- Give an objective evaluation of its personal value; not overvalue it because it appears to be scarce

## **The Science of Social Influence – Anthony Pratkanis**

Anthony Pratkanis has meticulously studied social influence tactics and classified numerous methods that humans utilize to manipulate and change the attitudes and beliefs of others.

### **Landscaping (Pre-persuasion tactics)**

The following methods are some of the ways influence agents can have contexts working for them even before you know you're being influenced.

- |   |  |
|---|--|
| 1. Define and label issue in a favorable manner | 5. Establish a favorable comparison point or set |
| 2. Association                                  | 6. Control the flow of information               |
| 3. Set expectations                             | 7. Limit and control the number of choices and   |
| 4. Agenda setting                               | options  |

### **Tactics that rely on social relationship (Social credibility and social rules)**

One of the most important elements of convincing arguments is a reputable source. We are constantly bombarded by commercials that report experts such as dentists support a brand of toothpaste or professional athletes eat certain breakfast cereals. These tactics are surprisingly effective! By utilizing the following traits and characteristics, people can play on social relationships in order to persuade.

**Tactics that rely on social relationship (continued)**

1. Authority
2. Attractiveness
3. High Status
4. Similarity – “just plain folks like you”
5. Role-play
6. Social modeling
7. Social reinforcement
8. Multiple sources
9. Arguing against one’s own self-interest
10. Draw on well-being of friends and family

**Effective message tactics**

Effective communication depends on the strength and logic of the message. Here, we cite a few examples of how messages can induce the target to generate reasons for adopting recommended action:

1. Self-generated persuasion – give the target a chance to persuade themselves
2. Vivid appeals – emotionally interesting or compelling
3. Let the message recipient draw his or her conclusion
4. Rhetorical questions
5. Pique interest in message
6. Message fit with pre-existing beliefs, experiences, knowledge
7. Placebic reasons – arguments that appear to make sense but actually lack information
8. Defusing objections – acknowledging objections and refuting them before a target can raise them
9. Asking for small contributions initially
10. Message length = message strength
11. Repetition of message
12. Primacy effect – order of presentation

**Emotional tactics**

Emotions are often thought to infringe on our rationality and better judgment. Pratkanis presents this set of emotional tactics that take advantage of our subjective feelings, arousal, and tensions as the basis for securing influence.

1. Fear
2. Guilt
3. Embarrassment
4. Threat of insult
5. Flattery
6. Empathy
7. Reciprocity
8. That’s not all – sweetening the deal
9. Commitment trap
10. Low-balling
11. Bait-and-switch
12. Scarcity
13. Anticipatory regret
14. Door-in-face – ask for a large favor, retreat and ask for a much smaller favor
15. Foot-in-the-door – ask a small request than ask for a larger request

**Defensive and Offensive Tactics for Resisting Influence**

**Defensive** – learn how to detect propaganda

1. Play devil’s advocate
2. Generate questions to ask

**Offensive** – steps that will identify common propaganda forms and stop them at their source

1. Know the ways of persuasion and know that you personally may be the victim of propaganda
  - o Distinguish source credibility
  - o Realize your level of personal vulnerability
2. Monitor your emotions
  - o If you’re having an emotional response to a communication, ask yourself why
  - o Look for things that induce false emotions of fear, guilt, reciprocity
3. Explore the motivation and credibility of the source: what does the source have to gain and is it an overly manufactured image?
4. Think rationally about any proposal or issue: What is the issue? Arguments for and against?

### Defensive and Offensive Tactics for Resisting Influence (continued)

5. Attempt to understand the full range of options before making a decision; relate to your values.
6. If you hear something repeatedly, ask why it is being repeated.
7. If the deal looks too good to be true, it probably is such as free gifts and time-sensitive offers.
8. Develop counterarguments to propaganda and compare performance with advertising.
9. Support efforts to prevent vulnerable groups against exploitative persuasion.
10. Avoid being dependent on a single source of information.
11. Separate news from entertainment (FS note: The 'news' often consists of entertainment 'news'.)
12. Use 'communication style' as one criteria in making decisions and judgments.
13. Increase your personal involvement, knowledge, and awareness in important issues; take some time to find out more on your own.

### Positive Social Influence and Civic Virtue

While most psychological research is focused on the negative aspects of social influence, principles of social influence can be used for good, to enhance basic social and political values. Making sensible adjustments and achievable objectives can help us reach goals that improve on our lives and those near us. Moral behavior can be cultivated by rewarding positive behavior. Government, education, and social institutions can be re-designed to facilitate critical thinking and responsible conduct. The following highlights some ideas that we can bring into our own lives and those of our children.

1. Supporting critical thinking abilities. Asking Why? How does this relate to my values? Resist living on mindless "auto-pilot" and instead reflect on details of the immediate situation; think before acting!
2. Rewarding moral behavior: Social recognition for good deeds; acknowledge bravery.
3. Encouraging respect and appreciation for diversity and human variability reduces biases and discrimination.
4. Not allowing stereotyping and dehumanization of other people.
5. Changing social conditions that make people feel anonymous; support conditions that encourage people to feel valuable, special and worthy.
6. Encouraging admission of mistakes, accepting error in judgments – to reduce justification for continuing wrong, immoral behavior and motivation to minimize dissonance.
7. Promoting personal responsibility and accountability of one's actions. Blaming others is a disguise for one's own role in the consequences of actions.
8. Supporting independence over group conformity; recognize when conformity to the group norm is counter-productive and when independence should take precedence despite possible rejection.
9. Reducing poverty, inequities, and entitlements of the privileged.
10. Never sacrificing freedom for promised security.
11. Discouraging even small transgressions: cheating, gossiping, lying, teasing, bullying.

### Dr. Z's Hints About Resisting Unwanted Influences On You

1. Let go of illusions of "personal invulnerability". If it can happen to them, it can happen to you.
2. Be modest in self-estimates – it's better to perceive yourself as vulnerable and take precautions.
3. Engage in life as fully as possible, yet be prepared to disengage and think critically when necessary.
4. Be aware of Cialdini's contexts and principles of compliance; look to the relevant context being manipulated on you and pull back.
5. Be ready to say the three most difficult phrases in the world: *"I was wrong"*, *"I made a mistake"*, and *"I've changed my mind."* Dissonance and consistency go limp in the face of self-honesty.
6. Separate your ego from your actions; maintain a sense of positive self-esteem, that is independent from the occasional failure and your stupid actions at times (Laugh at yourself once a day.)
7. Separate the messenger from message in your mind, be aware of mental fatigue, wanting simple answers or short cuts, and giving in to non-verbal tricks. There are no free lunches and no quick paths to anything worthwhile – sloth and greed breed gullibility.
8. Insist on a second opinion; think about opportunities, contracts, proposals and requests for commitments away from the situation; never immediately sign on the dotted line.

9. Develop mental and intuition systems that acknowledge your vague feelings of something wrong.
10. Try playing devil's advocate; be the deviant in a positive way! Assess the reactions against you when the influence agent says he/she is only doing this for your good.
11. In all authority confrontations: be polite, individuate yourself, describe the problem objectively, do not get emotional, state clearly the remedy sought, and the positive consequences expected.
12. Never allow yourself to be cut off emotionally from your familiar and trusted reference groups of family, friends, neighbors, co-workers – do not accept putdowns against them.
13. Remember all ideologies are abstractions used for particular political, religious, social, economic purposes – always relate these to your values and question if the means justify the ends.
14. Think hard before putting abstract principles before real people in following others' advice to act in specific ways.
15. Trust your intuition and gut feelings. When you sense you are becoming a target of influence, put up your counter-arguing mentality and dig down for sources of resistance.
16. Rules are abstractions for controlling behavior and eliciting compliance and conformity - consider when, where and why we have rules. Ask: who made the rule? What purpose does it serve? Who maintains it? Does it make sense in this specific situation? What happens if it is violated?
17. When trying to figure out reasons for unusual behavior - yours or others - start by considering possible situational forces and variables vs. judging the behavior as "character".
18. Imagine Dr. Z as your conscience, your personal Jiminy Cricket (from Pinocchio) sitting on your shoulder and saying be cool, be confident, be collected - to avoid becoming a Jack Ass.

## A Ten-Step Program to Build Resistance and Resilience

Here is my 10-step program toward resisting the impact of undesirable social influences, and at the same time promoting personal resilience and civic virtue. It uses ideas that cut across various influence strategies and provides simple, effective modes of dealing with them. The key to resistance lies in development of the three S's-- **Self-Awareness, Situational Sensitivity, and Street Smarts**. You will see how they are central to many of these general strategies of resistance.

### **"I made a mistake!"**

Let's start out by encouraging admission of our mistakes, first to ourselves then to others. Accept the dictum that to err is human. You have made an error in judgment; your decision was wrong. You had every reason to believe it was right when you made it, but now you know you were wrong. Say the six Magic words: "I'm sorry"; "I apologize"; "Forgive me." Say to yourself that you will learn from your mistakes; grow better from them. Don't continue to put your money, time, and resources into bad investments. Move on. Doing so openly reduces the need to justify or rationalize our mistakes, and thereby to continue to give support to bad or immoral actions.

Consider how many years the Vietnam War continued long after officials knew that the war could not be won. How many thousands of lives were lost, when acknowledging failure and error could have saved them? It is more than a political decision to 'save face' - it is a moral imperative to do the right thing.

### **"I am mindful."**

In many settings smart people do dumb things because they fail to attend to key features in the words or actions of influence agents and fail to notice obvious situational clues. Too often we function on automatic pilot, using outworn scripts that have worked for us in the past, never stopping to evaluate whether they are appropriate in the here and now. We need to be reminded not to live our

lives on automatic pilot, but always to take a Zen moment to reflect on the meaning of the immediate situation, to think before acting. For the best result add "critical thinking" to mindfulness in your resistance. Ask for evidence to support assertions; demand that ideologies be sufficiently elaborated to allow you to separate rhetoric from substance. Imagine scenarios of future consequences of current practices. Reject simple solutions as quick fixes for complex personal or social problems. Support critical thinking and become vigilant about deceptive ads, biased claims, and distorted perspectives. Become wiser and warier knowledge consumers.

### **"I am responsible."**

Taking responsibility for one's decisions and actions puts the actor in the driver's seat, for better or for worse. Allowing others to determine our actions or opinions makes them powerful back-seat drivers, and makes the car move recklessly ahead without a responsible driver. We become more resistant to undesirable social influence by always maintaining a sense of personal responsibility and by being willing to be held accountable for our actions. Always imagine a future time when today's deed will be on trial and the judge and jury will not accept your pleas of 'only following orders', or 'everyone else was doing it'.

**"I am Me, the best I can be."**

Do not allow others to deindividuate you, to put you into a category, in a box, a slot, to turn you into an object. Assert your individuality; politely state your name and your credentials, loud and clear. Insist on the same behavior in others. Make eye contact (remove all eye-concealing sun glasses), and offer information about yourself that reinforces your unique identity. Find common ground with dominant others and use it to enhance similarities. Anonymity and secrecy conceals wrongdoing and undermines the human connection. It can become the breeding ground that generates dehumanization. Go a step beyond self-individuation. Work to change whatever social conditions make people feel anonymous. Instead, support practices that make others feel special, so that they too have a sense of personal value and self worth. Never allow or practice negative stereotyping—words and labels can be destructive.

**"I respect just authority; I question unjust authority."**

In every situation, work to distinguish between those in authority who, because of their expertise, wisdom, seniority, or special status, deserve respect, and those unjust authority figures who demand our obedience without having any substance. Many who assume the mantle of authority are pseudo-leaders, false prophets, confidence men and women, self-promoters, who should not be respected, but rather openly exposed to critical evaluation. We must play more active roles in critical differentiation. We should be polite and courteous when such a stance is justified, yet be wise by resisting those authorities that do not deserve respect. Doing so, will reduce mindless obedience to self-proclaimed authorities whose priorities are not in our best interests.

**"I will balance my Time Perspective."**

We can be led to do things that are not within our values when we allow ourselves to become trapped in an expanded present moment. By developing a balanced time perspective in which past, present and future can be called into action depending on the situation and task at hand, you are in a better position to act responsibly and wisely. Situational power is weakened when past and future combine to contain the excesses of the present.

**"I can oppose unjust Systems."**

Individuals falter in the face of the intensity of some systems and resistance may involve physically removing one's self from a situation in which all information and reward/ punishments are controlled. It may involve challenging the "groupthink" mentality, and being able to document all allegations of wrongdoing. Systems have enormous power to resist change and withstand even righteous assault. Here is one place where individual acts of heroism to challenge unjust systems, and their bad barrel makers, are best taken by soliciting others to join one's cause.

**"I will not sacrifice personal or civic freedoms for the illusion of security."**

The need for security is a powerful determinant of human behavior. We can be manipulated into engaging in actions that are alien to us when faced with alleged threats to our security or the promise of security from danger. More often than not, influence peddlers gain power over us by offering the Faustian contract: You will be safe from harm if you will just surrender some of your freedom, either personal or civic, to that authority. Reject that deal. Never sacrifice basic personal freedoms for the promise of security because the sacrifices are real and immediate and the security is a distant illusion.

**"I want group acceptance, but value independence."**

The power of the desire for acceptance will make some people do almost anything to be accepted, and go to even further extremes to avoid rejection by The Group. We are indeed social animals, and usually our social connections benefit us and help us to achieve important goals that we could not achieve alone. However, there are times when conformity to a group norm is counter-productive to the social good. It is imperative to determine when to follow the norm and when to reject it. Ultimately, we live within our own minds, in solitary splendor, and therefore we must be willing and ready to declare our independence regardless of the social rejection it may elicit. Pressure to be a "team player," to sacrifice personal morality for the good of the team, are nearly irresistible. We must step back, get outside opinions, and find new groups that will support our independence and promote our values. There will always be another, different, better group for us.

**"I will be more Frame Vigilant."**

The way issues are framed influence us without our being conscious of them, and they shape our orientation toward the ideas or issues they promote. We desire things that are framed as being "scarce," even when they are plentiful. We are averse to things that are framed as potential losses, and prefer what is presented to us as a gain, even when the ratio of positive to negative prognoses is the same. We don't want a 40% chance of losing X over Y, but do want the 60% chance of gaining Y over X. Linguist George Lakoff clearly shows in his writings that it is crucial to be aware of frame power and to be vigilant to offset its insidious influence on our emotions, thoughts, and votes.

This 10-step program is really only a starter kit toward building resistance and resilience against undesirable influences and illegitimate attempts at persuasion. It takes your awareness and sensitivity to such influence settings, and a willingness to think for yourself, as you practice being independent and as autonomous as is possible.



# MORAL GUIDES



Although, one of our most fundamental values is freedom, it is a moral that we never discuss. Instead of discussions, arguments or debates, nations, cultures, religions, families, individuals and even the media, turn to stories to pass on moral "guides". We have the "E Pluribus Unum" story, the "rugged individual" story, the "good neighbor" story, the "melting pot" story, and many more.

Our lack of moral courage is affecting us greatly, which I address on another page, so I'm excited to explore morals – an important part of philosophy, both culturally and individually - here in the Fair Shake Free School.

Let's begin our study with those who were here before everyone else: the native peoples. Miigwetch (thank you) for sharing this timeless wisdom!

A GIFT FROM THE ANISHINAABEG

## Seven Grandfathers (and Seven Rascals) Principles for Living Well

Many people native to the Great Lakes region understand this teaching as what is needed for a community to survive. According to the authors at the Ojibwe.net website "Each Grandfather Teaching is a gift the Anishinaabeg carry, a potential tool for living a good life. Our understanding is that as we use these gifts our experience of living improves. Using these gifts in our lives is an ongoing challenge for each of us, requiring attention, discipline and perseverance."

The 7 Grandfathers are Wisdom, Love, Respect, Bravery, Truth, Humility, Generosity  
The 7 Rascals are Greed, Revenge, Inferiority, Negative Attitude, Fear, Jealousy, Resentment

**Nibwaakawin** - Wisdom. Sound judgment, ability to teach others what you have learned or experienced. Use good sense and form a good attitude and course of action.

**Zaagidiwin** - Love. Strong affection for another forming out of kinship or personal ties; attachments based on devotion, admiration, tenderness, unselfish loyalty, concern. Feel and give absolute kindness for all things around you.

**Minwaadendamowin** - Respect. Showing regards for the value of persons or things through courteous consideration and appreciation, to be upright with a good giving heart. Don't hurt anything or anyone on the outside or the inside.

**Aakodewewin** - Bravery. The personal inner strength to face difficulties, obstacles and challenges. Have courage and a strong heart to make positive choices.

**Debwewin** - Truth. Sincerity in action, character, and utterance. Learn truth, honor truth, no truth, see truth.

**Dibaadendiziwin** - Humility. A measurement or reflection of your own self-worth. To be humble, to be human.

**Miigwe'aadiziwin** - Generosity. Sharing your ability, time, and extra or non-necessary things. Standing together / Responding to needs

## THE STORY OF THE TWO WOLVES

A young girl told her grandmother that she was having a hard time. She said, "I can feel a fight going on inside me, Grandmother. It is a terrible fight and it is between two wolves. One is evil – she is anger, envy, sorrow, regret, greed, arrogance, self-pity, guilt, resentment, inferiority, lies, false pride, superiority, and ego."

Her grandmother listened, and nodded gently.

"The other wolf is good", the young girl continued. "She is joy, peace, love, hope, serenity, humility, kindness, benevolence, empathy, generosity, truth, compassion, and faith."

Her grandmother looked deeply into her eyes and said, "I know it's hard, granddaughter. The same fight is going on inside me....and in every other person, too."

The young girl reflected on what her grandmother said. Then she looked up and asked, "Grandmother, which wolf will win?"

Her grandmother replied softly, "The one you feed."

# Fair Shake is DIY: Build Your Own Operating Principles

Operating principles, which are based on our values, articulate our personal philosophy and help us maintain the clear boundaries necessary to own our life and, hence, own our future. They change over time, developing as we develop. You are under no obligation to accept operating principles 'should-ed' on you by others ("You should try to fit in!", "You should get married.", etc.) . Sue's current Operating Principles are listed below to provide an example. You already have operating principles! To reflect on them, and further develop your list, write down hundreds of ideas, then group similar ideas together. Pare those down to a list that you can remember and commit to.

1. I value living an integrated life. UBUNTU! I am because we are.
2. I strive to develop meaningful relationships.
3. I foster personal growth.
4. I move intentionally and carefully toward my desired outcomes.
5. I listen actively and empathetically when others talk.
6. I own my actions, reactions, responses, decisions, opinions and attitudes.
7. I take a long-term perspective and consider future impact when making decisions.
8. I move away from my comfort zone into growth opportunities. I increase my capacity.
9. I reflect critically and generously; I remember my past as I accept my 'now' and create my future.
10. I do not 'should' on people; I offer options and stay available for questions or support.
11. I respect others' time and opinions.
12. I value honesty. I am courageous and invite others to be courageous, too.
13. I do not avoid confrontation; I say what needs to be said with care and respect.
14. I take care of the body and the mind that take care of me.
15. Words are possibilities, actions are commitments.
16. I strive to be authentic and to support other's authenticity. We all have unique contributions.
17. Learning is available everywhere and all of the time. Wisdom is not found in books; it is built through relationships, conversations, reflections and experiences.
18. Every one and every thing has value, even when I don't understand what it is.
19. Emotional, relational, time and other types of wealth are considered when I determine value.
20. I become stronger from adversity. I utilize my challenges to build inner strength which I can apply to my determination, to humanity, and to the future.

Consider making your Operating Principles a "living document" that grows and changes as you do.

## Handling Frustration

### Dealing with frustration

Life is full of frustrations. From the minor irritations of losing your car keys to the major anxieties of continued failure towards a goal, frustration is not a pleasant emotion in any magnitude. Because of the unpleasantness of this emotion, people will often avoid anything that might lead to it. Unfortunately, many of the things we truly want to experience such as triumph, joy, victory and purpose require a great deal of frustration. Being able to manage frustration allows us to remain happy and positive even in trying circumstances.

In order to successfully manage frustration, you need to first understand what causes it. Frustration is simply caused whenever the results you are experiencing do not seem to fit the effort and action you are applying. Usually frustration is caused by a narrow focus on a problem that isn't resolving itself as you had hoped. This is a very simple concept, but it is an important step to solving frustrating problems.

### Frustration is Energy Consuming

Our energy as human beings is our primary currency we use to do anything. Physical, mental, emotional and spiritual energies all fuel discipline, creativity, courage and motivation. Anthony Robbins includes energy as the first key to success in any area of life. Stress in excessive doses is a negative emotional state that weakens the immune system and raises blood pressure as the direct result from a lack of energy. When we run out of energy we become useless.

Frustrating problems are incredibly energy consuming. Because these problems consume our energy in such great quantities, we need to be extremely careful that we don't try to keep running with an empty energy reserve. When this happens we burnout and require a long time to recover. The initial reaction of most people is to work harder when they encounter frustration. Although the intention to work harder makes sense, it often results in trying to spend more energy than we have available.

Why are frustrating problems more energy consuming than normal tasks? The answer to this is relatively simple. Because your action is not producing the results you expect, your brain naturally goes into full gear, rapidly consuming mental energy to solve the problem at hand. In this time it is very easy to run out of energy. When your energy stores are depleted this is when you become irritable, tired, stressed and sometimes even angry.

To get a little perspective on your issue, try broadening your focus from your current problem outwards. Try thinking about how the problem looks when you view it from a few weeks, a year, or ten years from now or compared to your lifetime?

Go outside and look up at the sky. Viewing the incredible expanse of space and time will ultimately make your problems look very small indeed.

Getting perspective when you are frustrated isn't a particularly difficult practice; the difficulty is in remembering to do it. It will be difficult to do this at first, but after diligent practice it will become a habit and happen automatically.

Nobody likes to feel frustrated. Unfortunately, frustrations are part of life. Learn to manage your frustrations so they don't leave you stressed, burned-out or depressed. Take breaks from your frustrations to recover your mental and creative energies. Reward your actions, not just your results and remember to gain a little perspective when you begin to feel overwhelmed. Don't let your frustrations prevent you from setting goals and living your life to the maximum.

Thank you Scott Young! Find more about this information here:  
<http://www.scotthyoung.com/blog/2006/06/10/dealing-with-frustration/>



## CONSTRUCTING ACTIVE

# CITIZENSHIP



**This is OUR democracy. Every person is important.  
We need your input and engagement to build our future together.**

It's clear that the two main political parties in the U.S. – who, by the way, allow for no other parties to participate in a meaningful way – are not at all interested in increasing citizen participation in our democratic process. As we have seen throughout this century and the final quarter of the last, politicians want to tell us what our choices are, rather than hearing from us what it is that we want. It's easy to see the result of his approach: decreased interest in the political process, decreased activity in community-building, greater demand and dependence on government programs, often outsourced to private – even 'non-profit' - contractors, school systems arranged to program robots rather than nourish our precious, developing children, and a war on information, integrity, critical thinking and values through all forms of media.

Who will protect us? We may find one or two politicians who support community, humanity, and 'E Pluribus Unum' but most, even with good intentions, work on 'party-line' projects without thinking or caring about the whole; about all citizens building our communities together.

**Citizens do not live in political parties; we live in families, neighborhoods and communities.**

Politicians want us to hand over our power to them. They want us to believe the solutions to our problems can only be resolved with money or control. They want us to believe we lack the knowledge, the experience and the capacity to oversee or contribute to the remedies. We are undereducated for this moment in time and struggling to figure out who we can trust; who we can follow to a safe place where we can heal and grow. We turn to groups, to ideologies, to politicians and parties to find a safe group.

The two-party system is pitting us against each other and is at the very root of why we are no longer willing or able to work on building our commons together. Are we going to let these two parties hold us back from living a better life? We are smart! We are capable! We care! So why are we becoming less civilized? Isn't this what education is for? We can defend our right to live in a better society. We can solve our problems.

**We have everything we need. We are the "Savers" that we have been waiting for.**

Just imagine how politics could change when we tell the politicians what we want.

## TOOLKIT FOR COMMUNITY-BUILDING

**ATTENTION  
BIG PICTURE  
CARE  
COMMITMENT  
CREATIVITY  
CURIOSITY  
INTENTION  
LISTENING  
SHOWING UP  
VOLUNTEER**

### Conversations and Questions

- + What do we want?
- + What commitment can you make?
- + Physical + Emotional First Aid Kit
- + Books, webinars, advisors, training



These are just a couple of 'seed' suggestions to start your basic community-building tool kit. The tools, questions, resources, concerns, gifts, wants and needs will change for each community setting. Heck, you can create a reentry organization, if that's what society needs! ~ ; )

# COMMUNITY BUILDING ASSUMPTIONS

- Everyone has an important gift (or more than one!) to share.
- Everyone has a perspective to consider.
- Build relationships to build community. Building relationships builds trust.
- Community members have a lot of power...especially together!
- Community leaders will listen to and contribute to community concerns.
- Asking questions is more effective than giving answers.
- People are better than programs! We can make institutions work for us.

## COMMUNITY-BUILDING AND CITIZEN ENGAGEMENT RESOURCES



Abundant Community <https://www.abundantcommunity.com/>

Every neighborhood has all the gifts required to raise our children, be safe, carve out a living, be healthy, care for the vulnerable and end the isolation of all, especially the elderly.

Check out Peter Block's book *Community: The Structure of Belonging* (2018) Berrett-Koehler Publishers

**“Transformation occurs through choice, not mandate.” - Peter Block**



**Asset-Based Community Development (ABCD) Institute**

ABCD: local people working together for the well-being of their home place.

Community Building Tool Kit: [www.tinyurl.com/446pj9va](http://www.tinyurl.com/446pj9va)

Videos and Podcasts: <https://tinyurl.com/syue92s>

Online Community Engagement: <https://tinyurl.com/363zvyc8>

Offers resources for these main focus areas: Community Organizing, Disability Justice, Homelessness, Identity, Immigration Rights, Mental Health, Police Accountability, Restoration Practice, Youth Advocacy, Gentrification, Animal Welfare



MRSC: The Municipal Research and Services Center (MRSC) is a nonprofit organization which exists to serve Washington residents by providing legal and policy guidance on any topic. The org is by and for Washingtonians, but there is a lot of information that can benefit citizens all around the country. They “believe the most effective government is a well-informed local government.”

Community Engagement Resources: [www.tinyurl.com/4vmy6r25](http://www.tinyurl.com/4vmy6r25)

### **ACTIVATE CIVIC ENGAGEMENT BY VOLUNTEERING!**

"The essential challenge is to transform the isolation and self-interest within our communities into connectedness and caring for the whole.

- Peter Block

"Which of the most pressing problems can you help to solve using the gifts that are unique to you in all the universe?"

- Derrick Jensen

"You'll never ever be able to convince a person thru logical argument or even brilliant rhetoric that a free and just society is possible. You can show them. You can start doing it."

- David Graeber

"Active citizenship is our only hope for getting a fair shake at life."

- Sue Kastensen

**We must act as if our institutions are ours to create, our learning is ours to define, and the *leadership we seek is ours to become.*” - Peter Block**

# Culture Shock!

Most of the information Fair Shake shares is for everyone to read, because everyone plays an important role is creating opportunities for success after incarceration. This document has been created to increase generosity and understanding between the people who are coming home from prison and the people who have not experienced prison. Whether family, co-workers, neighbors, or friends, it's important to try to think about how hard it must be to 'hit the ground running' after living in such a stark and controlled environment, while gadgets, lingo, and trends are mutating quickly and constantly.

In many aspects, life in prison functions in opposite ways to life outside of prison.

Although we cannot grasp what prison culture is like, if we can imagine living for several years on a confined piece of land surrounded by fences while living, working and eating in cement buildings, we begin to scratch the surface of a very different daily life. Inside prisons (and outside of administrator's offices) we find few, if any, potted plants, curtains, pictures on the walls, or carpets on the floors to provide a little comfort and absorb sound. Sleeping quarters are often very small, sometimes made smaller by the addition of a toilet, a sink and possibly another person. Other sleeping spaces can include large dormitories filled with dozens of bunk

beds and little or no privacy or quiet. People in prison do things in large groups frequently, like dining and going to work, while everyone in prison is living within their own unique story, too, which may include difficult news from the doctor, a lawyer, or family and friends, at any time. Oftentimes people must bear their hard news alone.

Prisons have unique cultures, which can vary a great deal: over the years, within one institution, between institutions, and amidst the types of institutions (federal / state; or security levels). Not only do the people change, but also the philosophy and directive of "corrections".

We all become acculturated or "institutionalized" to places where we spend a lot of time: where we work, go to school, our neighborhood, etc. When we return home after spending time in another culture, our own customs can feel a little strange. We can adjust to a wide variety of conditions over time and even assume new cultural norms without consciously deciding to do so. Just as we need time to adjust to a new neighborhood or job, people coming home need time, generosity and understanding to adjust, too.

We have power! We can build relationships, trust and understanding by reducing expectations and projections; and by increasing listening and care.

## Consider just a small sample of cultural and lifestyle differences:

### Persona

**IN PRISON:** Survival in some prisons may require a tough appearance. Gentleness and kindness may be perceived to be weak, leading to a person being taken advantage of mentally, physically, or both. Maintaining a stoic exterior, keeping thoughts to one's self can be useful in prison.

**OUT OF PRISON:** Friendliness, smiles, and engaging conversations can show others we are open to interaction. These sociable attributes are critical for success many jobs.

### Trust

**IN PRISON:** Trust is hard to give and hard to gain. Concealment of emotions is important in many circumstances but it can make trust more difficult to attain.

**OUT OF PRISON:** One of our most treasured character traits is honesty. Trust is an important element in any relationship; whether with family, friends, or work-related. We work hard to build long- lasting relationships. It is within these deeper relationships that we can learn more about ourselves.

### Choices

**IN PRISON:** In addition to having an established schedule in prison, incarcerated people have few choices about where to go, what to wear, what colors they would like to see on the walls, or what they would like to eat for breakfast.

**OUT OF PRISON:** We constantly make decisions. Life moves at a brisk pace with frequent changes. We're constantly adjusting our plans, and re-prioritizing our goals to accommodate others and still keep time for ourselves. Lots of choice!



## **Gizmos**

**IN PRISON:** There are few gizmos. One gizmo is the music player. For twice the cost that unincarcerated people pay for a single song, an incarcerated person – who often earns about 1/100th of what they would earn outside of prison – can add a song to their MP3 player. Another gizmo is the 'public computer', which offers email and news within the institution. The most advanced gizmos are the tablets, which may or may not be free to the user. They offer email, music and movie services that generally come with a cost, and may include free services, too, such as books from Project Gutenberg, prison and education programming, or even Fair Shake's free software.

**OUT OF PRISON:** Gizmos, such as phones, tablets and laptops are ubiquitous. The devices demand attention which many of us eagerly provide. They offer non-stop distractions from 'real life' in the form of videos (many of which people make and post themselves), TV, social media, email, music and radio. Gizmos are also able to offer two-way communication through text, voice or video options.

## **Social Media**

**IN PRISON:** People watching TV together, people reading the same article and then talking about it, and even teleconferencing visits with family or friends are pretty much the extent of social media.

**OUT OF PRISON:** Social media is on almost every gizmo, and the pressure to join facebook, twitter, instagram and linkedin is great.

Many of us claim social media is 'pro-social' and boosts our awareness of current events and their meaning, but it has been tied to anxiety, depression and suicide.

## **Quiet Time**

**IN PRISON:** Prisons are noisy places. They offer few quiet places or opportunities for time alone. The buildings are made of concrete and offer few furnishings to reduce noise. When people get upset, they may become loud. Many incarcerated people keep earplugs with them at all times.

**OUT OF PRISON:** Life is very busy and we are constantly interacting; the gizmos make sure of that. We have to be strong and determined to carve out time to be alone...to reflect on our day, our perspective, and life, or to sit quietly and listen. Quiet time can be rejuvenating and reaffirming.

## **Care-giving**

**IN PRISON:** Incarcerated people are not able to provide daily, in-person physical or emotional care for children, partners, parents, or pets.

**OUT OF PRISON:** Caring for others is constantly affirming, taxing, challenging, and invigorating! We need to be needed, and we feel good supporting those we care about. Caring for others enhances our health!

## **Humanness**

**IN PRISON:** Incarcerated people may be referred to as "offender", inmate, or by their last name or ID number.

**OUT OF PRISON:** We can insist upon being treated with respect.

## **Physical Contact**

**IN PRISON:** Affectionate touch is brief and has been limited to family and close friends when they visit. Since COVID began, many visits have been replaced with teleconferencing.

**OUT OF PRISON:** Handshakes, hugs, back-patting, and other signs of affection are welcome and encouraged among relatives, friends, teammates and colleagues.

## **Information**

**IN PRISON:** Incarcerated people can access a limited amount of information through magazines, newspapers, television, radio, and letters. But a person can think, weigh options, and philosophize with others, and without a gizmo buzzing at them constantly.

**OUT OF PRISON:** We are overloaded with information, misinformation and disinformation, with very few tools to differentiate one from another and very little desire to hear things from outside of our bubble. Online, we have limitless reinforcements for our beliefs.

## **Patience**

**IN PRISON:** Incarcerated people must ask for - and wait for - assistance, services, and professional help including doctor visits, rides to see specialists, meetings with administrators, phone calls, and daily meals.

**OUT OF PRISON:** We are impatient. We want 'urgent care' and we can get medical help immediately, if necessary. We arrange meetings according to our schedule and we can spontaneously do things.

## **Consider these similarities, too!**

- In prison, people continue to love children, partners, parents, grandparents, sisters, brothers, other relatives, friends, colleagues, clergy, advocates, etc.
- We all appreciate humor and many of us support our favorite sports people / teams
- We all feel sad, scared, excited, angry, caring, anxious, blue and vulnerable at times.
- We are all concerned about safety, security, and the future.
- We all need - and deserve - feelings of self-worth, agency, dignity and belonging.



## Dealing With Rejection

When we put ourselves in a position to be vulnerable to another person's opinion, we risk rejection.

Sometimes the risk is very small. Example: I tell a joke but my audience doesn't laugh. They look at me like I am speaking a language they don't understand. What does this mean? Do they reject my joke? Do they reject me? Maybe they don't share my sense of humor. Maybe they don't understand the joke. Maybe it's just not a good joke or maybe I need to learn how to deliver jokes. There are so many variables!

When I'm standing there in the silence, however, I find it hard to think of anything but "I'm not funny." or "I failed." I may even internalize these words and start to feel pretty rotten, as if I am incapable or unappealing. I told the joke to have fun and win approval; instead I feel deflated and rejected.

When I take a much larger risk, such as applying for a job, an apartment or a loan - where I've invested so much more of myself (time, information, hope, dedication) - the stakes are much higher. I may become discouraged when I hear 'we've chosen another applicant', 'we've rented the apartment to another person', or just plain 'no'. Again, it's hard for me to not internalize it. But just as in the case of the joke, there may be many variables that I am not considering. At this crucial time, I must remember to believe in myself and continue to pursue my goal.

It is hard to stay positive when we internalize rejection, and yet that is exactly what we need to do to persevere toward what we want. When we feel defeated, we would be wise to remember that we have taken many risks in the past and we have been successful. We must risk failure and rejection to feel the power of success. It is both scary and exhilarating!

Consider using these tools to keep your perspective as favorable as possible:

- First, remember you are important! Do not let rejection from any person or group lead you to believe you are not important, valuable, creative and necessary to the well-being of everyone.
- Be open to the possibility of rejection or criticism as the push you need to improve your approach, consider making other changes. Find ways to be positive. Positivity is magnetic!
- Consider the source. If you are doing what you believe is the right and best thing for you, keep doing it. It's okay to be rejected by people or groups that we do not wish to be a part of. Perhaps it's not a good fit and our view is clouded by a fog of unrealistic hopefulness. Try to remember to not take feedback or rejection personally.
- Keep focused on the big picture! Don't let minor set backs keep you from achieving your goals.
- Persevere! Keep doing what you are doing. Remember that you are the pilot of your goal, challenge, or position and you will not let rejection hold you back.
- Believe in yourself! If you don't believe in yourself, how can you expect others to believe in you? There are so many things that are special and incredible about you; don't forget what they are!
- This is an opportunity to build resilience. Getting through difficult challenges makes you stronger and more capable for your next challenges. Summon your fighting spirit that says "I will not quit"!
- Find your gratitude. Be grateful for the opportunity. Be grateful for allowing yourself to FEEL. Be grateful for the freedom to create your life, even though it may be very challenging. Be grateful for your critics. If it wasn't for them, we would not learn about ourselves.

### **Citizenship - Birth Certificate**

Get copies of vital records.

<http://www.cdph.ca.gov/certlic/birthdeathmar/Pages/default.aspx>

### **Citizenship - Birth Certificate**

We work directly with hundreds of government agencies nationwide to provide consumers with the ability to securely order their vital records online. Government agencies across the nation trust VitalChek to handle your vital record orders, and you can too.

[https://www.vitalchek.com/order\\_main.aspx?eventtype=birth](https://www.vitalchek.com/order_main.aspx?eventtype=birth)

### **Citizenship - Consumer Services**

Consumer advice, including what to do if you were scammed.

<http://www.consumer.ftc.gov/>

### **Citizenship - Consumer Services**

NACAs mission is to promote justice for all consumers. We provide a forum for communication, education, networking, and information-sharing among consumer advocates across the country. We also serve as a voice for consumers in the ongoing struggle to curb unfair or abusive business practices that harm consumers. The National Association of Consumer Advocates (NACA) is a nonprofit association of more than 1,500 attorneys and consumer advocates committed to representing consumers interests.

<http://www.consumeradvocates.org/>

### **Citizenship - Department of Motor Vehicles**

Preparing for a drive or knowledge test? You have come to the right spot!

Handbooks are available in several languages:

American Sign Language (ASL) Video

Armenian

Chinese

English

Hindi

Punjabi

Spanish

Vietnamese

<https://www.dmv.ca.gov/portal/driver-handbooks/>

### **Citizenship - Legal Assistance**

Find legal help and answers to questions you may have.

<http://lawhelpca.org/>

### **Citizenship - Legal Assistance**

Self-Help will help you find assistance and information, work better with an attorney, and represent yourself in some legal matters

<http://www.courts.ca.gov/selfhelp.htm>

### **Citizenship - Legal Assistance**

405 14th Street, 11th Floor

Oakland, 94612

(510) 663-4744

<http://baylegal.org/>

### **Citizenship - Legal Assistance**

Law Center for Families

### **Citizenship - Birth Certificate**

The California Department of Public Health Vital Records (CDPH-VR) maintains birth, death, fetal death/still birth, marriage, and divorce records for California.

<https://www.cdph.ca.gov/Programs/CHSI/Pages/Vital-Records.aspx>

### **Citizenship - Consumer Services**

The Consumer Services Guide is searchable directory of resources which can help you with consumer problems and questions. This link directs you to the Categories page, where you can search topics to find national, state and local resources.

<http://www.consumerservicesguide.org/resources/national/browse/category/>

### **Citizenship - Consumer Services**

Product recalls, file a complaint, Consumer Connection magazine, verify a contractors license and more

<http://www.dca.ca.gov/>

### **Citizenship - Consumer Services**

Toll-Free Consumer Hotline: 800-638-2772 (TTY 800-638-8270) 8 a.m. - 5.30. p.m. ET

CPSC is committed to protecting consumers and families from products that pose a fire, electrical, chemical, or mechanical health hazard.

<http://www.cpsc.gov/>

### **Citizenship - Department of Motor Vehicles**

<http://dmv.ca.gov/>

### **Citizenship - Legal Assistance**

<http://www.usattorneylegalservices.com/free-legal-aid-california.html>

### **Citizenship - Legal Assistance**

California Rural Legal Assistance, Inc. (CRLA) is a nonprofit law firm serving low-income residents of California's rural areas and small cities. Many locations around the state.

<https://crla.org/locations>

### **Citizenship - Legal Assistance**

The ACLU has an affiliate in every state and Puerto Rico. Affiliates handle requests for legal assistance, lobby the state legislatures and host public forums throughout the year. Find your local affiliate by visiting their website.

<https://www.aclu.org/affiliates>

### **Citizenship - Social Security Card**

Getting a replacement Social Security number (SSN) card has never been easier. As long as you're only requesting a replacement card, and no other changes, you can use our free online services from anywhere.

<https://www.ssa.gov/myaccount/replacement-card.html>

### **Citizenship - Voting Rights**

Information about registering to vote, upcoming elections, voting booth locations and more information

<http://www.sos.ca.gov/elections/>

510 16th Street, Suite 300  
Oakland, CA 94612  
Phone: (510) 451-9261  
Fax: (510) 763-2169  
Email: [info@lcff.org](mailto:info@lcff.org)

Provides multilingual services including individual representation, advice, referrals, community education programs to Alameda county residents for free or on sliding scale; focuses on family law, consumer law, public benefits, and language access

### **Citizenship - State Government**

Official state government site provides information and links for virtually every aspect of the state, including business and agriculture, education, government, and much more.  
<http://www.ca.gov/>

### **Citizenship - Voting Rights**

ACLU Voting Rights and Restrictions

<https://www.aclu.org/issues/voting-rights/voter-registration/felony-disenfranchisement-laws-map?redirect=maps/map-state-criminal-disfranchisement-laws>

### **Clothing - Interview and Career Clothing**

The mission of Dress for Success is to empower women to achieve economic independence by providing a network of support, professional attire, and the development tools to help women thrive in work and in life.

<https://dressforsuccess.org/affiliate-list/>

### **Employment - Employment Services**

We are dedicated to helping you find your next career! The National Urban League is a historic civil rights organization dedicated to elevating the standard of living in historically underserved urban communities. Founded in 1910, the National Urban League spearheads the effort of its local affiliates through the development of programs, public policy research and advocacy.  
<http://www.nuljobsnetwork.com/>

### **Employment - Employment Services**

The Center for Employment Opportunities (CEO) is dedicated to providing immediate, effective and comprehensive employment services to men and women with recent criminal convictions. Our highly structured and tightly supervised programs help participants regain the skills and confidence needed for a successful transition to a stable, productive life.

510 251 2240  
Fax: 510 228 4163  
Mailing Address 1212 Broadway, Suite 1700  
Oakland, CA 94612  
<http://ceoworks.org/>

### **Employment - Job Training**

Unemployment, job searches and other job related support,  
<http://www.edd.ca.gov/>

### **Employment - Licensing Information**

California Department of Tax and Fee Administration (CDTFA)

### **Citizenship - Voting Rights**

ACLU Voting Rights and Restrictions

<https://www.aclu.org/issues/voting-rights/voter-registration/felony-disenfranchisement-laws-map?redirect=maps/map-state-criminal-disfranchisement-laws>

### **Computers and Technology - Equipment Internet and Training**

Everyone On helps unlock social and economic opportunity by connecting low-income people to affordable internet service and computers, and delivering digital skills trainings. Find Low-Cost Internet Service, Computers and Free Training in Your Area!

<https://www.everyoneon.org/find-offers>

### **Employment - Employment Services**

1212 Broadway  
11th Floor  
Oakland, CA 94612  
1 510 891-9100  
[info@americaworks.com](mailto:info@americaworks.com)  
<http://www.americaworks.com/locations/california>

### **Employment - Employment Services**

America Works includes work readiness training, vocational training, career placement, career advancement, and employment retention services. Our mission is to equip each individual who comes to our offices with the right tools so that they are able to provide for themselves and their loved ones. People find employment, and employers find talent! Due to the Coronavirus Pandemic, you must contact the office first before you can engage in in-person services. Click on the link above to find the location nearest to you.

<https://americaworks.com/virtual-contact-info/>

### **Employment - Job Training**

The Center for Employment Opportunities (CEO) is dedicated to providing immediate, effective and comprehensive employment services to men and women with recent criminal convictions. Our highly structured and tightly supervised programs help participants regain the skills and confidence needed for a successful transition to a stable, productive life.

510 251 2240  
Fax: 510 228 4163  
Mailing Address 1212 Broadway, Suite 1700  
Oakland, CA 94612  
<http://ceoworks.org/>

### **Employment - Staffing Agency**

PeopleReady has re-imagined and simplified the path that connects people and work. Whether you need workers or you're looking for new job opportunities, we're ready to deliver results for you today.

<https://www.peopleready.com/>

### **Employment - Temporary Staffing Agency**

500 North 12th Street  
Suite 123  
Oakland, CA 94607-4073

Apply for Business License, Permit, or Account  
General Information: 800-400-7115  
<https://www.ca.gov/service/?item=apply-for-business-license>

### **Employment - Staffing Agency**

Manpower is dedicated to enriching people's lives with meaningful employment and development opportunities, as we have done for more than 60 years.  
<https://www.manpower.com/ManpowerUSA/home>

### **Employment - Workforce Development**

job seekers assistance, training and economic development services  
<http://www.labor.ca.gov/>

### **Family - Child Care**

At CHS, we view a child not in isolation, but in the context of each family's health, stability, and resources. We believe that families are fundamentally strong and resilient. That is why CHS offers programs and services to build upon a family's inherent strengths so they can move toward self-sufficiency.  
<http://www.chs-ca.org/>

### **Food - Food Pantry**

Bay Area Food Banks is a collaboration of 7 local food banks serving 11 northern California counties which serve over 840,000 Bay Area residents monthly. Through 1,575 food pantries, childrens programs, shelters, soup kitchens, residential programs, and other emergency food providers, Bay Area Food Banks distribute 170.8 million pounds of food each year. We serve anyone in need with dignity and compassion.  
<https://bayareahunger.org/find-your-food-bank/>

### **Food - Food Pantry**

We represent 41 food banks throughout the state.  
<https://www.cafoodbanks.org/our-members/>

### **Food - Food Pantry**

A list of Food banks and food resources throughout CA and a list of volunteer opportunities.  
<http://www.cafoodbanks.org/>  
<http://www.cafoodbanks.org/>

### **Food - Food Pantry**

If you are in need of immediate assistance, please call 2-1-1 to speak with someone about services in your area (lines are open 24 hours a day). Food banks work with their local communities to ensure that everyone has access to healthful foods. They solicit, receive, store, and distribute fresh produce and pantry staples. They help people get connected to other essential benefits and serve as community hubs for volunteers. Our food banks operate with principles of client choice, dignity, respect, and appreciation for the diverse communities they serve.  
<https://www.cafoodbanks.org/our-members/>

### **Health - Addiction Recovery**

SMART Recovery is the leading self-empowering addiction recovery support group. Our participants learn tools for addiction recovery based on the latest scientific research and participate in a

510-835-2424  
<http://www.manpower.com>

### **Employment - Workforce Development**

1212 Broadway, 11th Floor  
Oakland, CA 94612  
Tel (510)891-9100  
<http://www.americaworks.com/index.php>

### **Family - Family Services**

The Family Engagement and Empowerment Division provides critical financial, food and education and training support to individuals and Families. The Division consist of three branches, including the CalWORKs and Family Resiliency Branch, the CalFresh and Nutrition Branch and the Child and Adult Care Food Program. In addition to the individual programs, there are intersectional issues that the Division tackles, including the newly developed Guaranteed Income Pilot Program.  
<https://cdss.ca.gov/inforesources/guides>

### **Food - Food Pantry**

WhyHunger Hotline: 866-348-6479  
Call, text or click on the link to their website to find food pantries, soup kitchens, summer meals sites, government nutrition programs and grassroots organizations.  
<http://www.whyhunger.org/find-food>

### **Food - Food Pantry**

Find a food bank near you! The Feeding America nationwide network of food banks secures and distributes more than 3 billion meals each year. Contact your local community food bank to find food.  
<http://www.feedingamerica.org/find-your-local-food-bank/>

### **Food - Food Pantry**

Ample Harvest works to reduce food waste by connecting gardeners to their local food pantries so that excess garden bounty can be shared with those in need. Use the search tool to look for a local food pantry near you.  
<https://ampleharvest.org/find-food/>

### **Food - Meals**

This link is to a document listing several food and clothing support locations in CA  
3220 San Pablo Ave  
Oakland, 94608  
(510) 658-6622  
[http://www.edgewood.org/kssp/kinship-assets/coun ty\\_resources\\_pdf\\_docs/Alameda-food-clothing.pdf](http://www.edgewood.org/kssp/kinship-assets/coun ty_resources_pdf_docs/Alameda-food-clothing.pdf)

### **Health - Alcoholics Anonymous**

There are over 118,000 Alcoholics Anonymous groups around the world. To find a local AA meeting today you can search by state, city, and day of the week. Can't find one close enough? Consider online AA meetings which offer the same wonder community from the comfort of your own home.  
[https://findrecovery.com/aa\\_meetings/](https://findrecovery.com/aa_meetings/)

### **Health - Department of Human Services**

Our mission is to work together with counties,

world-wide community which includes free, self-empowering, science-based mutual help groups.

The SMART Recovery 4-Point Program helps people recover from all types of addiction and addictive behaviors, including: drug abuse, drug addiction, substance abuse, alcohol abuse, gambling addiction, cocaine addiction, prescription drug abuse, sexual addiction, and problem addiction to other substances and activities. SMART Recovery sponsors face-to-face meetings around the world, and daily online meetings. In addition, our online message board and 24/7 chat room are excellent forums to learn about SMART Recovery and obtain addiction recovery support. If you're new to SMART Recovery, get started with our introduction on the website.

<http://www.smartrecovery.org/>

### **Health - Alcoholics Anonymous**

Welcome to AA California, a state-wide recovery resource devoted to supporting the men and women of California. AA California helps individuals struggling with alcoholism find the help they need on a local basis. Discover California Alcoholics Anonymous meetings per county or city, and take the next step to overcome alcohol addiction.

<https://alcoholicsanonymous.com/aa-meetings/california/>

### **Health - Free/Sliding Scale Clinic**

1,400 Free and Charitable Clinics and Pharmacies provide access to healthcare for uninsured and underinsured people in communities across the U.S. Find one near you!

<https://nafcclinics.org/>

### **Health - Free/Sliding Scale Clinic with Dental**

Low-cost and Free Clinics in Southern California All speak English and Spanish unless otherwise noted.

<http://www.harp.org/clinics.htm>

### **Health - Free/Sliding Scale Dental Clinic**

We continuously update our website with new information on dental clinics. Many of the resources for dental care are free, but many are based on income and/or discounted in other manners. Please review the listings and contact the dental clinics through the websites provided (and/or phone numbers listed), to obtain full details. We do not offer guidance. If you find any of our information improper, or if you have any question, please email us at [support@thedentistsnearme.com](mailto:support@thedentistsnearme.com). We will immediately reply to your email.

[https://www.usdentalservice.com/?gclid=EAlaIQobChMIyaH1p9\\_k9gIVWZcAAB0Irg1FEAEYASAAEgK7cvD\\_BwE](https://www.usdentalservice.com/?gclid=EAlaIQobChMIyaH1p9_k9gIVWZcAAB0Irg1FEAEYASAAEgK7cvD_BwE)

### **Health - Reduced Cost Medication**

Drug prices vary wildly between pharmacies. GoodRx finds the lowest prices and discounts. How?

Collect and compare prices for every FDA-approved prescription drug at more than 70,000 US pharmacies

Find free coupons to use at the pharmacy

cities, and communities, as well as our public, private, faith, and educational partners to make California a healthy, vibrant, inclusive place to live, play, work, and learn.

They provide: health care services, social services, mental health services, alcohol and drug treatment services, public health services, income assistance, and offer services to people with disabilities.

<https://www.chhs.ca.gov/>

### **Health - Free/Sliding Scale Clinic**

Clinics listed on our website offer services for free or at a reduced rate. Many clinics are operate under a sliding scale schedule. This means that costs to patients are calculated based on income.

<https://www.freeclinics.com/>

### **Health - Free/Sliding Scale Clinic with Dental**

Listings that can help low-income and uninsured people connect with a clinic or community health center in their area. These clinics offer free and discounted rates for medical and dental care. Our county listings include contact information, a listing of services and any further remarks that may be pertinent to our users, such as free services provided, discounted services provided and clinic operating hours.

[https://freeclinicdirectory.org/california\\_care.html](https://freeclinicdirectory.org/california_care.html)

### **Health - Mental Health**

Mental Health Services Division

<http://www.dhcs.ca.gov/services/Pages/MentalHealthPrograms-Svcs.aspx>

### **Money - Finances/Budgeting**

GreenPath will work with you to build a personalized plan of action for regaining control of your debt. We assess your household budget, find places for you to save, and help you prioritize your payments to creditors and plan a lifestyle that you can afford. It all works toward helping you achieve your financial goals, better manage debt and avoid problems in the future. Available in Spanish.

<http://www.greenpath.com/>

### **Money - Finances/Budgeting**

800.388.2227

Free Credit Counseling! Our mission is to help all Americans gain control over their finances. For over 60 years, NFCC and its member agencies have helped people just like you pay off debt and grow in their financial capability. Our services help people overcome financial challenges at nearly every stage of life.

<https://www.nfcc.org/>

### **Money - Free Credit Report**

Get a free copy of your credit report every 12 months from each credit reporting company.

<https://www.annualcreditreport.com/index.action>

### **Reentry Resource - Multiple Resources Available**

Search for benefits in Education, Grants, Loans, Social Security, Housing and Utilities, Employment and Career Development, Financial Assistance and more.

<https://www.benefits.gov/categories>

Show the lowest price at each pharmacy near you  
<https://www.goodrx.com/>

### **Money - Finances/Budgeting**

800.388.2227

Free Credit Counseling! Our mission is to help all Americans gain control over their finances. For over 60 years, NFCC and its member agencies have helped people just like you pay off debt and grow in their financial capability. Our services help people overcome financial challenges at nearly every stage of life.  
<https://www.nfcc.org/>

### **Money - Free Credit Report**

Free credit reports authorized by federal law. Federal law allows you to get a free copy of your credit report every 12 months from each credit reporting company.

<https://www.annualcreditreport.com/index.action>

### **Money - Social Security Benefits after Incarceration**

Social Security and Supplemental Security Income Benefits

Individuals released from incarceration may be eligible for Social Security retirement, survivors, or disability benefits if you have worked or paid into Social Security enough years or Supplemental Security Income benefits if you are 65 or older, or are blind, or have a disability and have little or no income and resources.

If you believe you qualify, call our toll-free telephone number, 1-800-772-1213.

If you are deaf or hard of hearing, call TTY 1-800-325-0778.

<https://www.ssa.gov/reentry/benefits.htm>

### **Reentry Resource - Multiple Resources Available**

Our findhelp technology powers Americas leading social care network. Our network features more than 300,000 free and reduced-cost programs in all 50 U.S. states, territories, and Puerto Rico, powering social care systems for hundreds of customers nationwide.

<https://www.findhelp.org/find-social-services/california>

### **Reentry Resource - Multiple Resources Available**

Scroll down the page to find your state. Titles in the left column will lead you to resources available nationwide.

If you scroll down the page to find your state name, you can click on that for statewide resources.

<https://www.needhelppayingbills.com/index.html>

### **Reentry Resource - Multiple Resources Available**

338 Highway 99 North  
Eugene, OR 97402  
541-485-8341

Sponsors offers a broad range of serviceshousing,

### **Reentry Resource - Multiple Resources Available**

3745 S Grand Ave  
Los Angeles, CA 90007  
213-741-2276

Help pay rent! Plus Clothes! Employment! Family Reunification ....and they support everyone! Amity will help you WHEREVER you are going in the state.

<https://www.amityfdn.org/initiatives>

### **Reentry Resource - Multiple Resources Available**

Contact: Bill Heiser  
Program Coordinator  
Urban Strategies Council  
Phone: 5108931375  
672 13th St  
Oakland, California 94612  
billh@urbanstrategies.org  
<http://www.acreentry.org/>

### **Reentry Resource - Multiple Resources Available**

The Center for Employment Opportunities (CEO) is dedicated to providing immediate, effective and comprehensive employment services to men and women with recent criminal convictions. Our highly structured and tightly supervised programs help participants regain the skills and confidence needed for a successful transition to a stable, productive life.

510 251 2240

Fax: 510 228 4163

Mailing Address 1212 Broadway, Suite 1700

Oakland, CA 94612

<http://ceoworks.org/>

### **Reentry Resource - Multiple Resources Available**

2-1-1 is a free and confidential service that helps you find the local resources they need. Were here for you

24 hours a day, 7 days a week.

<https://www.211ca.org/>

### **Shelter - Energy Assistance**

To apply for LIHEAP services and to inquire about the type of assistance available in your area, please use the search feature below to contact your local LIHEAP agency for more information. If you would prefer to speak to a live operator to assist you in obtaining more information on where to apply, please call our toll-free helpline at (866) 675-6623.

<https://www.csd.ca.gov/Pages/Assistance-PayingMyEnergyBills.aspx>

### **Shelter - Homeless Shelter**

The Homeless Shelter Directory provides listings for Homeless Shelters and Homeless Service Organizations around the country. This includes supportive resources.

<http://www.homelessshelterdirectory.org>

### **Shelter - Housing and Community**

employment, counseling, and mentoring that people need to be successful.  
<http://www.sponsorsinc.org/>

### **Reentry Resource - Multiple Resources Available**

Justice Now  
1322 Webster Street, Suite 210  
Oakland, CA 94612  
Phone: (510) 839-7654  
Fax: (510) 839-7615

Provides legal services and resources to women in prison on release and reentry, healthcare, defense of parental rights, sentencing mitigation, and placement in community-based programs.  
<http://www.jnow.org/>

### **Reentry Resource - Programs**

The Centerforce mission is to support, educate, and advocate for individuals, families, and communities impacted by incarceration. For more than 30 years, Centerforce has been a national leader in providing groundbreaking programs to incarcerated people and their loved-ones. Centerforce develops and delivers innovative solutions by providing health education, family and community programs to this often neglected community.  
Oakland Offices  
1904 Franklin Street, Suite 418  
Oakland, CA 94612  
Phone: 510-834-3457  
<http://www.centerforce.org/>

### **Shelter - Financial Counseling**

HUD sponsors housing counseling agencies throughout the country that can provide advice on buying a home, renting, defaults, foreclosures, and credit issues. This link sends you to a page that allows you to select a list of agencies for each state. You may search more specifically for a reverse mortgage counselor or if you are facing foreclosure, search for a foreclosure avoidance counselor.  
<http://hud.gov/offices/hsg/sfh/hcc/hcs.cfm?weblistaction=summary>

### **Shelter - Homeless Shelter**

8801 International Blvd. Oakland, 94621  
Men's Shelter  
(510) 569-1858  
<http://www.homelessshelterdirectory.org/cgi-bin/id/shelter.cgi?shelter=7634>

### **Shelter - Housing Authority**

Find a HUD location near you.  
<https://www.hud.gov/states>

### **Shelter - Low Income Housing**

100 W 13th Avenue  
Eugene, OR 97401  
Phone: (541) 682-3755  
Lane County's hub for affordable, low-income housing and services. We were formerly known as the Housing and Community Services Agency of Lane County, or HACSA and sometimes even HASCA. We connect people with rental assistance and public housing. Our long-term efforts emphasize the creation of more affordable housing

### **Development**

2020 West El Camino Avenue  
Sacramento, CA 95833  
HCD helps to provide stable, safe homes affordable to veterans, seniors, young families, farm workers, people with disabilities, and individuals and families experiencing homelessness.

<http://www.hcd.ca.gov/>

### **Shelter - Low Income Housing**

177 Day Island Rd  
Eugene, OR 97401  
Phone: (541) 682-3755  
Fax: (541) 682-3411  
TTY: (541) 682-3412  
<http://www.hacsa.org/>

### **Shelter - Low Income Housing**

Cornerstone Community Housing is committed to building quality, affordable housing for people living on limited incomes and offering services that promote opportunities for personal growth and economic independence.  
Phone: 541-683-1751

<http://www.cornerstonecommunityhousing.org/>

### **Shelter - Low Income Housing**

Find low income apartments in California along with non profit organizations that help with low income housing along with HUD apartments, public housing apartments, public housing authorities, and housing assistance agencies.  
<https://www.lowincomehousing.us/CA.html>

### **Shelter - Low Income Housing**

Mercy Housing Gives a Home to Low-Income Families, Seniors, Individuals, and People with Special Needs Nationwide. Our mission is to create stable, vibrant and healthy communities by providing affordable, service-enriched housing.  
<https://www.mercyhousing.org/regional-offices/>

### **Shelter - Shelters**

We provide an online directory of shelters in California.  
<https://www.shelterlist.com/state/california>

### **Shelter - Transitional Housing**

Transitional housing is supportive housing that helps fight homelessness. Find transitional housing in your state by clicking on the link! We have over 6,864 transitional housing locations in our database. We also provide as much information on each housing location along with pictures.  
<https://www.transitionalhousing.org/>

### **Youth - Youth Programs**

1611 Telegraph Avenue, Suite 600  
Oakland, CA 94612  
The Dream Corps is a social justice accelerator. We back initiatives that close prison doors and open doors of opportunity for all. #YesWeCode is a national initiative to help 100,000 young women and men from underrepresented backgrounds find



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for low-income Lane County residents.  
<https://homesforgood.org/>

success in the tech sector.  
<http://www.thedreamcorps.org/>

**Shelter - Low Income Housing**

2100 block of W 12th Street in Eugene.  
Please send application to  
HACSA at 300 W Fairview Dr Springfield OR 97477.  
For further information, call (541) 682-4090 TTY  
(541) 682-2565  
<http://www.hacsa.org/content/firwood-apartments>

**Shelter - Low Income Housing**

U.S. Department of Housing and Urban  
Development  
451 7th Street S.W.  
Washington, DC 20410  
Telephone: (202) 708-1112 TTY: (202) 708-1455  
Find the HUD office near you!  
<http://portal.hud.gov/hudportal/HUD>

**Shelter - Low Income Housing**

Housing Works fights for funding and legislation to  
ensure that all people living with HIV/AIDS have  
access to quality housing, healthcare, HIV  
prevention, and treatment, among other lifesaving  
services.  
<http://www.housingworks.org/>

**Shelter - Transitional Housing**

1-855-860-3119  
Transitional, sober housing provides supportive  
housing along with drug and alcohol treatment for  
selective locations.  
<https://www.transitionalhousing.org/state/california>

**Volunteer - Volunteer Opportunities**

We make it easy for good people and good causes  
to connect. We are a community that believes in  
the power of volunteering to enrich our lives and  
the world around us. Find locations to volunteer  
near you!  
Virtual volunteer opportunities are also available -  
<https://www.volunteermatch.org/virtual-volunteering>

<https://www.volunteermatch.org/city/Oakland%2C+CA%2C+USA>

## **Interview Questions for You to Ask**

In an interview both you and the employer are finding out about each other. Asking these questions will show general interest in the business, and the team you are applying to work with. These questions show you care about the position and how you might fit. Asking questions will also help you understand if you think the environment is suitable for you.

Please tell me important information I should consider about working with this company:

- On average, how long do people keep the position for which I am applying?
- What strengths and skills do you think I should have to best fill this position?
- What employee qualities are encouraged here?
- Is this a friendly environment or are people pretty serious?
- Would you tell me about the challenges I might find working here?
- Which companies, products or services are our competitors?
- Is there an opportunity for promotion from this position?
- How often will I be evaluated?
- What are the businesses strengths? What aspects need improvement?
- What will be expected of me in the first 3 months? 6 months? Year?
- Are we encouraged to participate in things outside of work, like a softball league?
- In what ways does the company recognize and honor work that has been done?
- Will I have an employment agreement?
- Will I work with alone or with a group?
- Who will I report to? What kind of person are they?
- Are we anticipating any major changes in the workplace?
- How many applicants do you have for this position?
- What training do you provide?
- Does the company provide or support higher education or advanced training for employees?
- Is there anything else I can provide you to help you make a decision?
- How soon can I expect to hear from you?

Not all of these questions would apply to any one position. These questions are just examples to either pick from or open your mind to asking questions that will help you make sure the job is acceptable for you!

## Thank You Letter

Writing a thank you letter allows you the opportunity to share your reflections from interview including topics that were discussed and your decision to accept the job if it is offered to you. If you do not want the job you can write a short thank you letter stating that you wish to withdraw your application. If you do want the job, restate the qualifications and social skills you possess related to the requirements of the position and culture of the company. Be sure to send your thank you letter within a day of your interview.

Sue Kastensen  
PO Box 63  
Westby, WI 54667  
608-634-6363  
sue@gmail.com

January 20, 2012

Alex Wikstrom  
Sun Dog Manufacturing  
123 Swiggum St.  
Westby, WI 54667

Dear Mr. Wikstrom:

Thank you for taking the time to meet with me about the Shipping Manager job opening yesterday. I appreciate the opportunity to interview for this position.

Upon reflection, I believe I am a good fit for the Shipping Manager position and also for the company. I bring four years experience in shipping and receiving and I am familiar with nearly all of the tools you showed me. I learn quickly and will be able to master each of the computer shipping programs easily. My personality is well-suited to accommodate the variety of employees who will bring items to be shipped, and also the freight handlers that I will interface with.

Thank you for listening to me describe my past and what I have learned from my incarceration. Be assured that I have reflected upon, learned from, and moved beyond all types of criminal behavior. I am ready and willing to be a reliable benefit to Sun Dog Manufacturing.

I'm very interested in working with you and your team. I am a dedicated worker and can commit to supporting Sun Dog Manufacturing well into the future. Please feel free to contact me if you would like further information. My cell phone number is 608-634-1234

Thank you again for your time and consideration.

I'm looking forward to hearing from you.

Sincerely,

**Signature Here**

Sue Kastensen

\*\*\* For many more examples, Search the Internet for *Thank You Letter Examples* \*\*\*