

The Re-Entry Concept Paper and Demonstration Project

By: Portland Leadership Foundation

March 2019

Introduction

Since 2012, Portland Leadership foundation (PLF) has mobilized over 13,000 Oregonians to come alongside the Department of Human Services child welfare system. Leveraging a simple, but effective, four-part model, PLF's Every Child (www.everychildoregon.org) initiative will have a 36-county influence by the end of 2019. The community momentum established in Oregon harnesses a relational power ad infinitum.

Over the last year, key leaders in the faith-based community, Oregon's government, and the social justice community have asked PLF to consider sharing the power and learnings of Every Child Oregon with the women and men (and their children) affected by the criminal justice system. Since March 2018, the Oregon Justice Resource Center and PLF staff have met with dozens of leaders across all sectors to stimulate a statewide discussion about the lack of a systemic community response for formerly incarcerated Oregonians attempting to re-enter the neighborhood.¹ Dozens of faith communities and community organizations joined together with leaders from PLF, M.J. Murdock Charitable Trust, and Luis Palau Association to host a series of Civic Forums on the topic.² Most involved have developed a growing sense that now may be the time for Oregonians to expand the community partnership with the state of Oregon to do something big, coordinated, and aligned. The overarching goal? **Partnering with the Department of Corrections by connecting individuals, families, faith communities, and community groups (including businesses) to walk alongside Oregonians attempting to successfully re-enter the neighborhood after incarceration. The aim is to dramatically decrease the recidivism rate while increasing the number of Oregonians relationally involved with formerly incarcerated individuals.**

This concept paper is written to articulate the current realities incarcerated **women and their children** face when leaving prison and make the case for the need to invest in a new statewide, community-based, re-entry model designed to serve women and their children. We will suggest that if an investment is to be made to develop a statewide, community-based re-entry model, an initial two-year demonstration project should form in partnership with the Oregon Justice Resource Center and the commitments they make in HB2631 (See: Addendum A).

PART ONE

An Overview: Department of Corrections and Data

The Oregon Department of Corrections (DOC) was created by the Oregon Legislature in June 1987. DOC's mission is "to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior. DOC protects public safety, holds

¹ Oregon Justice Resource Center, led by Bobbin Singh: <https://ojrc.info/>

² January 31 (500), February 25 (100), February 28 (50), March 12 (50). Total Civic Forum Attendance: 700

offenders accountable, and requires them to take personal responsibility – both for their crimes and for their behavior within DOC institutions.”

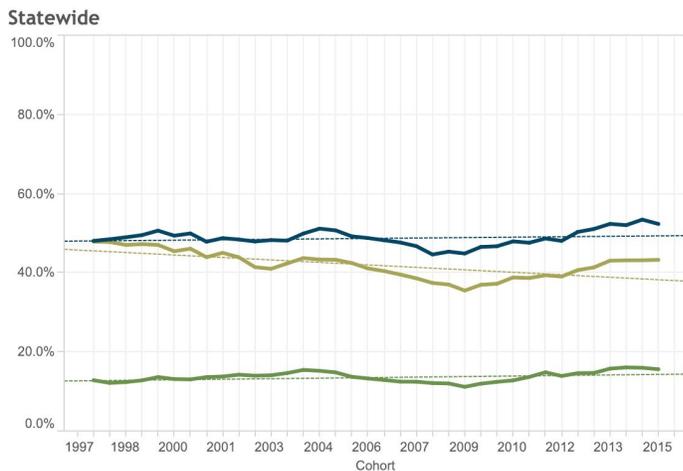
With nearly 4,600 staff, DOC is responsible for custody of adults sentenced to prison for more than 12 months and houses approximately 14,900 adults in custody (AIC) in 14 state prisons throughout the state. The median length of stay for a prisoner is 24.5 months, and the cost per inmate per day is \$108.³ DOC is also responsible for post-prison and probation oversight of over 30,000 Oregonians. The majority of inmates are Caucasian, African American and Native American inmates are disproportionately represented (above population rates) in prisons across Oregon.

AIC and Offender Demographics

September 2018

	Probation	Local Control	Prison	Post-Prison
GENDER				
Women	4,298	97	1,266	2,353
Men	10,476	364	13,657	11,722
Total	14,774	461	14,923	14,075
RACE				
Asian	160	7	225	152
Black	972	30	1,378	1,087
Hispanic	931	21	1,907	939
Native American	218	8	469	354
Caucasian	12,427	395	10,919	11,526
Pacific Islander	18	0	23	8

DOC has a multi-faceted approach to measuring recidivism rates in Oregon.⁴ Recidivism refers to a person's relapse into criminal behavior, often after the person receives sanctions or



undergoes intervention for a previous crime. Recidivism is measured by criminal acts that resulted in rearrest, reconviction or return to prison with or without a new sentence during a three-year period following the prisoner's release. 56% of formerly incarcerated persons in Oregon are arrested within three years of release from prison or from a felony jail sentence.⁵

It is common for a person to leave incarceration in Oregon receiving nothing more than a few bus tickets. Many prisoners are released alone, without family or community support.⁶ In Oregon, the services for released prisoners are limited and often

³ <https://www.oregon.gov/doc/about/Pages/home.aspx>

⁴ <https://www.oregon.gov/cjc/data/Pages/recidivism.aspx>

⁵ The incarceration rate for women in the 2015 cohort was 51.3%

⁶ “When inmates leave prison, the battle to stay out begins.” <https://portlandtribune.com/pt/9-news/284512-160485-danger-at-the-gate>

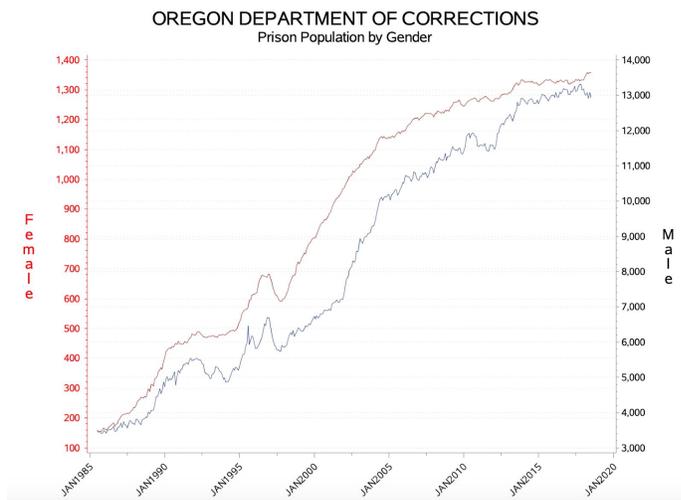
fractured. Some of the larger counties have services available, but in many rural counties, there are no services at all. In Oregon, people are routinely released from prison homeless.⁷

There is broad recognition from leaders within both DOC and the non-profit community that re-entry services are vital. There are great models of success⁸; however, most of the services are severely lacking funding and are unable to scale.

For example, Home for Good is a statewide program that works with volunteer mentors from faith and community-based organizations. This re-entry program enables community members to provide offenders with a pro-social spiritual support system, which helps them to develop their spirituality and to learn new pro-social attitudes and ways of behaving without crime. Developing such pro-social networks, associates, and skills are key components of evidenced-based practices for reducing recidivism.⁹ Some DOC funds have been allocated to Home for Good, which offset the cost of Chaplains on the inside of prisons. The program leans heavily on the networks of individual chaplains and does not have a public-facing brand designed to mobilize connect community members. A scalable brand and model are needed.

Women, children, and the impacts of incarceration

Almost everyone incarcerated in Oregon will return to our communities one day.¹⁰ Many will



cycle through our criminal justice system more than once, caught in a cycle of poverty, marginalization, crime, and incarceration. Our communities pay a high price for this cycle. Efforts on behalf of state agencies to equip prisoners with new skills and cultivate a genuine commitment to change is not enough for post-prison success.

Over the last 30 years, the number of women in the criminal justice system has increased dramatically. Since 1995, the number of men in Oregon's prison system has increased by about

75% while the number of women in prison in our state has almost tripled.

Many incarcerated women struggle with addiction, mental illness, and histories of abuse and trauma. Most are mothers so their being stuck in a cycle of crime and incarceration has an

⁷ "Recidivism and Redemption."

<https://catholicsentinel.org/Content/News/Local/Article/Recidivism-and-redemption/2/35/37326>

⁸ <https://sponsorsinc.org/>

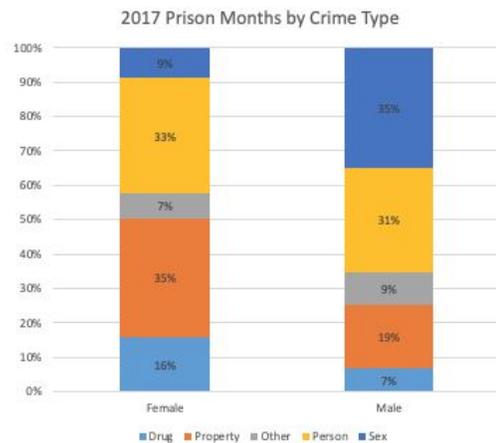
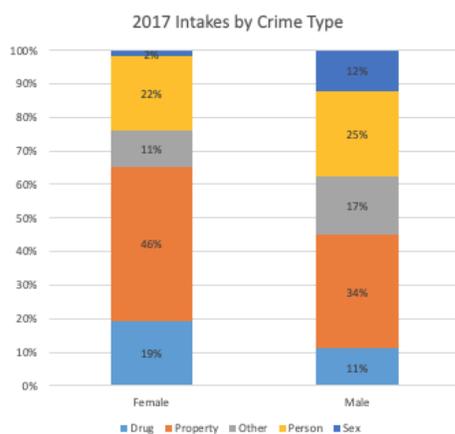
⁹ <https://www.oregon.gov/doc/volunteer/Pages/hgo-training.aspx>

¹⁰ 95% of prisoners in Oregon will be released in their lifetime.

especially devastating impact on their children and our communities. Women tend to be particularly underserved and unseen when returning to their communities.

Women intersect with the criminal justice system in ways that are different from men. Although women are being incarcerated at unprecedented rates, they pose a relatively low public safety risk.¹¹ This is underscored by the type of crimes women generally commit: “women in state prisons are more likely than men to be incarcerated for a drug or property offense” and less likely to be incarcerated for a violent crime.¹² Even within prison, the likelihood of women committing acts of “violence and aggression ... [is] extremely low.”¹³ More so than men, women’s “criminal behavior is often related to their relationships, connections, and disconnections with others.”¹⁴

The most recent data from the Oregon Department of Corrections show that women in Oregon are incarcerated primarily for nonviolent drug and property offenses.¹⁵ When nonviolent property and drug offenses are put together, they account for well over half of all admissions to Coffee Creek Correctional Facility.¹⁶ In Oregon, property and drug crimes comprise a larger proportion of convictions for women than men. Specifically, person and sex offenses put together accounted for only 20% of all prison intakes for women, compared to 39% for men.



¹¹ National Resource Center for Justice Involved Women. “Ten Truths that Matter when Working with Justice Involved Women.” 2012. Accessed Feb 14, 2019. https://cjininvolvedwomen.org/wp-content/uploads/2015/09/Ten_Truths_Brief.pdf. Women pose a lower public safety risk than men.

¹² Sentencing Project. “Fact Sheet: Incarcerated Women and Girls.” Washington, DC, 2015. Accessed August 6, 2016. <http://www.sentencingproject.org/wp-content/uploads/2016/02/Incarcerated-Women-and-Girls.pdf>

¹³ American Jail Association. “Ten Facts about Women in Jails.” Accessed September 13, 2016 at <http://www.americanjail.org/10-facts-about-women-in-jails/>

¹⁴ National Resource Center for Justice Involved Women. “Ten Truths that Matter when Working with Justice Involved Women.” 2012. Accessed August 4, 2016. https://cjininvolvedwomen.org/wp-content/uploads/2015/09/Ten_Truths_Brief.pdf. Women pose a lower public safety risk than men.

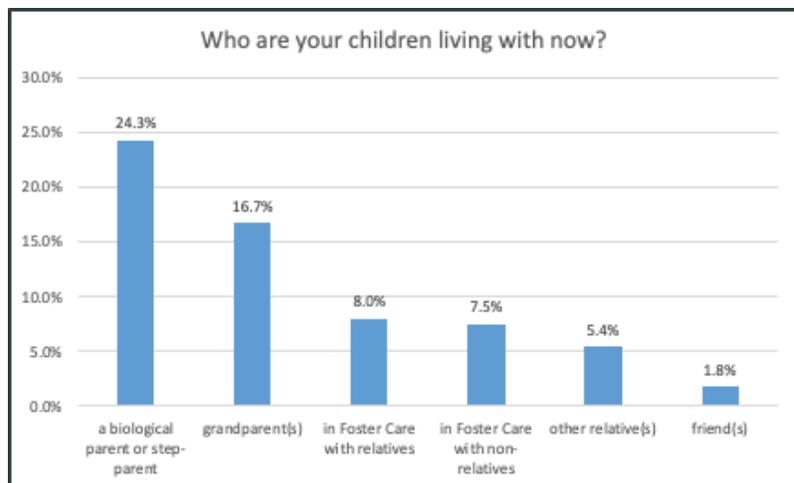
¹⁵ Oregon Department of Corrections. “Inmate Population Profile for 07/01/2016.” Accessed August 6, 2016. https://www.oregon.gov/doc/RESRCH/docs/inmate_profile_201607.pdf

¹⁶ Schmidt, Mike. “Women in Oregon’s Criminal Justice System.” Presented as part of the Women in Prison Conference 2015 at Lewis & Clark Law School, Portland, Oregon. Accessed at www.herstoryoregon.org

Children of Incarcerated Women

Children suffer enormously from their parents' criminal activity and incarceration. The consequences of a parent's incarceration resonate throughout a child's life and may ultimately undermine his or her ability to be a productive adult. More than half of incarcerated juveniles and one-third of adults in jail or prison have immediate family members who have also been incarcerated, suggesting a cycle of destructive behavior and imprisonment that rolls through a family's history.¹⁷ The Bureau of Justice Statistics estimates that in the United States today nearly two million children under the age of 18 have at least one parent in prison or jail,¹⁸ although this number is likely to be significantly higher. For African American children, nearly one in 14 have an incarcerated parent.¹⁹ Given the churning of prison and jail populations, it is reasonable to estimate that more than 10 million minor children have experienced the arrest, incarceration, or release from jail or prison of a parent or loved one.

In Oregon, one estimate suggests as many as 80 percent of incarcerated women have children. For children of prisoners, the consequences of a parent's imprisonment are enormous. In some cases, the remaining parent or caregiver may be unable to secure regular employment, forcing the family onto the margins of economic life. The depth of the emotional wounds caused by a parent's



incarceration is hard to fathom by those who have not experienced it. In a typical family where a parent is incarcerated, the child is beset by guilt, fear, grief, and rage; the remaining parent or other caretaker is angry, overwhelmed, and little able to cope with the child's feelings or the emotional and financial challenge of raising the child alone. Many children--as many as 15% in Oregon--end up in foster care. There is also concern that a parent's imprisonment will lead to a cycle of intergenerational criminal behavior. Children of incarcerated parents are, on average, six times more likely to become incarcerated themselves.²⁰ One study found that children of incarcerated mothers had much higher rates of incarceration — and even earlier and more frequent arrests — than children of incarcerated fathers.²¹

¹⁷ Butterfield, F. (1992). "Studies Find a Family Link to Criminality." NY Times. Jan. 31, at A1, col. 3.

¹⁸ Beck and Karberg. (2001). "Prison and Jail Inmates at Midyear 2000." Bureau of Justice Statistics Bulletin. Washington, D.C.: U.S. Department of Justice, March.

¹⁹ Mumola, C. J. (2000). "Incarcerated Parents and Their Children." Bureau of Justice Statistics Special Report. Washington, D.C.: U.S. Department of Justice, August.

²⁰ Megan Cox, *The Relationships Between Episodes of Parental Incarceration and Students' Psycho-Social and Educational Outcomes: An Analysis of Risk Factors* (Philadelphia: Temple University, 2009).

²¹ Kopak and Smith-Ruiz, "Criminal Justice Involvement, Drug Use, and Depression Among African American Children of Incarcerated Parents," 89-116.

By the time the child of an incarcerated parent reaches his or her teens, that youth may have experienced the parent's incarceration a number of times. One study found that 7 out of 10 teens with incarcerated parents had witnessed a family member's arrest.²² Children of incarcerated parents may fear that they have been abandoned, that relationships with significant others are not reliable, or that they cannot count on being taken care of. During the parent's incarceration and upon the parent's release, they may struggle with such additional challenges as "maintaining contact with an incarcerated parent, possibly in a distant institution, . . . and having their basic needs met when their parents face the obstacles that confront all offenders upon release to the community—like exclusions from public housing, benefits, or employment discrimination."²³ Not surprisingly, adolescents with incarcerated parents have been found to be "very likely" to reject rules and limits set by adults in parental roles.²⁴ As a result of these challenges, children of prisoners often suffer from a range of behavioral, emotional, health, and educational problems.

Public Perception Changing. Women and Children

When considering the complexities of mass incarceration, the court of public opinion is just as punitive as the judicial system. A sense of collective empathy is not currently present in our culture for men who commit violent or sex crimes, yet there is reason to believe our national discussion on how we imprison citizens may yield significant opportunity in this cultural moment to change the way Oregonians understand incarceration and its impacts. Currently, more than half (53 percent) of voters believe that people who are incarcerated are more likely to commit crimes after being released than they were before entering prison, according to a poll commissioned by the Justice Policy Institute. Only 20 percent said people were less likely to commit crimes after being incarcerated. The same poll showed voters believe by a two-to-one margin that there are too many people in prison; 86 percent of respondents favor judges having the option to order treatment rather than prison for some drug users.²⁵

In considering the initial scope of the challenge we, as Oregonians, face in developing a community-driven, 36-county re-entry model, wisdom suggests developing a crawl, walk, run approach. At this time, we believe it is most prudent to capitalize on this cultural moment and focus on developing a model that works first with women (and their children). It is not fortuitous that PLF suggests this initial scope. In the last year, PLF engaged Oregonians with over four million messages through our marketing efforts to encourage community engagement. Analytics show the vast majority of the Every Child audience is women between the ages of 25-55. We believe this audience is a strategic target if PLF were to launch a demonstration project focused on prisoner re-entry.

²² Johnston, D. M. (1993). "Effects of Parental Incarceration." Center for Children of Incarcerated Parents.

²³ Burke, P. (2001). "The Resource Center for Children of Prisoners: A Proposal Submitted to the National Institute of Corrections by the Center for Effective Public Policy in Collaboration with the Family and Corrections Network, the Osborne Association, Inc., and the Urban Institute." Silver Spring, MD: Center for Effective Public Policy

²⁴ Ibid.

²⁵ <https://www.aecf.org/m/resourcedoc/aecf-ReentryHelpingFormerPrisoners-2005.pdf>

PART TWO: THE COMPLEXITIES OF RE-ENTRY

"I think the goal of everyone involved in the reentry process—the individual prisoner, her family, her community, and the agencies of government—should be to improve the chances of successful reintegration for each returning prisoner. This means re-establishing (or, as the case may be, establishing) positive connections between the returning prisoner and her family, the world of work, and the institutions of community." - Jeremy Travis, John Jay College of Criminal Justice

What makes incarcerated adults more likely to re-offend when they get out of prison? Is it the lack of a job? Hanging around with friends from the "old neighborhood"? Low self-esteem? Criminal behaviors that lead offenders to recidivate are often called "risk factors" or "criminogenic needs."²⁶ One of the ways to attempt to understand criminal behavior is to gain comprehension and knowledge of criminogenic needs. These needs are traits associated with criminal thinking and behavior. It has also been dynamically defined as "crime producing factors that are strongly associated with risk."²⁷

Researchers consistently list these major risk factors:

1. **Antisocial values and beliefs:** This is also known as criminal thinking. It includes criminal rationalization or the belief that their criminal behavior was justified. Individuals possessing this trait often blame others for their negative behavior, and show a lack of remorse.
2. **Antisocial peers:** Individuals with this trait often have peers that are associated with criminal activities. Most are often involved with substance abuse including drugs or alcohol. Peer influence often persuades the individual to engage in criminal behavior. They will also typically lack desire in community involvement. Often, the formerly incarcerated person may rejoin the same crowd upon release, and those associates may pressure the formerly incarcerated person into getting involved in the same illicit activities.
3. **Personality traits:** These traits often include atypical behavior conducted prior to the age of fifteen and can include, running away, skipping school, fighting, possessing weapons, lying, stealing and damage to either animals or property. Other traits may include habitual deceit, irresponsible, aggressive, impulsing and violent tendencies.
4. **Family dysfunction:** People first learn attitudes, values, and behaviors within the context of the family. One of the most common criminogenic traits includes a lack of family support, both emotionally and otherwise. An individual's family lacks the ability to problem solve and often is unable to communicate effectively. Family members often don't possess the ability to express emotions in an appropriate manner. More often than not, they are also involved with criminal activity.
5. **Low self-control:** This involves one's ability to control temperament and impulsivity. People that carry this trait often do things that they didn't plan, and will fail to think before

²⁶ National Institution of Corrections & Services

²⁷ Latessa, E. J., & Lowenkamp, C. (2005). *Community Corrections: Research and Best Practices*. Cincinnati, OH: Division of Criminal Justice, University of Cincinnati.

acting. The mindset is of the here and now, and not on the consequences of the behavior.

6. **Substance abuse:** The use of drugs or alcohol that significantly affect one's ability to engage in a successful and productive lifestyle. There is often an increased tolerance to substances, in addition to an inability to stop use.

In addition to the psycho-social factors that must be considered for successful re-entry, there are additional domains that add complexities when considering the likely success of a commitment to walk alongside a prisoner attempting to re-enter the community. Additional risk factors include:

7. **Housing:** Oregon is experiencing a housing crisis, and formerly incarcerated persons are one of the most vulnerable populations when considering the possibility of being unhoused. Before a person can examine other areas of her life, housing must first be established.
8. **Employment:** Formerly incarcerated Oregonians face several challenges upon release, including, the challenge of employers not wanting to hire ex-prisoners or the challenge of being disqualified from certain positions because of their incarceration. For example, formerly incarcerated persons often do not have rudimentary or essential identification documents upon release.
9. **Family Isolation:** Many formerly incarcerated Oregonians believe they can pick up where they left off with family and spouses or significant others. Often, however, circumstances have changed and there may not be support from families. Former prisoners are often unprepared for a reality that may not fit the family "fantasy" they contrived while "behind the walls."
10. **Adjusting to a new environment:** Once incarcerated, it doesn't take long to learn coping mechanisms and adjust to life in prison. Those coping mechanisms linger once released. Even simple things, such as waiting for doors to be opened or personal space and property issues, can be quite different on the outside and making adaptation difficult. Additionally, fields such as technology (cell phones, computers, Internet) can change rapidly and be markedly different after even a relatively short sentence. Re-entering persons are often unaware of the resources available to them and lack the skills to access those community resources.
11. **Lack Mental Health Treatment:** Many formerly incarcerated Oregonians have mental health needs while incarcerated and treatment may not continue after release, which can compound those problems. Often, skills have to be re-learned or re-channeled to cope on the outside.

Certainly any of these areas can cause a strain on a person's life and relationships. But if programs and support networks focus only on non-psycho-social issues (7-11) **without** addressing the criminogenic needs (1-6), research shows they will have little effect on recidivism. Getting a job, for example, is essential for a formerly incarcerated Oregonian to take care of her family and become a productive, contributing member of society. But if her

antisocial, self-centered attitudes stir up conflicts with her employer and other workers, she'll soon be looking for work.

When considering the complexities of what swirls around a person leaving incarceration, there is not one single programmatic solution. To build a community system of redemption, an all hands on deck approach is needed. Leaders from the public, private sector, and social sector will need to rise to make collective impact.²⁸

PART THREE: OREGON INTERVENTIONS AND CONCEPTS

There is far too much community ignorance or confusion related to Oregon's incarceration challenges, and we are in dire need for more neighbors to find discomfort in the fact that we are not sure, as a society, whether prison rehabilitates or merely warehouses people. The data suggests that women and men leave prison lacking the infrastructure to consistently contribute to their families and communities. The primary responsibility of DOC is typically the care, custody, and control of incarcerated individuals on the inside—not the successful reintegration of those released to the outside.

So whose mission is it to care for women and their children in the community?

We offer two statewide efforts stood-up to offer infrastructure and expertise, Home for Good and Oregon Justice Resource Center, and some additional community-based concepts that must be considered.

Home for Good

Home for Good Oregon (HGO) is an evidence-based model of mentorship and accountability programming administered by the Oregon Department of Corrections, Division of Religious Services, in partnership with faith-based community institutions. The program adapted a mentor/protégé support strategy based on research from a comprehensive Canadian model entitled Circles of Social Accountability.²⁹ Home for Good Oregon (HGO) was established in 2003 by using evidence-based practices that confirmed the importance of providing releasing offenders with social, emotional, and spiritual supports. "In working with offenders, HGO focuses on risk, needs, and responsivity, and emphasizes developing spirituality, prosocial associates, pro-social thinking, and increasing family and community connections."³⁰ The operational philosophy of HGO is grounded in Asset-Based Community Development theory (ABCD).³¹ This theory asserts that even struggling communities can identify significant resources to serve the needs of its members in the community itself.

²⁸ https://ssir.org/articles/entry/collective_impact

²⁹ Hannem, S., & Petrunik, M. (2007). Circles of support and accountability: A community justice initiative for the reintegration of high risk sex offenders. *Contemporary Justice Review*, 10(2), 153–171.

³⁰ Home for Good Oregon. (2006). Module 1: General knowledge department overview, OAM, religious services and the HGO program. Retrieved from http://www.oregon.gov/DOC/TRANS/religious_services/docs/hgo_documents/hgovmod_1.pdf

³¹ Kretzman, J., & McKnight, J. (1993). *Building communities from the inside out: A path toward finding and mobilizing a community's assets*. Chicago, IL: Asset-Based Community Development Institute.

The assumption of a study conducted on HGO was that, when reentry support is provided by a mentor, the ex-offender will perceive more sense of control and personal success.³² The study focused on examining the experiences of individuals participating in a mentorship program as part of a post-release program for formerly incarcerated persons entering their home communities. Seven criminogenic factors that influence recidivism were used as a framework to examine how the mentoring relationships influenced success in formerly incarcerated individuals successfully reintegrating into their home communities.³³³⁴ These factors were (a) associates, (b) substance abuse, (c) community functioning, (d) education and employment, (e) emotional and mental health, (f) marital and family health, and (g) attitudes.

The HGO mentoring process is straightforward. A volunteer serves as the main point of contact for a person re-entering the neighborhood with weekly meetings over the course of one year. HGO started in 2003 and has been one of the DOC Director's Strategic Initiatives. HGO has grown into a statewide network of volunteer regional and community chaplains, faith-based and community volunteers, and individuals and organizations that provide mentoring and support to inmates releasing from Oregon's prisons.

A study on the positive effects of HGO suggested:³⁵

1. Initial and repeated communication between the mentor and the incarcerated person while he or she is still incarcerated is an integral element in developing a trusting relationship on the outside.
2. Assessing the incarcerated person's level of self-sufficiency--while he or she is incarcerated--helps confirm the level of support a mentor would provide.
3. Developing proactive housing and support plans prior to a person being released from prison are an ideal practice.
4. A mentor serves as **THE** key resource in guiding a formerly incarcerated person toward community assets such as temporary housing, employment services, job training, and support groups.
5. Personal contact and social support on the first day and week of release should be a high priority for mentors. These early days after release are of great emotional concern to a formerly incarcerated person.
6. A healthy mentor/mentee relationship often leads formerly incarcerated person to see the mentor as a trusted resource and friend they do not want to disappoint.

³²

https://www.oregon.gov/doc/RESRCH/docs/Oregon_Faith_based_Community_Corrections_Program_%20Dan_Koopman.pdf

³³ Criminogenic factors: Factors that produce or tend to produce crime or criminality

³⁴ Recidivism: is defined "by criminal acts that result in the rearrest, reconviction, or return to prison with or without a new sentence during a three-year period following the prisoner's release" (U.S. Department of Justice, 2013).

³⁵

https://www.oregon.gov/doc/RESRCH/docs/Oregon_Faith_based_Community_Corrections_Program_%20Dan_Koopman.pdf

While HGO has demonstrated some positive results, the HGO model would need significant recalibration and investment to develop the community presence needed to mobilize the number of mentors and resources needed to appropriately provide the relational support that makes mentor/mentee matches successful. HGO also lacks a strategic map of partners to provide 360 degree care for a large number of ex-offenders. We will propose the development of a new effort that accentuates HGO's efforts, where appropriate. It is possible that HGO funding may help fuel this project in some counties.

Oregon Justice Resource Center and HB 2631

There is no other community organization more thoughtful and passionate about healthy statewide re-entry models for women than Oregon Justice Resource Center (OJRC). OJRC employs a holistic approach to criminal justice reform, using a model of integrative advocacy. This strategy includes focused direct legal services, public awareness campaigns, strategic partnerships, and coordinating legal and advocacy areas to positively impact outcomes for incarcerated populations.

For the purposes of this paper, we are most impressed with OJRC's Women's Justice Project.³⁶ The Women's Justice Project works to ensure that the criminal justice system treats women fairly, protects their health and safety, and makes it possible for them to successfully rejoin their communities when they are released.

Currently, OJRC has bipartisan support in both Oregon's House and Senate for a bill (HB 2631) focused on providing legal services for women leaving Coffee Creek prison and attempting to successfully re-enter the neighborhood. The bill funds a two-year pilot program to help 240 women resolve and navigate their civic legal needs before they leave prison. The bill:

- Prepares women for a more successful reentry by helping them resolve and navigate their civil legal needs before they leave prison.
- Provides access to civil legal assistance via three (3 FTE) Oregon Justice Resource Center (OJRC) attorneys at a cost of \$800,000 (for the biennium).
- Offers a statewide service, helping women returning to counties throughout Oregon.
- Puts to good use the relatively stable environment women experience in prison to address their problems
- Dedicates attorneys to working solely at Coffee Creek to better address the unique needs of justice-involved women

Currently, OJRC has invited Oregon Health and Sciences University (OHSU) and PLF to partner along with this two-year pilot. OHSU will be inviting doctors to provide medical plans for the 240 women participating in the pilot program. PLF has been asked to provide community-based supports for the same group of 240. OJRC will seek to successfully evaluate this two-year pilot

³⁶ <https://ojrc.info/womens-justice-project>

alongside its partners. If the pilot is successful and a clear model is locked-in, the intent is to scale the effort to serve both women and men. It is not unreasonable to think that Oregon's legislature may invest further into re-entry services similar to what is being proposed in HB2631.

Community-based Support Concepts

Research suggests that **comprehensive networks** of individuals and organizations can effectively address *clusters* of criminogenic and non-criminogenic (but still important) needs. A tailored network serves the *whole* person by identifying the range of needs and developing comprehensive plans to provide effective resources. For example, one person in the network might provide substance-abuse accountability; another might offer reentry employment advice that focus on employee *attitudes* as well as job contacts; faith communities and other community groups can provide a positive social network (to replace antisocial friends) as well as spiritual nurture. University of Cincinnati researchers conclude that a networked approach "that targets at least four to six criminogenic needs can reduce recidivism by 30 percent."³⁷

Perhaps the greatest human resource to help a formerly incarcerated Oregonian succeed is a mature and positive **mentor** (or *group* of mentors)—a friend, coach, guide, and role model to counter the influence of antisocial peers and illicit temptations. Through their interactions, mentors help re-entering individuals develop good decision-making and problem-solving skills. Mentors also help expand re-entering individuals' positive social network by introducing them to friends and modeling healthy family, getting them involved in more *pro-social* activities.³⁸

Whereas a scalable model can be developed to offer a network of support for formerly incarcerated Oregonians, there are two phases of community support needed:

1. **Support for prisoners about to be released:**

The first step toward successful re-entry is the development of a comprehensive discharge plan that includes living arrangements, medications, identification, transportation, emergency funds, escorts, and linkage to community or faith-based organizations and mentors. A well-known phenomenon within prisons, "gate fever," describes the stress and tension that people experience as their release date nears.³⁹

Those who have served sentences of several years are likely to be apprehensive about the awaiting world and their place in it. Many people will leave the front door of the prison with little else than one or two outfits and a bus ticket. Without a clear plan about where they will go, what they will do, and how they will eat, their chances of failure increase. To enhance success factors for a prisoner's re-entry, research suggests the following are needed:

³⁷ https://www.uc.edu/content/dam/uc/ccjr/docs/articles/What_Are_Criminogenic_Needs.pdf

³⁸ McNeill, Raynor, and Trotter. "Offender Supervision: New directions in theory, research, and practice . New York: Routledge. 2010. *Note: In 2006, the Washington Institute of Public Policy did a meta-analysis of 291 rigorous research studies called "Evidence Based Adult Corrections Programs: What Works and What Does Not." The top ranked program (COSA), created "circles" of mentors and saw 31.6 percent drop in recidivism from a sample size of 388 adults. COSA circles are four-to-seven volunteers.*

³⁹ https://www.jstor.org/stable/pdf/23635027.pdf?seq=1#page_scan_tab_contents

- i. **Discharge Plan:** All people who have been in prison should exit the gate with a discharge plan, ideally developed by a case manager, who provides information and guidance, advocate on the client's behalf with outside agencies, and make arrangements to ensure that any required services are available upon release. A comprehensive discharge plan inoculates people in prison against the worst symptoms of "gate fever," reducing the stress associated with release and preparing them for its challenges. For the process to be successful, however, it must provide more than a service plan and a list of community resources. Discharge planning should help build prisoners' motivation and readiness for change, give them the opportunity to rehearse new behaviors, prepare them for the difficulties of reentry, and give them the personal resources needed to make the adjustment.
- ii. **Family Integration:** For those who will be returning to their families, the process should anticipate and accommodate the needs of their spouses and children as well.
- iii. **Proactive Planning:** While people in prison should begin planning for their return to the community at the earliest possible time, the intensity of the preparation process should increase as they approach their release date. The formal discharge planning process should begin roughly six months prior to release. As that date nears, the amount of time spent in pre-release activities should increase accordingly. Discharge planning for inmates who are being detained pending adjudication of their cases differs considerably from planning for those nearing the end of their sentences. In the former case, there is less time available for making plans, and there may be no post-release criminal justice supervision. In the latter, discharge planning takes a more predictable route and often involves parole supervision.
- iv. **Community-based Support:** Lacking predictability and often failing to reward good behavior or planning, the parole system can have a complicating impact on the discharge planning process. Despite their obvious importance, most correctional systems do not provide for the development of comprehensive discharge plans, which puts an enormous burden on under-resourced communities and family members of released inmates. Parole officers, often hampered by large caseloads and a lack of public support for the rehabilitative aspect of their work, may provide only little relief. Given these factors, community-based organizations/efforts must play a catalytic role in the discharge process and serve as the link between prison and reentry into the community. In most cases, community groups serve the discharge planning process by conducting workshops that prepare people in prison for their release and by connecting them to neighborhood resources. Local organizations seeking to play a more central role can provide discharge planning services,

helping inmates develop a service strategy and ensuring that they follow through with it upon release. No matter what approach is taken, if scale is possible, a model must be developed where volunteer mentors can be used to support the discharge planning process and facilitate the transition to the outside world.

- v. **Basic Necessities:** Often overlooked, but extremely important in the discharge process, are such basic necessities as suitable clothing and transportation money. An inmate released without an overcoat in the winter, or sufficient funds to make the trip home, will become quickly discouraged. Unlikely that these necessities are being met by formal systems, community members can be empowered to help fill the gap in a variety of ways. For example, clothing drives can be used to provide people in prison with garments that are suitable for the season, and funds can be raised to subsidize transportation home.
- vi. **Health Care Plan:** Neighborhood groups seeking to become involved in the discharge planning process can learn much from the practices and experiences of the health care community, where discharge plans are common. Regardless of who provides discharge planning, successful outcomes require close collaboration between the multiple agencies responsible for the release, supervision, and treatment of people leaving prison.

2. **Support for formerly incarcerated Oregonians attempting re-entry:** What happens upon release? Regardless of whether or not a discharge plan is in place, there are no shortcuts for the relational accountability necessary to ensure that formerly incarcerated Oregonians are accessing supports and mentoring related to housing, substance abuse treatment, medicine and health care, education, job training, employment, child care, identification, transportation, and emergency funds.
- a. **Celebration:** When an incarcerated person is released, that person--regardless of her crime--should be celebrated for navigating the intensity of having liberties removed. Far too often, prisoners who are anticipating release are not met with mutual anticipation from the community. Opportunity exists for neighbors, family and community members to relationally express hope, determination, and optimism alongside an incarcerated person upon her release.
 - b. **Mentoring:** Without ongoing support and guidance, the challenges of re-entry are likely to overwhelm even the most motivated individual. Mentoring is a strategy intended to provide support for new behaviors and attitudes, leading people to resources they might not find on their own and increasing their problem-solving skills. Although mentoring typically involves the development of one-on-one relationships, group mentoring is also a common practice. In either case, success depends heavily on the ability of mentors to build a supportive relationship and draw people who have been in prison into available programs and services. Comprehensive evaluations and research suggests that successful mentoring programs have a strong infrastructure and highly qualified staff who

can ensure that mentors are carefully screened, trained, and monitored throughout their participation in the program. There is little doubt among practitioners that the development of caring relationships helps sustain motivation and build self-esteem, and that mentors can be successfully engaged in supporting these objectives. Adult programs that involve mentors fall into two categories:

- i. **Brief Mentoring:** formal efforts that link people with volunteers on a short-term basis for guidance and support and that draw mentors from the ranks of former prisoners themselves, members of faith institutions involved in prison ministry, and business people who provide career guidance
- ii. **Long-Term Mentoring:** longer-term efforts in which mentors are the backbone of the program, engaging formerly incarcerated people in a formal capacity over a long period of time.

Mentors in these programs should be screened, trained, and provided with close supervision throughout their involvement with clients, who are matched to their interest and skills. Mentoring requires a significant investment of time and effort by both staff and volunteers. Volunteers engaged in these activities should be aware that any failure to keep an appointment or meet an obligation would be devastating to the participant.

- c. **Job placement assistance:** In some communities, placement services are offered as a way for formerly incarcerated persons to compete for hard-to-fill jobs. In communities where the prison provides pre-employment workshops, community-based networks can provide refresher classes. In communities where the prison does not, community networks can offer a formal series of workshops, along with vocational assessments. If possible, the workshop staff should include a former prisoner, and the program should offer peer-led support groups.
- d. **On-the-job training:** These services can both meet the immediate needs of former prisoners seeking employment and provide employers with skilled workers. The training period can vary depending on the skills required and the individual's aptitude. Funding for on-the-job training programs may be able to be secured through government agencies, which could allow localities to enter into contractual relationships with organizations providing services to special populations.
- e. **Housing strategies:** A woman's return home to her children, spouse/partner, or other family member is the re-entry plan of first resort. The challenges of transition are greatly eased when a the incarcerated person's family is ready, willing, and able to reopen its doors and provide support. For many people leaving prison, however, living with family is not a viable option (for example, in situations involving substance abuse, domestic violence, or other issues). In these cases, the released prisoner faces not only the pressing task of getting a job but also the challenge of finding a place to live. The two challenges are inextricably linked. Without a permanent address, job seekers are less likely to

find work. Without a job, newly released prisoners returning to their community often cannot afford to pay rent—or to make the security deposit often required. This scenario is further complicated by the lack of affordable housing in many communities, the prejudice many landlords have toward people with criminal records, and the prohibition often imposed by parole officers against living in certain neighborhoods. To help people overcome the housing challenges of reentry, community networks can connect them with local housing-assistance resources. A clear inventory of those resources must be developed in each community.

PART FOUR: SO WHAT?



MOTHERS:

In the wild, when a mother elephant is giving birth, the other female elephants in the herd back around her in formation. They close ranks so that the delivering mother cannot be seen in the middle. The herd stomps and kicks up dirt and soil to throw attackers off the scent. They surround the mother and incoming baby in protection, sending a clear signal to predators that if they want to attack their friend while she is vulnerable, they'll have to get through 40 tons of friendship first.

When the baby elephant is delivered, the sister elephants do two things: they kick sand or dirt over the newborn to protect its fragile skin from the sun, and then they all start trumpeting a celebration of new life, of sisterhood, of something beautiful being born in a harsh, wild world despite enemies and attackers and predators and odds.

Scientists suggest this formation takes place in only two cases - when a female elephant is under attack by predators or during the birth of a new elephant.

This is what is needed--and all too often absent--in the lives of women (and their children) who are incarcerated in Oregon. When our neighbors are vulnerable or under attack or giving birth to new life, we, as a community need to get in formation. After a family goes under attack, when the night has passed and our sister is ready to rise back up with her children, we should sound our trumpets because we saw it through together.

CHILDREN:

Officials at the Kruger National Park in South Africa were once faced with a growing elephant problem. The population of African elephants, once endangered, had grown larger than the park could sustain. A plan was devised to relocate some of the elephants to other African game reserves. A challenge emerged as the harness created to airlift the elephants could not handle the male bull elephants. A quick solution had to be found, so a decision was made to leave the much larger bulls at Kruger and relocate only some of the female and juvenile elephants.

A strange problem surfaced at South Africa's other game reserve, Pilanesburg National Park, which was the younger elephants' new home. Rangers at began finding the dead bodies of endangered white rhinoceros. Not much in the wild can kill a rhino, so rangers set up hidden cameras throughout the park. The culprits turned out to be marauding bands of aggressive juvenile male elephants, which were the very elephants relocated from Kruger. Such behavior was very rare among elephants, and rangers settled on a theory: what had been missing from the relocated herd was the presence of the large dominant bulls that remained at Kruger. In natural circumstances, the adult bulls provide modeling behaviors for younger elephants, keeping them in line.

Juvenile male elephants experience "musth," a state of frenzy triggered by mating season and increases in testosterone. Normally, dominant bulls manage and contain the testosterone-induced frenzy in the younger males. Left without elephant modeling, the rangers theorized, the younger elephants were missing the civilizing influence of their elders as nature intended.

To test the theory, the rangers constructed a bigger and stronger harness, then flew in some of the older bulls left behind at Kruger. Within weeks, the bizarre and violent behavior of the juvenile elephants stopped completely. The older bulls let them know that their behaviors were not elephant-like at all. In a short time, the younger elephants were following the older and more dominant bulls around while learning how to navigate their emotions.

When considering the challenges facing incarcerated women and their children, perhaps we should find our inspiration in elephants? :-) PLF proposes a demonstration project designed to mobilize community networks for women released from prison and their children.

The Re-entry Demonstration Project: Mobilizing “Community Crews” to love formerly incarcerated Oregonians

Portland Leadership Foundation proposes the development of a new collective impact effort to network individuals, families, faith communities, organizations, and government agencies--similar to the mobilization efforts of Every Child Oregon--to mobilize community to engage with 240 women being released from Coffee Creek Correctional Facility in 2020 and 2021.

The collective impact effort will manifest through a four-part model, designed to empower community members to walk alongside both the Department of Corrections and women (and their children) incarcerated in Oregon. The four pillars include:

1. Recruiting and Building “Crews” of Community Networks
2. Providing Hospitality
3. Establishing Volunteer On-ramps
4. Articulating a Counter-narrative to the Public

PLF expects to develop an affiliate-model for this effort that is county-specific and provides flexibility for the articulation of the core pillars in the demonstration phase. Our model as an organization, is to pilot new efforts first in Portland--where population is highest, complexities in the social issues abound, relationships have the greatest legacy for PLF, and resources and services are most robust.

1. Recruiting, Building, Matching, Supporting, and Monitoring “Crews” of Community Networks

Government and non-profit programs don't change people's lives. Only relationships do that. When considering the multi-faceted challenges women and their children face when attempting to re-entry, nothing is more important than fighting against social isolation. Leaning on the generosity of volunteers and research on the impact of community networks, PLF will begin the pilot by building “**Crews**” of mentors for women leaving incarceration (and her children).

A **Crew** is a community network of no less than five women (and potentially their significant others), who commit to form a Crew, where not one mentor-mentee combination does, nor should be expected to, provide all of the necessary supports a formerly incarcerated person may need upon re-entry.⁴⁰ Among the Crew, each member might perform a different role. Some examples may include:

⁴⁰ PLF intends to study the CoSA model for the possibility of scalability in Oregon: <https://csgjusticecenter.org/nrrc/circles-of-support-and-accountability/>

1. *Navigator*: It will be important to ensure a mentor is available to help navigate the many organizations and processes that must be engaged in order to draw upon key social services.
2. *Nurturer*: In the case that a formerly incarcerated person has children, it may be important to have someone available to discuss the challenges of parenting.
3. *Sponsor*: Many formerly incarcerated Oregonians suffer from addictions of different sorts. While the Crew does not provide counseling, a volunteer sponsor may be needed when a mentee needs recovery classes or has mental health needs.
4. *Accountant*: Considering the financial realities formerly incarcerated persons face, it may be important to have a mentor available to discuss finances and provide accountability toward key goals
5. *Empath*: Everyone needs a listening ear. Whereas other mentors may have specific roles, it may be important to have someone available to connect emotionally.
6. *Skill-builder*: Employment is the key to empowerment and self-sufficiency. It is common for formerly incarcerated Oregonians to lack a clear plan for skill development that will lead them toward gainful employment. A mentor with a specific job-focus will accelerate employability.

Recruiting: The community holds a wealth of relational resources. Leveraging the skills developed through the recruitment of volunteers and foster families through Every Child Oregon, PLF will accept the responsibility of recruiting women and families to form a Crew around each formerly incarcerated woman. With the right branding and amplified marketing effort, we believe individuals, families, businesses, faith-based communities and other community groups are prepared to respond. PLF's Customer Service Center will receive inquiries and populate Crew's in geographical areas matching the discharge plan for each woman participating in the two-year demonstration project.

Building: In many cases, Crews will naturally form within affinity groups. In other cases, PLF Customer Service Coordinators will map and match volunteers. Once a Crew is populated, mentor training will be provided by PLF staff. While roles will be determined based upon who comprises the Crew, PLF will help each Crew by providing education and strength-mapping for volunteer mentors within each Crew.

Matching: Making a successful mentor match is critical to the vitality of a community-based relationship between the Crew and the formerly incarcerated woman. PLF imagines partnering directly with DOC and OJRC to encourage as much interaction between the newly-formed Crew and the mentee in search of a community network of support. While DOC's Home for Good has a track record of success, it's unclear if the program is prepared to scale.⁴¹ OJRC will be providing unique legal services and will also help make mentor matches in partnership with DOC.

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<https://www.jsonline.com/story/news/crime/2016/10/01/oregon-program-relies-churches-help-ex-inmates/91130570/>

Research suggests that the likelihood of a successful mentor match for a formerly incarcerated person goes up dramatically when the match is made pre-release. As a result, PLF will work to facilitate pre-release introductions to ensure the Crew is prepared at the moment of release. Pre-release preparations that offer clear plans for relational on the outside will reduce the risk of recidivism or drug relapse and improve the odds of successful reintegration.⁴²

Supporting: For every hour mentees spend with their mentors post-release, the odds of achieving their re-entry goals increase by almost 5.5 times.⁴³ While this finding provides insight into the effectiveness of post-release mentoring, it also makes the case for the importance of supporting the volunteer Crews as they step forward. There is much at stake. PLF will provide regular encouragement and support environments for Crews to ensure volunteer mentors are not isolated in the critical investment they are making the life of a child.

Monitoring: PLF currently contracts with Innovative Mentoring Software to monitor and evaluate mentor matches.⁴⁴ While initially cumbersome, tracking the “dosage” of mentoring engagement hours and providing a source for the Crew record notes will ensure PLF and OJRC staff are able to evaluate the success of the mentor match in relation to whether or not the formerly incarcerated woman is re-incarcerated within three years.

2. Providing Hospitality

Many community members will not have the time or the inclination to participate in a Crew as a volunteer mentor. If our learnings with Every Child Oregon are any indication, we believe hundreds of Oregonians will desire to engage with the Department of Corrections and its employees as a form of public encouragement.

Since Every Child’s Portland affiliate, Embrace Oregon (www.embraceoregon.org), started in 2012, Oregonians have donated over 30,000 tangible items to benefit children in the child welfare system. We expect Oregonians to demonstrate commensurate generosity to come alongside women and children both during and after the incarceration of the mother.

PLF will establish a liaison strategy with DOC and OJRC to identify the needs of families and share those needs with community members both via email and social media. This will have a positive impact as formerly incarcerated Oregonians seek housing (ie. furnishings), employment (ie. community connections to jobs), and other community-based assets.

3. Establishing Volunteer On-ramps

Prior to Every Child Oregon, the paradigm in the child welfare system was “become a foster parent or do nothing.”⁴⁵ PLF disrupted that paradigm by partnering with DHS to offer a series of

⁴² <https://scholarworks.gvsu.edu/cgi/viewcontent.cgi?article=1847&context=theses>

⁴³ Ibid.

⁴⁴ <https://www.innovativementoring.net/>

⁴⁵ <https://katu.com/news/local/group-every-child-oregon-pushes-to-expand-foster-parenting-in-oregon>

on-ramps to volunteer partnership with the agency.⁴⁶ Ranging from providing DHS office makeovers⁴⁷ to becoming an “office buddy,” thousands of Oregonians are getting involved in creative volunteerism.⁴⁸

We anticipate Oregonians will want to scale-up their involvement both at DOC and in the lives of families. We believe this is a moment for massive shift in public understanding, yet if we are to break current misperceptions of DOC and incarcerated individuals, relational proximity will be irreplaceable. If the DOC is willing to pursue new volunteer onramps, experience suggests this will have a positive effect on both staff morale and the public’s awareness of DOC’s work.

PLF will also explore innovative ways for community members to demonstrate a neighborhood response whereas barriers to healthy re-entry can be removed in an episodic manner (ie. links to housing, donated furnishings, wardrobe building, etc).⁴⁹⁵⁰

4. Articulating a Counter-narrative

In our efforts to engage community and listen to Oregon’s experts on the challenges of re-entry, it is clear that most Oregonians are unaware of the challenges women and children face when a woman is incarcerated. Oregonian’s misunderstanding of the Department of Corrections and the justice process is a liability for any long-term systemic change.

As the primary educating and mobilizing vehicle, PLF will develop a new brand and a robust counter-narrative marketing and communications effort to push against the current media voice that creates misunderstanding and a dearth of empathy for ex-prisoners. PLF will leverage its expertise in online and social media marketing.⁵¹

Currently, PLF is unaware of a public-facing, statewide brand that communicates the need for more community involvement in the re-entry process. While Home for Good has an infrastructure on the inside, we are unaware of any marketing efforts (beyond individual chaplain networks) to recruit more volunteers. PLF intends on building a brand and marketing effort in partnership with DOC and OJRC. In fact, PLF believes this is the **only way** we will be able to recruit the number of community members necessary to successfully serve the 240 women (and their children) involved in this demonstration project.

⁴⁶

<https://www.oregonlive.com/health/2019/03/a-nurse-moved-to-do-something-haunted-by-the-lonely-faces-of-foster-children.html>

⁴⁷ https://www.oregonlive.com/timbers/2016/09/timbers_army_diego_valeri_reno.html

⁴⁸ <http://everychildoregon.org/resources/volunteer/>

⁴⁹ <https://impactjustice.org/impact/homecoming-project/>

⁵⁰ <https://www.npr.org/2019/01/16/684135395/from-a-cell-to-a-home-ex-inmates-find-stability-with-innovative-program>

⁵¹ Between Facebook and Instagram, PLF daily reaches 23,315 Oregonians with our content about DHS child welfare. Currently, PLF is also facilitating a campaign through Every Child called #showuporegon. This campaign includes purchasing billboards, radio ads, yard signs, and Google Adwords.

Serving the Children of Formerly Incarcerated Women

What makes PLF a unique partner in this inaugural demonstration project is the organization's long history of working with underrepresented youth and heroic families. PLF is deeply committed to serving young people experiencing adversity and uses a leadership lens to empower children.

Where a Crew may come alongside an ex-prisoner, PLF is equally invested in ensuring the children of ex-prisoners are also provided the same relational supports. PLF is prepared to offer similar mentor training for Crew members (or their significant others) who are interested in walking alongside children.

One of PLF's initiatives, the Champions Academy (www.pdxchampions.org), is uniquely designed to serve children of incarcerated (or formerly incarcerated) parents. For any children between the ages of 9-17 and located in Portland's tri-county area, PLF will commit to holding a spot within the Champions Academy and subsidizing the cost of each child's involvement.

Evaluation

Early in the formation of The Re-entry Demonstration Project, DOC, OJRC, and PLF will determine an evaluation plan and hire an external evaluator to gather all vested partners to write an evaluation plan, a technology plan, and a logic model that will clearly articulate the intentions of the two-year demonstration project. PLF will track real-time community data using Microsoft Dynamics and Power BI and will publish an annual report articulating short, intermediate, and long-term outcome data.

Staffing

President: Public-facing messaging and networking; program design for engaging children of incarcerated parents; fundraising

CEO: Engagement with DOC leadership; oversight of legislative relationships; key organizational relationships; program design; fundraising

Executive Director of Government Partnerships: Key DOC and organization relationships; overall program design and oversight; fundraising

Communications Coordinator: Oversight of regular social media marketing; newsletter development

Re-entry Director (1.0 FTE FOR 24 months) - NEW HIRE: Program delivery; staff oversight; day-to-day management and planning

Americorps VISTA Crew Coordinator (1.0 FTE FOR 24 months) - NEW HIRE: Recruiting, Building, Matching, Supporting, and Monitoring "Crews" of Community Networks

Customer Service Coordinator (.5 FTE for 24 months) - NEW HIRE: Communication with inquiring Oregonians; overseeing successful connection to program on-ramp or staffing; populating database and making case notes

Volunteer Coordinator (1.0 FTE for 12 months) - NEW HIRE: In the second year of the demonstration, we foresee a larger group of Oregonians stepping forward to donate tangible

goods, engage in hospitality and volunteer. This role will likely be required to ensure a high level of customer service

Budget

REVENUE	YEAR ONE	YEAR TWO	TOTAL
Private Donations	170,000	200,000	370,000
Foundations/Trusts	50,000	100,000	150,000
Government	0	50,000	50,000
PLF internal investment	50,000	30,000	80,000
TOTAL	270,000	380,000	650,000
EXPENSE			
Personnel	175,000	230,000	405,000
Program	25,000	30,000	55,000
Marketing	50,000	75,000	125,000
Operations	20,000	21,000	41,000
TOTAL	270,000	356,000	626,000

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Q: What's the urgency?

After a year of meeting with community leaders and conducting significant qualitative and quantitative research, the leadership of Portland Leadership Foundation believes there is a unique convergence of factors that make 2020 the year to launch a new re-entry demonstration project. Overwhelmed by the community interest in the Civic Forums hosted in 2019, we have seen 129 community members already showing interest in volunteering.

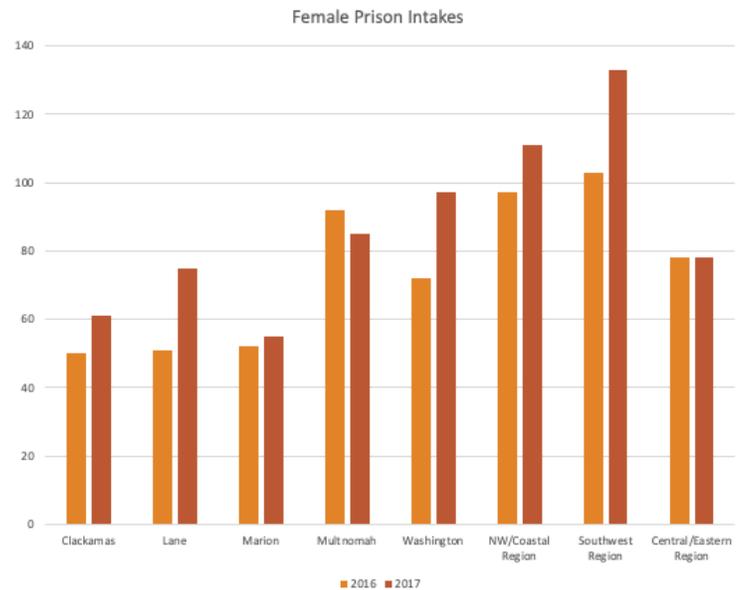
In January 2020, OJRC will launch a pilot designed to provide pre-release legal services to 120 women per year for two years (240 total). This pilot will carry unusual optics since its funding comes as the result of a successful bill passed through Oregon's legislature. Frankly, it's the public nature of this project that excites us. There is too much at stake to jump into re-entry work (this is new work for PLF) without calling upon Oregonians, in all sectors, to step-up toward collective impact. We believe OJRC brings unique partners to the table and is prepared to remove barriers for success as they arise. If PLF joins the OJRC pilot and privately funds and executes a successful demonstration, we believe there will be significant leverage to negotiate expansion with all partners in 2021.

⁵² NOTE: All revenue and expenses are *NEW* to PLF. Current staffing being allocated are not cost-modeled in this particular budget. If a cost model were to be formed, the cost of current PLF staff would increase the demonstration project significantly.

Q: Why PLF?

Starting in 2019, through its Every Child Oregon (www.everychildoregon.org) initiative, PLF will carry the full responsibility for recruiting and engaging Oregonians across the entire state to become foster parents. We estimate that our marketing efforts will reach 4 million impressions across the state, and we expect to connect directly with as many as 15,000 Oregonians in the next biennium.

Women between the ages of 25-55 are the primary demographic of those involved with Every Child Oregon. With a growing statewide footprint, the Every Child demographic will be poised to consider caring for re-entering women and their children. The importance of this audience being statewide cannot be overstated when considering the regional data regarding where female prison intakes happen across the state.



The Re-entry Demonstration Project will carry three of the four pillars of Every Child Oregon model (1. Hospitality and Tangible Goods 2. On-ramps to Partnership 3. Counter-narrative). While serving formerly incarcerated women (and their children) is a new audience and the complexities of the justice system are much different than those of the child welfare system, we believe many of the core competencies we have developed are transferable.

PLF currently provides mentoring services to four different demographics: youth, college-aged students, first-generation professionals, and foster parents. This demonstration project will require coaching community networks how to provide effective mentoring services, and PLF is uniquely qualified to transfer current convictions to this new audience.

Q: What are the Next Steps?

In PLF's formal process of ideation, upon completion of a concept paper, PLF undergoes a **validation phase**. In this phase, PLF staff will meet with no less than 30 cross-sector leaders. The goal of these meetings is four-fold: 1. Ask for and receive critique. 2. Improve concepts upon receiving feedback. 3. Solidify partnerships. 4. Set outcome goals for formal evaluation. 5. Identify investors to fund the demonstration project.

PLF plans on taking meetings in the validation phase until July 2019. If all stakeholders approve of the direction of the Re-entry Demonstration Project and funding is secured, formal launch of the project would be Fall 2019.

PART FIVE: CONCLUSION

Victor Hugo once said, “Nothing is stronger than an idea whose time has come.” In the case of the community-based re-entry practices proposed in this concept paper, the ideas do not represent a dramatic shift from what has been done faithfully by Oregonians for many years. That said, there is something happening in Oregon that cannot be captured on paper. The right partners have come together. PLF has developed a delivery system building community/government partnerships in record numbers. There is a deep unrest growing in our culture about the way we incarcerate our neighbors.

Make no mistake, there are still **BIG** questions that remain: Will we, as Oregon’s citizens, continue to allow for under-investment in re-entry services? Is it possible to shift public opinion about those who are incarcerated? Will the community step forward and engage relationally with formerly incarcerated persons at scale? Can a network of partners join together to do something big? Will this project find funding? And if we do, will the project really work?

Regardless of who spurs on this discussion in the days ahead, one thing is clear: the re-entry challenge is deeper than data and policy and government systems. Our research spells out a deep truth: The public does not demonstrate compassion or forgiveness when an Oregonian experiences corrections. The evidence is found in how we have ignored the challenges women and men face when leaving incarceration.

We draw the conclusion that re-entry is NOT an isolated government problem. This is a neighborhood problem. This is an Oregon problem. The time has come to do something about it.