

Planning for Sustainability: Supporting Community-based Reentry Programs

November 30, 2016



With support from the Bureau of Justice Assistance, U.S. Department of Justice

JUSTICE ★ **CENTER**
THE COUNCIL OF STATE GOVERNMENTS
Collaborative Approaches to Public Safety

Presenters

- ▶ **Erik Vecere,**
Vice President of Program Support
National Fatherhood Initiative
- ▶ **Paul Solomon,**
Executive Director
Sponsors, Inc.
- ▶ **Ronin A. Davis,**
Grantee Technical Assistance Manager
The Council of State Governments
Justice Center

**National
Fatherhood
Initiative®**



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Agenda

NRRC Overview

Sustainability from the Start

Overarching Strategies in Sustainability

Sustainability in Practice - Sponsors, Inc.

The Council of State Governments (CSG) Justice Center

- National non-profit, non-partisan membership association of state government officials
- Engages members of all three branches of state government
- Justice Center provides practical, non-partisan advice informed by the best available evidence



csgjusticecenter.org



@CSGJC



The National Reentry Resource Center

www.nationalreentryresourcecenter.org

- ▶ The NRRC is a project of the CSG Justice Center and is supported by the Bureau of Justice Assistance.
- ▶ NRRC staff have worked with nearly 600 SCA grantees, including 40 state corrections agencies.
- ▶ The NRRC provides individualized, intensive, and targeted technical assistance training and distance learning to support SCA grantees.

Reentry Matters: Strategies and Successes of Second Chance Act Grantees Across the United States
November 2013

With over 95 percent of people in the nation's state prisons expected to be released at some point, officials at all levels of government recognize the need for initiatives to support the successful reentry of these individuals to their communities. For the estimated 60,000 youth incarcerated in juvenile detention and correctional facilities on any given day, there is a particular urgency to help them avoid crime and improve their prospects for a successful future when released.

In 2008, Congress responded to these needs by passing the Second Chance Act, first-of-its-kind legislation that was enacted with bipartisan support and backed by a broad spectrum of leaders in law enforcement, corrections, courts, behavioral health, and other areas. The legislation authorizes federal grants that support reentry programs for adults and juveniles, nearly 600 of which have been awarded by government agencies and nonprofit organizations in 49 states by the U.S. Department of Justice's Office of Justice Programs.

The program snapshots below illustrate the positive impact these reentry initiatives can have by focusing on areas vital to reintegration back into the community, including employment, education, mentoring, and substance abuse and mental health treatment. Also highlighted are programs that address the needs of a particular population, such as youth, women, and tribal communities. Representing a wide range of populations served, these programs also demonstrate the diversity of approaches that can address recidivism and increase public safety.

Supporting Employment and Job Readiness

Employment is widely seen by practitioners, researchers, policymakers, and formerly incarcerated individuals alike as crucial to successful reintegration into the community and decreasing the risk of recidivism. Yet the stigma of incarceration and having been out of the workforce for a period of time often contribute to the challenges individuals face when trying to find a job after release. Individuals who have been incarcerated

have been shown to earn 40 percent less annually than they had earned prior to incarceration and are likely to have less upward economic mobility over time than those who have not been incarcerated.

Meaningful employment can help individuals succeed in the community after release from incarceration because it reduces their time and efforts on pro-social activities, making them less likely to engage in risky behaviors or interact with criminal associates. Reentry programs that focus on preparing individuals in prisons and jails for employment can have a significant impact on these individuals, their families, and their communities.

Key Terms and Definitions

MISSION ACCOMPLISHED?

THE CHANGING LANDSCAPE OF JUVENILE INCARCERATION

SUCCESSES

Due to high costs and poor outcomes, states have dramatically reduced incarcerated youth.

High costs
\$148,767
 Average cost of incarceration per youth per year

Poor outcomes
80%
 Recidivism rate in some states for youth three years after release from incarceration

Number of youth incarcerated nationwide, 1997-2013

CHALLENGES

The majority of incarcerated youth are now in private or locally-run facilities but most states do not provide sufficient oversight of these facilities.

Change in Youth Incarceration by Facility Type

INTEGRATED REENTRY and EMPLOYMENT STRATEGIES

Reducing Recidivism and Promoting Job Readiness

CORE PRINCIPLES FOR REDUCING RECIDIVISM AND IMPROVING OTHER OUTCOMES FOR YOUTH IN THE JUVENILE JUSTICE SYSTEM

The National Reentry Resource Center

Please register for the monthly NRRC newsletter:


csgjusticecenter.org/subscribe



the NATIONAL REENTRY
RESOURCE CENTER
— A project of the CSG Justice Center —

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Second Chance Act Grantee Profiles

[Washington State Works to Improve Employment Outcomes for Incarcerated Youth](#)

[Vermont DOC Builds Commitment to Restorative Justice](#)

[Allegheny County Officials, Employers Join OJP's Push to Eliminate Labels for People with Criminal Records](#)

New Publications and Resources

[State Identification: Reentry Strategies for State and Local Leaders](#)
National Reentry Resource Center

[Protecting the Fair Housing Rights of People with Criminal Records](#)
HUD, the Shriver Center, and the Vera Institute of Justice

Webinar: [Reentry Housing Options for Sex Offenders](#)
National Reentry Resource Center

[Beyond the Box Resource Guide](#)
U.S. Department of Education

Funding and Other Opportunities

[Smart on Juvenile Justice: Reducing Out-of-Home Placement](#)
OJJDP
Deadline: May 25

[National League of Cities Leadership Academy](#)
National League of Cities Institute of Youth, Education, and Families
Deadline: May 26

[Smart on Juvenile Justice: Statewide Juvenile Justice Reform](#)
OJJDP
Deadline: May 31

[Second Chance Act Smart Reentry Program](#)
BJA
Deadline: June 9

[Juvenile Probation Reform Academy](#)
American Probation and Parole Association, The CSG Justice Center, and the Robert F. Kennedy National Resource Center for Juvenile Justice
Deadline: June 10

[2016 School-Justice Partnerships Certificate Program](#)
The Center for Juvenile Justice Reform at Georgetown University's McCourt School of Public Policy
Deadline: June 20

Supporting Community-based Organizations

Since **2009** the Department of Justice has awarded around **\$85.5** million in Second Chance Act funding to over **180** nonprofit organizations around the country.



RIDGE Project Among Grantees at NRRC Intensive Training Summit

July 29, 2015

By the CSG Justice Center Staff



Ron and Cathy Tijerina, founders of the RIDGE Project, a 2014 Second Chance grantee

Ron Tijerina entered Ohio state prison in 1999, sentenced to serve 14 to 25 years. His wife Cathy struggled to pay the bills, raise their two sons, and keep the family together. "We realized early on the

Indianapolis Nonprofit Sparks Interest in Reentry Mentoring through Social Media

June 17, 2016

By Maureen Richey, CSG Justice Center

This is the first feature in **Tech and Reentry**, a series profiling organizations in the field of corrections and reentry that are using various forms of technology to improve participant engagement, streamline service delivery, and enlist volunteers.

A man sits in an empty room, silently looking into

For the Formerly Incarcerated, Peer Mentoring Can Offer Chance to 'Give Back'

August 14, 2015

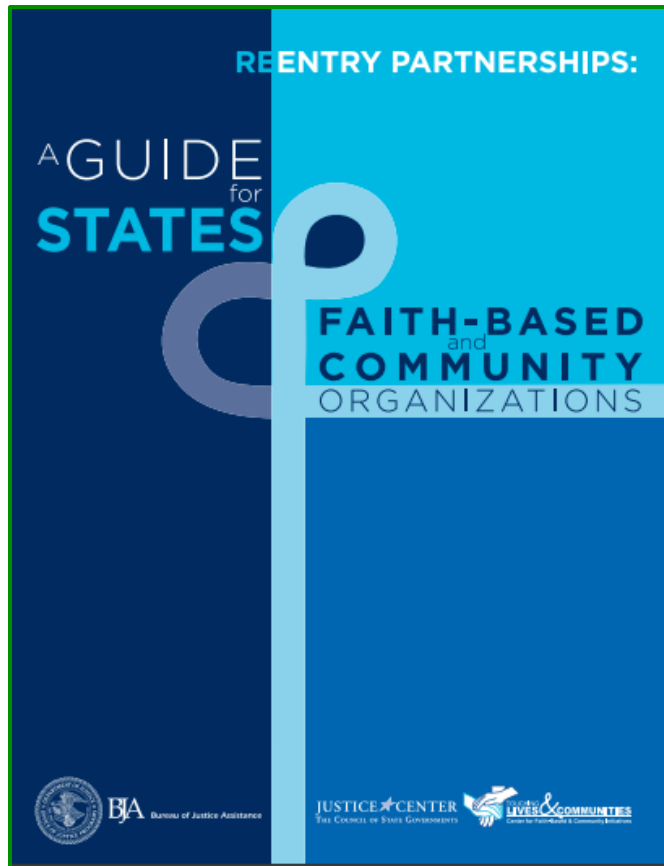
By Maureen Richey, CSG Justice Center

At Detroit Central City Community Mental Health in Wayne County, Michigan, clients used to arrive to see their clinicians or a doctor. Now, more

supportive mentors who have increasingly popular among those who have successfully rejoined the workforce and other hallmarks of stability.



Supporting Community-based Organizations



Funding and Sustainability Planning for Second Chance Act Mentoring Grantees

September 12, 2013

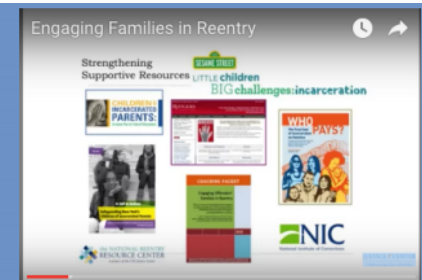
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Engaging Families in Reentry and Demonstrating Improved Outcomes for Family Members of Returning Fathers.

Available at
csgjusticecenter.org/nrrc/webinars



Sustainability

- ▶ **Plan from the beginning**
 - ▶ Planning for sustainability should begin when your program is still in its planning phase
- ▶ **Point Person(s)**
 - ▶ Who is responsible for developing and overseeing the sustainability plan for the program? (ex: working group, development team, program director)
- ▶ **Internal Awareness**
 - ▶ How familiar with program are staff that do not work on the program?
- ▶ **External Awareness**
 - ▶ How does the public learn about your program?
 - ▶ How are stakeholders kept up to date and involved?

Sustainability

▶ Tailoring the Message

- ▶ Are staff leadership prepared to change how they describe the program to match the needs of the audience?

▶ Funding Diversity

- ▶ What happens when this grant's funding is spent?
- ▶ What if your program could benefit from something the primary funding source can't fund?

▶ Data

- ▶ How do you show success to stakeholders?
- ▶ What backs up the message your program is sending?
- ▶ Can you show how the program will improve to meet challenges?

Erik Vecere

Vice President of Program Support

National Fatherhood Initiative

The screenshot shows a web page for the National Fatherhood Initiative. At the top left is the logo. A green navigation bar contains the text "Browse Father Factor Blog Topics: Fatherhood Community-Based Corrections". Below this is a large heading "The Father Factor". A date tag indicates "November 23, 2016". The main title of the post is "Strengthening Families and The 5 Protective Factors Series: Concrete Support" in green. The author is listed as "Christopher A. Brown". The introductory text discusses a collaboration with the Center for the Study of Social Policy (CSSP) to create a program for family support. At the bottom of the post is a decorative graphic with the word "support" repeated in various colors and fonts.

Agenda

- ▶ **Asset mapping for fund development**
- ▶ **The 7 “knows” of fundraising**
- ▶ **The 7 “no-no’s” of fundraising**
- ▶ **The avenues to raise money**



Asset Mapping for Fund Development

- ▶ Inspired by Asset Based Community Development (ABCD)
- ▶ ABCD Toolkit can be found at: <http://www.abcdinstitute.org/toolkit/>
- ▶ Use a Capacity Inventory to identify unrecognized assets
- ▶ Remember, sustainability is more than dollars!



SAMPLE

Community Mobilization Approach™ of the National Fatherhood Initiative Rapid Ethnographic Assessment of Programs and Services for Fathers Sample Interview Questions

- 1a. What proportion/percentage of children in this community do you think are growing up without a biological, step, or adoptive father in the home?
- 1b. Would you say that the proportion/percentage is higher, lower, or about the same as the rest of the state, on average?
- Higher Lower About the same Do not know
- 1c. Would you say that the proportion/percentage is higher, lower, or about the same as the rest of the United States, on average?
- Higher Lower About the same Do not know
- 2a. Please rate your level of concern about father absence in your community. Would you say your level of concern is:
- Very high Somewhat high Somewhat low Very low
- 2b. Please rate the level of concern that other leaders in your area have concerning father absence in your community. Would you say the level of concern is:
- Very high Somewhat high Somewhat low Very low
3. Please rate the level of awareness in the community at large of the problem of father absence. Would you say it is:
- Very high Somewhat high Somewhat Low Very low
4. How important is an involved father to the healthy development of his children? Would you say he is:
- Very important Important Somewhat important Not important at all
5. What benefits, if any, do children receive from fathers' active participation in children's lives?
- 5a. Are there any other benefits of father involvement? Please list them.
- Does the community benefit in any way from fathers' involvement in the lives of their children? If so, how?
- Do women or mothers benefit in any way? If so, how?
- 5b. What does being an involved father mean to you?



SAMPLE

6. How important do you think it is to mobilize resources in your sector to address father absence in this community? Would you say it is:
- Very important Important Somewhat important Not important at all
- 7a. Are you aware of any assets/resources within your own organization that could be mobilized to address the issue of father absence? If so, which ones?
- 7b. Are you aware of any assets/resources within other organizations in your sector that could be mobilized to address the issue of father absence? If so, which ones?
- 7c. Name any specific assets/resources in other sectors that could be mobilized.
- 8a. Are you personally committed to addressing this issue?
- 8b. Are you aware of other leaders in your sector committed to addressing this issue?
- 8c. Are leaders in the community at large committed to addressing this issue?
9. Please describe any programs or services in your community that are either specifically directed toward fathers or that contain a fatherhood component.
- Are there any in your sector of the community life?
Are there any in other sectors?
(Gather specifics on the programs for follow-up)
10. What gaps in programs or services for fathers exist in the community?
11. What would be some effective strategies to promote responsible fatherhood in your sector?
- 12a. What barriers might exist that would prevent the mobilization of leaders and organizations in your sector to promote responsible fatherhood?
- 12b. What barriers might exist that would prevent the mobilization of leaders and organizations in the community at large on this issue?
- 13a. Do various agencies/institutions within your sector in this community collaborate on other related issues?

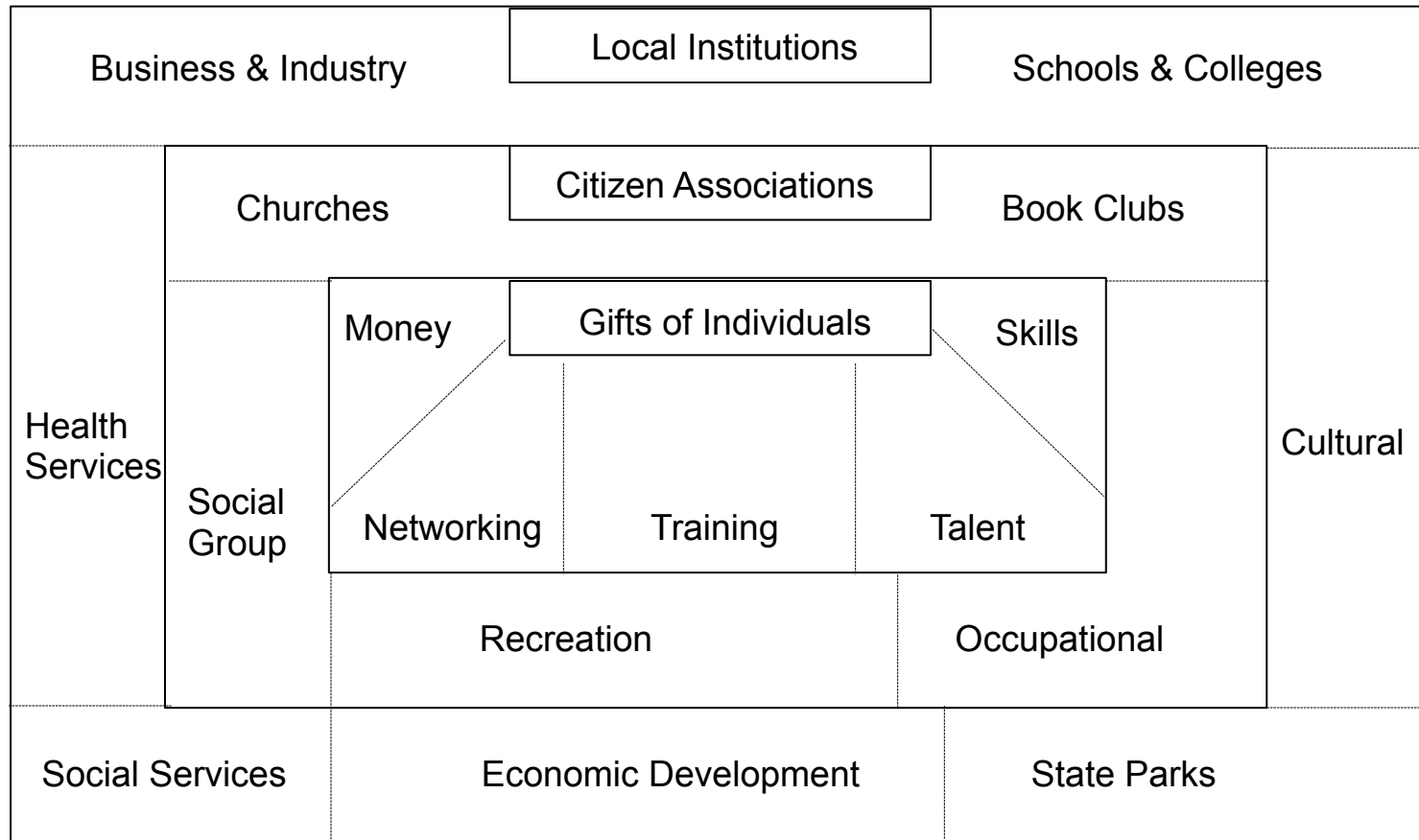


SAMPLE

- 13b. Is your agency/organization involved in any of those collaborative efforts?**
- 14. Are there any existing successful programs, services, or initiatives in your sector of the community that focus on any social issue that could be expanded to include a fatherhood component? If so, what are they?**
- 15a. NFI can help your community to mobilize around fatherhood issues and plan a Leadership Summit on Fatherhood. The Summit would bring together key leaders from many sectors of community life to lay the foundation for an action plan to promote responsible fatherhood throughout the community.**
- Would you be interested in community mobilization and planning a Fatherhood Summit?**
- If so, would anyone from your organization be able to participate.**
- 15b. Are there other leaders in your sector or in other sectors who might be interested in planning a Fatherhood Summit? If so, who are they?**



Asset Mapping for Fund Development



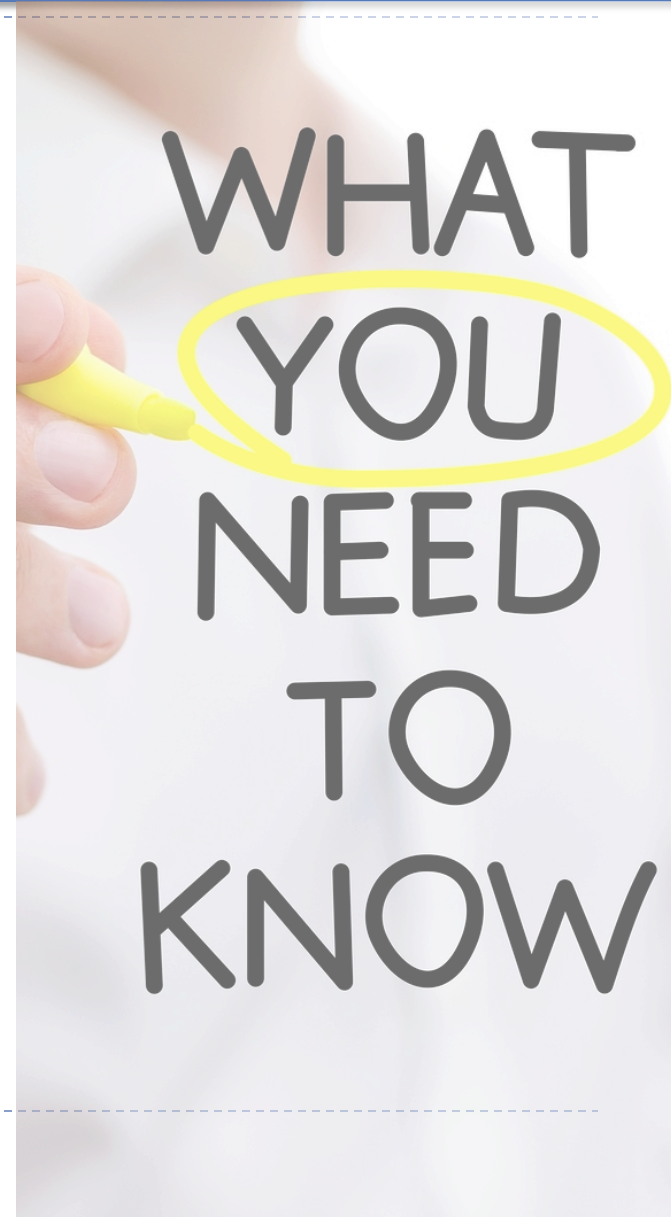
Funding the Initiative

- ▶ **The 7 “knows” of fundraising**
- ▶ **The 7 “no-no’s” of fundraising**
- ▶ **The avenues to raise money**
 - ▶ **Public**
 - ▶ **Private**
 - ▶ **Corporate**
 - ▶ **Individual**
 - ▶ **Fees**



The 7 “Knows” of Fundraising

- ▶ **Know** your mission
- ▶ **Know** your vision
- ▶ **Know** your “allies” & “enemies”
- ▶ **Know** where the money is going
- ▶ **Know** why they should give the money to you
- ▶ **Know** your own accountability
- ▶ **Know** what the donor expects in return



The 7 “No-No’s” of Fundraising

- ▶ **No** making money the “raison d’etre”!
- ▶ **No** room for ungratefulness!
- ▶ **No** vague or general requests!
- ▶ **No** such thing as a “disinterested” donor!
- ▶ **No** room for sloppiness!
- ▶ **No** letting the money LEAD
- ▶ **No** crying wolf!



You Have to Ask!

- ▶ If you never ask for money, you'll never raise any money
- ▶ No one is going to make a contribution unless you Ask them to!

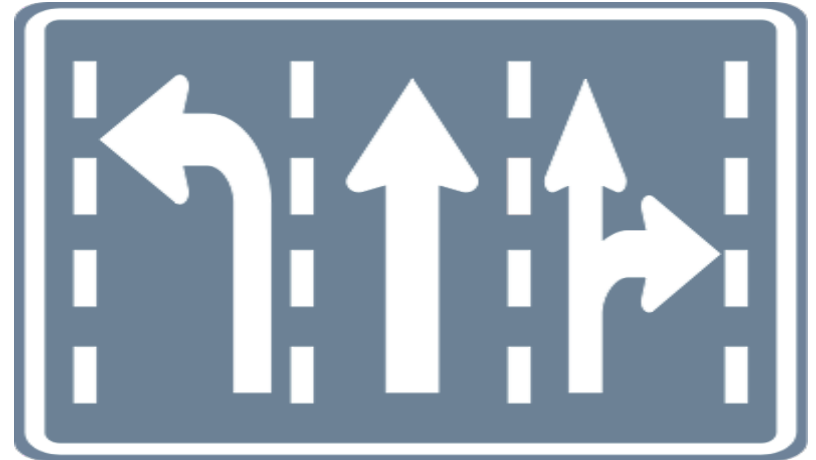


How to Raise Money

▶ The Avenues

- ▶ Public
- ▶ Private
- ▶ Corporate
- ▶ Individual
- ▶ Fees

▶ Which way should I go?



Public Support

Advantages:

- ▶ Ongoing support (easier to renew if program continues to exist)
- ▶ Substantial Support (larger amounts)
- ▶ Not a “Fickle Funder”



Public Support

Disadvantages:

- ▶ Time limitations
- ▶ Paperwork
- ▶ Additional record keeping/infrastructure
- ▶ Legal responsibility
- ▶ Potential negative impact on other development efforts
- ▶ Cash flow problems
- ▶ Internal bureaucracy needed



Public Support

Checklist for Readiness:

- ✓ Has the Board decided that this is appropriate?
- ✓ Is anyone on staff familiar with sources of government grants?
- ✓ Have you checked to make sure you meet all of the criteria for eligibility before applying for a government grant?
- ✓ Does your fundraising plan include time/resources for applying for and managing government **grants**?



Foundation Support

Advantages:

- ▶ Foundations want to give away money
- ▶ Some foundations make large gifts
- ▶ Foundation information is available, easy to find
- ▶ Foundations give credibility to your funding base



Foundation Support

Disadvantages:

- ▶ Higher access means higher competition
- ▶ Approval can be lengthy
- ▶ Sustained funding is rare
- ▶ Foundations may try to drive your work/projects with their interests
- ▶ Harder to get general operations money



Foundation Support

Checklist for Readiness:

- ✓ Is your organization keeping good records of foundations that support your organization?
- ✓ Have you checked with Board and Staff to see if they have any foundation connections?
- ✓ Have you looked at foundation deadlines and how they match your needs schedule?
- ✓ Do you have a good budget?
- ✓ Do you know how to approach foundations?



Corporate Support

Advantages

- ▶ Likely to sustain funding year after year
- ▶ Lends credibility to your work
- ▶ Helps you get gifts from other corporations
- ▶ In-kind gifts are also available
- ▶ Might want to be part of your Board
- ▶ Might get undesignated gifts (general operations)

Disadvantages

- Most gifts are small (\$5k or less, especially at first)
- Obligation to publicize gift
- Might want involvement in your promotional activities
- Might want to be part of your Board
- Might only support specific projects that they can associate with



Corporate Support

Checklist for Readiness:

- ✓ Do you know what kind of corporate contacts your Board and staff have?
- ✓ Do you keep good data on corporate contributors and individual contributors who might be associated with corporations?
- ✓ Are you ready to offer something in return for a corporate contribution (an ad or an acknowledgement)?
- ✓ Do you know how to approach corporations?



Individual Donors

Advantages

- ▶ More ways to reach them
- ▶ Variety of individual interests can support a variety of programs and projects
- ▶ Individuals are likely to be faithful
- ▶ Sustained funding
- ▶ Depending on “depth of pockets,” might give large gifts (in the six-figure range)

Disadvantages

- Takes time to cultivate them
- Takes research effort and good record keeping to track them
- Typically takes a lot of individuals to equal one foundation or corporate gift
- Can “nickel and dime” you to death



Individual Donors

Checklist for Readiness:

- ✓ Do you have a system in place to track donor contributions?
- ✓ Do you have an acknowledgment system in place?
- ✓ Is someone assigned to donor relations?
- ✓ Has anyone in the organization had experience soliciting major gifts?
- ✓ What is the largest single gift your organization has ever been given?
- ✓ Do you know how to approach individual donors?



Fees

Advantages:

- ▶ Opens up new avenues for funding
- ▶ If clients pay directly, they'll be more committed to the program
- ▶ If a third party pays for the services, they will be more inclined to refer individuals and help with outcomes



Fees

Disadvantages:

- ▶ Revenue is “hit” or “miss”
- ▶ If you charge fathers to cover group-based activities, it can lower the recruitment numbers
- ▶ Maintaining staff capacity to meet demands when needed



Fees

Checklist for Readiness:

- ✓ Do you offer a service that could be valuable to other sectors?
- ✓ Do you have the capacity to handle the demand if necessary?
- ✓ Are there individuals in your organization who are creative enough to successfully market your service effectively?
- ✓ Can your organization process the additional accounts payable/ receivable that will result?



**Paul Solomon
Executive Director
Sponsors, Inc.**



A screenshot of a website page for Sponsors, Inc. The page has a white header with the Sponsors logo (a house icon and the word 'Sponsors' in a stylized font). Below the header is a dark brown navigation bar with a white circular icon and the word 'MENU'. The main content area features a large, vibrant mural of a sun with a face, surrounded by a colorful geometric pattern of triangles. Below the mural is a dark blue banner with white text: 'REENTRY SERVICES FOR MEN AND WOMEN RETURNING TO LANE COUNTY'. At the bottom of the page is a white section with dark blue text: 'SPONSORS HOSTS TRAINING ON METHODS TO PROMOTE POSITIVE CHANGE'.

Planning for Sustainability: Supporting Community-Based Reentry Programs



Sponsors: Brief Overview

- Private, nonprofit 501(c)3 organization located in Eugene, Oregon (Lane County)
- Founded in 1973 by a group of Catholic Nuns and community activists
- Originally established to meet basic needs of people returning to the community homeless and indigent
- Began providing housing in 1988, beginning with 5 beds. Sponsors now operates 15 buildings on 6 sites with 150 beds of transitional and permanent housing for people with criminal histories

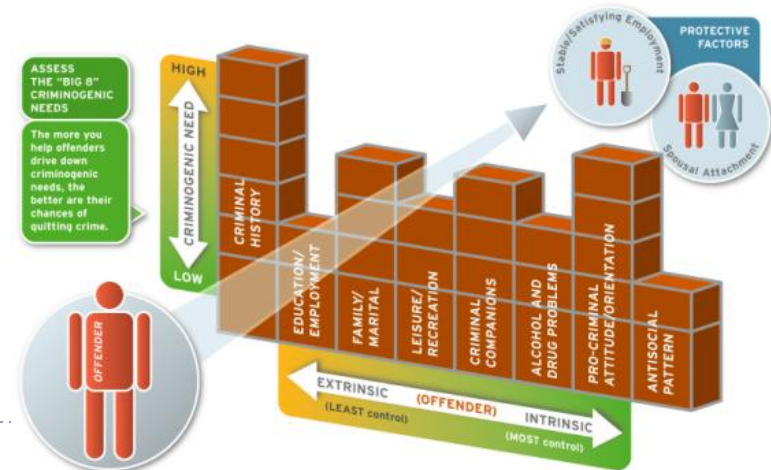


Sponsors' Philosophy:

People can and do change, and a strategic intervention at the appropriate moment can serve as a catalyst in that change.

Risk/Needs/Responsivity Model

- Triaging our resources to the highest risk
- Assessments → Service Delivery
 - LS/CMI (Risk Needs Assessment)
 - URICA (Stage of Change Assessment)
 - Specialized Assessments
- Identifying top criminogenic risk factors
- Addressing responsivity issues
- Tracking dosage



Sponsors' Target Population

- ▶ People releasing back to Lane County from state correctional facilities
- ▶ Men and Women convicted as adults and assessed as moderate to very high risk to reoffend (as indicated by validated risk/assessment tool;)
- ▶ Participation is 100% voluntary. Admissions process prioritizes those who are:
 - Indigent
 - Homeless (approximately 50% of individuals releasing from Oregon state prisons are homeless)
 - Most likely to return to criminal behaviors (highest risk to re-offend) without additional supports
 - Other priority populations: Veterans, seniors, people w/disabilities, and women with children

Sponsors' Facilities

When our newest facility opens in Spring 2017, Sponsors will oversee **more than 200 beds** across six sites, all designed to serve individuals with criminal histories.

Transitional Housing Programs

▶ Men's Transitional Housing Program

- ▶ 74 beds, 10 reserved for veterans
- ▶ Co-located on parcel housing:
 - ▶ Administrative offices
 - ▶ Re-entry Resource Center
 - ▶ Mentorship Program
 - ▶ Food/Supply Warehouse

▶ Women's Transitional Housing Program

- ▶ 27 beds, 5 rooms reserved for mothers living with their children on-site
(Reuniting in a Supportive Environment (RISE) Program)



Sponsors' Programs & Service Delivery

- Based on intake and risk/need assessment, participants are referred to appropriate in-house services:
 - Reentry Resource Center (comprehensive employment & support center)
 - Mentoring Program
 - Cognitive Behavioral Therapy
 - Substance abuse treatment
 - Veterans' services
 - Parenting classes
 - UO/Sponsors Legal Clinic
 - Other community supports

Program Development

- ▶ Identifying a program champion (E.D., Board Member, Volunteer, etc.)
 - ▶ Example
- ▶ Advocacy – Help local government make the right choice
- ▶ Reentry programs like Sponsors are usually going to require a degree of public funding.
- ▶ Private donations
 - ▶ Percentage of budget
 - ▶ Flexibility in use
 - ▶ Donors = Community support

Funding Diversification

- ▶ For many years we operated with two county contracts that made up 80% of our funding. What happens when you lose a contract?
- ▶ Diversification is critical. The more funding sources the better. We now have over 20 contracts with 10 different federal, state and county agencies in addition to fees for services, foundation grants, and individual donations.
- ▶ Balance of funding
 - ▶ Government contracts (Federal/State/Local) – 45%
 - ▶ Government grants (Federal/State) – 20%
 - ▶ Fee for service – 15%
 - ▶ Individual donations – 5%
 - ▶ Foundation grants – 15%

Funding Diversification

- ▶ Using public money to purchase buildings as a way to decrease overhead.
- ▶ Sponsors owns 12 of the 15 buildings we operate.
- ▶ Sources: Low Income Housing Tax Credits, HOME funds, Community Development Block Grants, etc.



Leveraging Private Funding to Augment Services

- ▶ Grant funding and contract services often have spending limitations.
- ▶ Mentorship Example
- ▶ Solutions:
 - ▶ Foundation Grants
 - ▶ Individual donations
 - ▶ Corporate sponsors
 - ▶ Targeted fundraising events

Innovative Funding Initiatives

- ▶ Social Impact Bonds – “Pay for Success”
- ▶ Recent HUD/DOJ Initiative
- ▶ Using investor resources to test a hypothesis, i.e., the effectiveness of permanent supported housing for people with criminal histories.
- ▶ Metrics for evaluation, randomized control trial
- ▶ Back-end payer (state or local government)

Sustaining Grant Funded Programs

2013 BJA/SCA Demonstration Grant – 1 year (\$750,000)

- ▶ Paid for transitional housing and wrap around services (CBT, A&D tx, S.O. tx, etc.) for moderate to high risk men and women releasing from state correctional institutions.
- ▶ No-cost extensions (stretched funding over 2 years).
- ▶ Partially sustained program covering the cost of staff positions and transitional housing using Justice Reinvestment funding.
- ▶ Treatment costs were absorbed through the ACA.
- ▶ Annual contract costs: Approximate \$200,000
- ▶ Leveraged expenses:
 - ▶ Crisis Funds (local contract to pay for bus passes & ID)
 - ▶ A&D Treatment (covered by Affordable Care Act)
 - ▶ Office Supplies, LS/CMI' s, etc. (small foundation grant)

Sustaining Grant Funded Programs

2010 Byrne JAG Funded Reentry Resource Center Pilot Programs – 2 years (\$400,000)

- ▶ Grant administered by the Oregon Criminal Justice Commission (OCJC). Sponsors Reentry Resource Center (RRC) was one of three pilot “One-Stops” in Oregon.
- ▶ OCJC Evaluation:
 - ▶ 31% reduction in new criminal charges
 - ▶ Cost benefit analysis - \$14 return for every \$1 invested
- ▶ **2013 SAMHSA Offender Reentry Grant – 3 years (\$1.2 million)** sustained and enhanced program.
- ▶ **2016 Department of Labor LEAP grant – 2 years (\$500,000)** will fully fund program and enhance services to target individuals in the Lane County Jail.

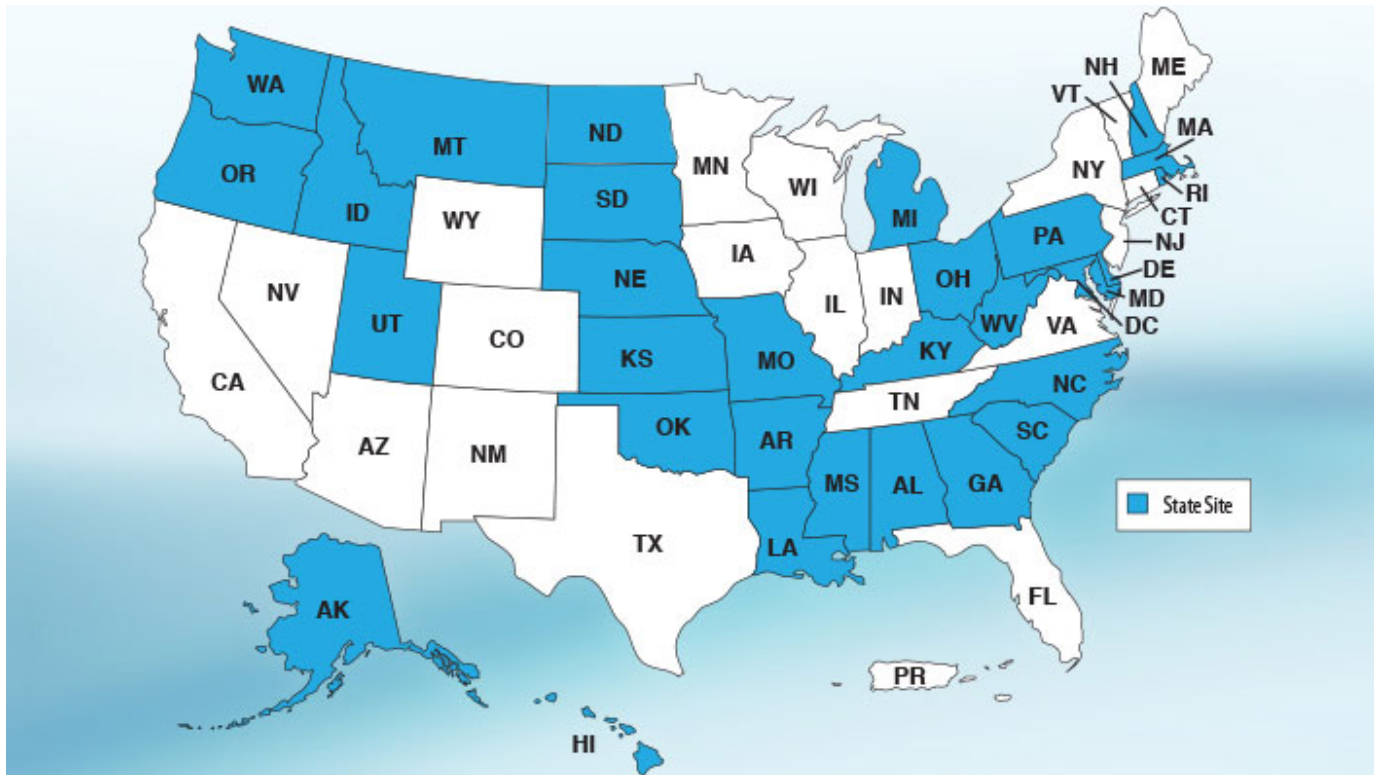
Sustaining Grant Funded Programs

BJA FY 2010 SCA Mentoring Grants to Non-Profits – 2 years (\$300,000); plus local match of \$100,000.

- ▶ Grant matched 200 high risk men and women releasing from prison with trained, volunteer mentors in the community.
- ▶ Original grant did not cover incentives or recreational activities. Small private foundation grants augmented these costs.
- ▶ Prior to grant ending we began writing Mentorship positions into other grant initiatives. By 2014, we had funded multiple positions in the program through federal grants and local community corrections contracts.
- ▶ **BJA FY 2015 SCA Comprehensive Community-Based Adult Reentry Program Utilizing Mentors grant – 3 years (\$1,000,000)** will expand services to include mentor matches 3 months prior to release and a randomized control trial.

Justice Reinvestment Initiatives

- Justice Reinvestment definition
- Many states have adopted federally funded Justice Reinvestment Initiatives.
 - Funding is well suited to reentry programs.



Oregon's Justice Reinvestment - HB 3194

- ▶ Oregon passed Justice Reinvestment Legislation in 2013 – H.B. 3194
- ▶ Legislation included sentencing reforms designed to flatline prison growth over 10 years.
- ▶ State created Justice Reinvestment Grant Program to provide incentive funding to Oregon's 36 counties.
- ▶ Counties are required to use funding for:
 - ▶ Programs that divert people from prison; and/or:
 - ▶ Reduce recidivism for those released from state custody
- ▶ Funding has increased incrementally based on projected savings:
 - ▶ FY 13/15 - \$15 Million
 - ▶ FY 15/17 - \$38 Million
 - ▶ FY 17/19 - \$53 Million (estimated)

Getting Beyond “Not in My Backyard”

- ▶ Expect resistance and plan for it. Build it into the timeline.
- ▶ Create a forum that welcomes and invites commentary, questions, concerns. Be transparent and responsive.
- ▶ Enlist key allies. Elected officials, neighborhood association representatives, public safety officials, et al.
- ▶ Encourage neighbors to check out your existing programs, champion your track record of success.

Getting Beyond “Not in My Backyard”

- ▶ Consider a Citizens Advisory Council or other formalized process that publicizes open meetings and documents proceedings.
- ▶ Be the neighbor you want to have. Listening and compromise go a very long way.
- ▶ Don't expect 100% buy-in. Some people will never understand or be supportive, and that's okay. You don't need 100% to proceed.

The Oaks – Opening Spring 2017

THE OAKS at WEST 14th



Site Aerial from Northwest



3. Looking Northwest



4. Looking West

Advocacy and Content Expertise

- ▶ Importance of participating in local and state public safety boards, committees and task forces.
- ▶ Content expertise – advocate for Reentry positions on key public safety committees.
- ▶ Cultivate relationships with public safety and elected officials.

Storytelling – Compelling Anecdotes

- ▶ Imagine the worst thing you have ever done . . . What if you went to prison?
- ▶ Now imagine being released from prison and arriving at a greyhound bus station with all of your belongings in a plastic bag . . .
- ▶ Homeless, indigent and high-risk to re-offend . . .
- ▶ Employment barriers
- ▶ Housing barriers
- ▶ Financial barriers
- ▶ Humanize the people we serve.



Research and Fiscal Data

- ▶ Use data to frame your program pitch, for example:
 - ▶ 95% of people incarcerated will eventually be released (many will return to the same environments that led to their imprisonment).
 - ▶ These are people who were born and raised in our community and are returning to our community.
 - ▶ Over 600,000 people nationally will be released from prison in 2016.
 - ▶ Approximately 50% of those releasing from state custody in Oregon will be homeless.

Research and Fiscal Data

- ▶ Use fiscal data to drive home your point:
 - ▶ Each Oregon recidivist costs *\$104,814
 - ▶ Reducing recidivism by ONE percentage point for one year results in a savings of \$4,300,000 in state corrections costs alone*
 - ▶ Cost of Jail: \$135 per day **
 - ▶ Cost of Prison: \$84 per day
 - ▶ **Cost of Sponsors: \$35 per day**

*Source: Oregon Department of Corrections

**Does not include cost to arrest, book, and prosecute (not to mention victimization, lost wages, insurance costs, etc.)



Making our Community Safer



Q&A

Contact Information



Erik Vecere

Vice President of Program Support
National Fatherhood Initiative
evocere@fatherhood.org | 240-912-1278

Paul Solomon

Executive Director
Sponsors, Inc.
pjsolomon@sponsorsinc.org | 541.485.8341

Ronin A. Davis

Grantee Technical Assistance Manager
The Council of State Governments Justice Center
rdavis@csg.org | 646.383.5760

csgjusticecenter.org/subscribe

Funding Resources

- ▶ U.S. Department of Justice, Office of Justice Programs Funding Resource Center
 - ▶ ojp.gov/funding/
- ▶ CSG Justice Center Newsletter and Announcements
 - ▶ <https://csgjusticecenter.org/subscribe/>
- ▶ CSG Justice Center Funding Opportunities
 - ▶ <https://csgjusticecenter.org/reentry/online-tools/funding/>
- ▶ [Grants.gov](https://www.grants.gov/)
- ▶ Reentry Resource Center NY: Reentry Funding Sources
 - ▶ <https://www.reentry.net/ny/grants/item.funding-opportunities-links>