May 2023

# The Case for People First Reentry

A Just Approach to Support People Coming Home From Prison

The Ahimsa Collective

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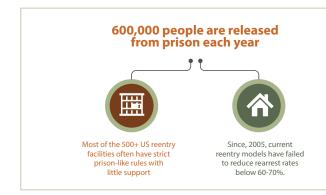
#### Introduction

Each year, more than 600,000 people are released from prisons nationwide, more than 1,600 each day. All of these people are transitioning from prisons where they experienced constant stress and trauma, and most land on a foundation of quicksand with huge barriers to housing, employment, and wellbeing to overcome. Failure to properly manage reentry leads to predictable negative consequences.

Of the more than 500 reentry facilities in the US today, most operate under rules that mirror the prison environment, with punishment for minor infractions, abstinence-only policies that do not work, and the constant threat of being sent to prison. This approach has failed miserably: Bureau of Justice Statistics (BJS) studies released in 2014 and 2021 have found that since 2005, shortly after reentry housing first began attracting significant public investment, the rearrest rate for people returning home from prison has dropped a mere 5.8% when measured three years from release (from 67.8% to 62%), and 5.6% at the five year mark (from 76.6% to 71%). Worse, reentry facilities are **hotbeds** for staff abuse, unchecked and unreported violence, rampant drug and alcohol use, and poor treatment for mental health and addiction problems. One state-sponsored report from Pennsylvania found that former prisoners who spent time in the state's halfway houses had higher rates of recidivism than people who were released directly from prison.

Effective reentry requires that a person be in an environment that is supportive (not stressful), caring (not traumatizing) and where basic needs are met (not deprived). Current reentry housing programs deprioritize these basic human needs in favor of control and authority, and thereby perpetuate cycles of trauma and re-incarceration over the long run. The time is ripe for private and public funders to partner with community-based practitioners and leaders in breaking these cycles. By enacting a new standard of reentry housing values and principles, we can achieve lasting success.

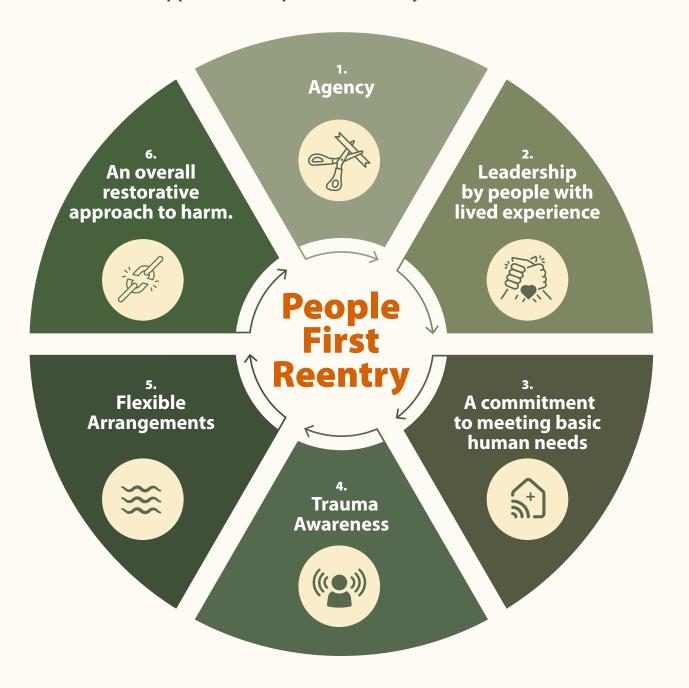
We are practitioners of community-based, resident-centered reentry housing and care, and we are formerly incarcerated people with personal experience with these systems. We are writing this memo to share our core values and principles that we have developed over years of personal and professional experience. We hope to reach and engage with fellow reentry support providers, state agencies, corrections professionals, and philanthropic funders who support this work.







# We call our approach "People First Reentry."



When system-impacted people have access to safe housing, material necessities, and a supportive community, they then have the ability to heal, thrive, and build healthy relationships. If the reentry housing across the country were to follow a People First Reentry model, then many thousands fewer people would return to prison each year, and would instead be on a path to success, agency, human dignity and connection.

# The Current State of Reentry Housing

Every year, tens if not hundreds of thousands of people make their homes in reentry housing facilities nationwide. In many cases, people returning from prison are mandated to spend specific amounts of time in a state-funded "community-based correctional facility" prior to being released to their communities, while other reentry housing programs are offered on a volunteer or paid basis. Each reentry housing program operates differently, and are owned and operated by a mix of private for-profit corporations, non-profit entities, faith based groups and state, local, and Federal governments.

Despite being a big part of the criminal legal system's efforts to ensure public safety, very little data is available as to how many reentry housing providers exist in the US or how many people they serve. We know there are over 500 Federal Residential Reentry Centers in operation in the US, but state-level data is largely obscured, due to the fact that most state contracting and recordkeeping practices do not retain or publish such data. Federal prisoners account for just 12% of the total number of incarcerated individuals in the country, and the Federal facilities can house over 50,000 people at any one time, so the true number of reentry participants in the US is likely much higher.

Every year, tens if not hundreds of thousands of people make their homes in reentry housing facilities nationwide.

12%

of the total number of incarcerated individuals in the country are federal prisoners.



Images from The Ahimsa Collective Reentry Houses



## The Current State of Reentry Housing

#### Status quo reentry practices are dangerous and counter productive.

It is typical for reentry housing providers to impose rules that approximate prison conditions. For example, facilities regularly deprive residents of privacy and personal space, limit contact with loved ones, limit freedom to go places, mandate class attendance regardless of need, force compliance with cookie-cutter timelines of "progress" in their reentry, and enforce rules in a punitive or paternalistic manner. They treat residents like prisoners and criminals rather than as people who are reentering and relearning to navigate the free world as citizens.

It is common for agencies to <u>cram as many residents into a living space as physically possible</u>, in order to maximize the funding they receive from the state. Take for example one Sober Living Environment in California, which is set up to house 32 men at a time with two bathrooms, with 6-8 men in each room with bunk beds and a single horizontal file cabinet to store personal belongings. The setting there is designed, as it is in many reentry housing settings, to pack in residents and maximize state funding - which is often distributed on a per resident basis. This funding model is so common as to have its own name – "heads for beds."

In many programs, residents have to pay out of pocket for the mandatory housing and services they are provided. The financial costs are often so high that they can force residents into debt. In Colorado, facilities have charged over \$500/month rent to residents for rooms shared with up to 24 people, collecting approximately \$15 million in rent from program participants in 2020 alone.

#### Government grant rules for reentry providers incentivize bad actors.

The trend toward dehumanizing practices in reentry support exists, in large part, because government grants are currently structured to incentivize them. State rules often require awarding reentry housing contracts based on who submits the cheapest budget.

Why is this a problem? First, because only established corporations and agencies with high profit margins are capable of meeting these requirements on an ongoing basis. And second, because this ensures that the lowest bidder automatically wins state contracts, incentivizing providers to maximize revenue by packing in too many residents at a time, and to minimize costs by implementing rigid rules and one-size-fits-all services. Currently, government grants do not require providers to provide holistic support or healing environments in their facilities - which harms program participants the most.

As <u>reported</u> by the Marshall Project in 2015, when international private prison and immigration detention conglomerate, Community Education Centers, Inc. (CEC) won a \$30 million reentry contract over locally based non-profit organizations, the California DOC explained that they were forced to choose CEC as the lowest bidder, with little to no regard for the effectiveness of their program. As the CA DOC program director for rehabilitation said herself, "Do I think that's the best way to get human services contracted? No. But that's the rule."

Reentry housing providers often perpetuate the inhumane 'heads for beds' practice.



e.g. Sober Living Environment in CA, is set up to house 32 men at a time.









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## The Current State of Reentry Housing

#### Private prison corporations are making the situation worse

These incentive structures, and the practices they produce, mirror the prison system – in their exploitative nature, in their dehumanizing impact, and in their ineffectiveness at creating lasting success. It is no wonder that some of the largest reentry service providers come from the prison business. One such company, GEO U.S. Secure Services (GEO), even thinks of that as a good thing, arguing that they "enhance individuals' transitions to society" by leaning on their "extensive experience operating secure facilities." GEO operates an estimated 30% of halfway houses nationwide, and they and other private prison companies are spending hundreds of millions to acquire smaller reentry housing providers in search of higher profits (GEO acquired CEC for \$360 million cash in 2017). If we want people to succeed in reentering society, this is bad news.

Despite weak efforts to make their facilities feel "less institutional," GEO, CoreCivic and others continue to reproduce the same ineffective, dehumanizing, and oppressive practices. A review of private prison company contracts with the state of California, worth over \$200 million, found that "[participants] are subjected to daily searches and inspections, 24/7 surveillance, weekly drug and alcohol testing, limited visitation, controlled phone usage, mail inspection, and even a limit of five first-class letters sent per week." The situation is made much worse by the appalling conditions of the facilities themselves (see examples in California, Colorado and New Jersey). These reentry housing providers often so significantly understaff and underpay their workers that they fail to meet even baseline standards of care.

Halfway houses and private prisons are buying up smaller reentry houses for profit.



In even the most well run status quo facilities, when participants are subject to these rigid and punitive rules they suffer from extreme lack of privacy, interrupted family relationships, and alienation from the real world that they are trying to learn to navigate. They must worry about whether their belongings are safe, whether their housing and freedom will be jeopardized by a small misstep, and whether they will have a place to live once their time in the program ends. Taken together, these stressors delay and damage people's ability to heal from trauma, build relationships with families and communities, access resources that support their wellbeing, and freely pursue lives of meaning, all of which are essential to ensuring healthy and effective reentry.



California Prison



Non-Person Centered ReEntry (mirror the prison system)



Person Centered Reentry

# The Hallmarks of People First Reentry

As longtime practitioners in reentry, we have helped to develop and lead approaches that treat people with dignity and respect, and it works. Our housing-based reentry programs apply what we are calling People First Reentry, which adopts the following principles:

# 1. Agency is sacred.

Each person's capability to make choices, to act according to their own will, and to decide what they want in life must be honored. This means honoring each person's need for privacy, reliable access to personal space, control over their belongings, freedom to connect with loved ones, and opportunities to participate in a community where everyone has a voice. This ensures that participants spend their time and effort reestablishing healthy relationships and learning the skills they will need to live independently. When agency is not present it often shows up as people being forced to participate in programs, being kept away from family and friends, or having prison-like restrictions in place such as mandatory drug treatment programs and invasive searches coming and going from where people live. In our experience, these agencydestroying tactics are ineffective.

Consider the story of Larry and Joy. Larry was an older man who had been incarcerated for many years, and was newly released to one of our reentry homes. Larry was struggling in this new life. He wasn't taking good care of himself, managing daily activities like going to the grocery was overwhelming, and he was afraid to walk around the neighborhood. Larry loved to walk for exercise, but at first he only would walk certain blocks because he worried he would be in danger if he went far from the house. Larry never took the bus either, because he was afraid of getting lost. Larry eventually asked his housemate and our volunteer reentry coordinator, Joy, about how to take better care of himself - the first time he had asked for support from anyone else in the house. Before that time, Larry was looking for Joy to do everything for him. She gave the analogy that "he was looking for me to fish for him when I was trying to teach him to fish. But you need that agency." After a while Larry started making steps then strides towards a totally different life. As Joy says, "you can tell there is a huge difference. Now, he's got his own clipper card, he walks everywhere for exercise, he takes the bus and trains. He's off to the races, traveling and experiencing the world." Joy still has the card Larry wrote thanking her for teaching him to fish.

Agency is crucial in reentry programs; neglecting it leads to ineffective prison-like programs.



Image of federal halfway house via The Marshall Project

A reentry resident struggled to adjust to life after incarceration until his housemate worked with him to become self-sufficient



# 2. Lived experience in leadership is essential.

As a matter of both equity and practical wisdom, it is important to elevate people with lived experience of incarceration and reentry into the leadership roles of any People First Reentry support provider. This ensures that participants are learning from and modeling off of people who have walked in their shoes, deeply understand their experience, and have attained positions of authority and respect. By contrast, the "I know what's best for you" attitude in many status quo programs undermines the agency of participants and leads to bad judgment calls about how to meet their needs.

Elevating leaders with lived experience of incarceration and reentry is crucial for effective support.



# 3. A commitment to meeting basic human needs is fundamental.

People are not truly free to thrive unless and until their needs for food, warmth, safety, and connection are fully met. The basic necessities must be provided free of charge. This fosters an atmosphere of healing and support, allowing for participants to build trust and relationships and grow into their new life. Revenue-focused reentry models that charge residents for rent, food, or clothing cannot meet this standard. Charging for or withholding basic human needs can result in a person going back into survival mode, just like where they were in prison, and prevents space for growth and learning.

Consider the experiences of Marty and Andy.

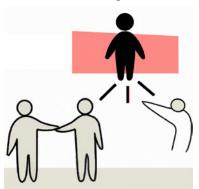
Marty was released to a GEO house and had to be there by 5pm the day of his release. His family picked him up and rushed him straight there, only to be told no one could come in or visit him. So Marty's loved ones dropped him at the door and returned home with the same sad and helpless experience of separation from their loved one that they had endured during his sentence. Marty was searched each time he left or returned to this place, he could not bring in food, he had to breathe into a breathalyzer, and request day passes every day to be able to leave. He reacted to this new carceral system of housing by requesting as many overnight passes as possible. During these passes he would find people he could sleep with overnight, engaging in sometimes risky behavior with total strangers, just so he wouldn't have to go back to stay at the place that was supposed to be his landing and launch pad.

Andy, on the other hand, was released from San Quentin straight to our reentry home. His family brought him to the house, helped him set up his room, had dinner with everyone in the house and stayed for two days in the house, welcoming him home. He spent the first month getting to know the area, using a phone, mass transportation, shopping, and building relationships with his family and the community. Andy stayed for about a year, then got his own apartment where he became an apartment manager, then worked for an assembly member and now holds a newly-created political position for the State of California and lives with his partner in LA.

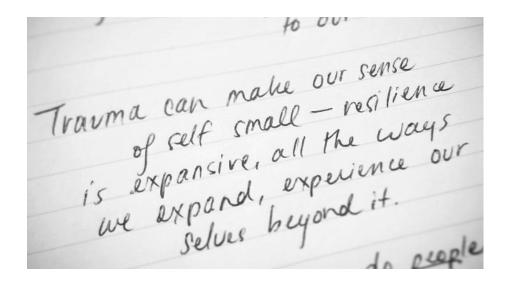
#### 4. Trauma awareness is critical.

Each person impacted by incarceration has a unique trauma history and needs healing, and that need must be met with open-mindedness, cultural awareness and compassion. When reentry support is led by those with lived experience of incarceration and trauma healing, there is a language and understanding that is not possible with someone who has not experienced it. In reentry support programs that lack this value, it often shows up as providers who have never been incarcerated themselves pathologizing and antagonizing residents, jumping to a "fix it" approach, or rushing to make diagnoses based on expected reimbursement for corresponding medications. A People First approach focuses on how to heal what happened to residents, in partnership with leaders and facilitators who have been healed themselves.

A People First reentry approach prioritizes trauma awareness and healing.



**Consider** a child, for instance, whose first mental health evaluation is used to declare to a judge that they are fit to be tried and incarcerated as an adult. Then, upon release, the same evaluation experience is used to determine if they are eligible for a reentry program or will be held for continued incarceration. For this person and for many residents, much of their mental health evaluation and treatment experiences are tied up with continued incarceration and negative consequences, which makes traditional mental health modalities scary and destabilizing. A People First approach interrupts this violent cycle, provides options for culturally informed alternative healing modalities, and relies on trauma-aware facilitators with lived experience to address and heal root causes of trauma for residents.



# 5. Allowing for flexibility is key

No two reentry success stories are the same, and people come in with different needs and priorities. Some folks may leave prison with new certifications or degrees in need of a suitable job, some may leave with important family relationships they need to re-establish, and many leave with wholly-unique struggles that take time to overcome. A People First Reentry support approach prioritizes flexibility, recognizes that different participants have different needs and pathways to success, and fits their programming efforts around the individualized needs of people in their care. In reentry support programs that lack this value, it often shows up as programs with a hard, predetermined end date. Many of us have been forced by reentry programs to choose between pursuing education or a job, have been kept away from our families for months, or have been forced into time consuming treatment programs for a problem we didn't have. When a reentry support program demands more of a person's time than it nurtures, restricts people from doing what will help them heal, and then kicks them out of housing suddenly and before they are ready to land on their feet - they are setting people up to fail due to their program's own rigidity.

A People First approach fits programming around individualized needs.

Consider the experience of our very first resident, Clyde, who was released from prison and assigned to go to the Health Right reentry house in San Francisco. We picked him up from the prison and we went out to eat and shop for all his basic necessities. Upon arriving at Health Right, they were not prepared for him and did not have a bed for him. They told him he could sleep in the kitchen on a bench until a bed was available, and as soon as he came in the door he would be in quarantine for two weeks. We told them he could stay with us for the night and we would come back tomorrow. The next day we were sent to another location that had a bed open for Clyde. When we arrived they asked Clyde when was the last time he used drugs and he responded that he had not used for decades and did not need drug treatment. They said they did not have a bed for him if he would not admit to drug use/addiction and would only admit him for addiction treatment. We called his parole agent and he said to admit to drug addiction to get a bed. Clyde did not and would not admit to drug addiction to get a bed. He ended up as our first resident at the Ahimsa house as a result. He said once he got to move in was the first time he felt like he could breathe since he was released from incarceration. Clyde now works as a caretaker of our 25 acre healing space in Santa Cruz.

# 6. Taking a restorative approach to conflict and harm is necessary

Harm happens. All of us, at times, break the rules, or fail to live up to our personal values or those we set together within our communities. A restorative, People First approach to conflict and harm gives people space to be human. It invites residents to co-create and mutually agree to shared values and to participate in the process of addressing situations involving those values. It involves choosing not to punish or kick people out of a program when they disrespect their community's values, or make a mistake. A People First approach searches for the cause of the harm and deploys all available means to heal it. Only through this restorative process are we able to build containers for resolution, safety, and trust in our homes and communities. Unfortunately, most reentry programs rarely allow for any mistakes. When reentry providers fail to take a restorative approach, it looks like constant supervision, strict technical violations, and choosing to punish people for struggling rather than helping them get through challenges. What this causes is residents who live in constant terror of slipping up and getting caught, and programs missing critical opportunities to heal people away from harm and into a more stable and free life. Up against these strict standards of control and punishment, many participants keep their most challenging struggles a secret, bottled up and unaddressed, only to explode later.

Building trust and paths for communication will build honesty and accountability.



Consider our response when a resident directly violates one of our shared community rules. We call a circle with all the residents there. Once in the circle we check in and then bring up the issue and talk about it head on, but with reassurance for everyone that no one is getting punished or kicked out of the house. Whether we are responding to harm, or broken rules, or disputes between residents, we engage with staff and residents in a non-hierarchical, non-punitive way that fosters honesty and accountability. This has been critical for us in keeping our homes safe and has minimized conflict and harm. On more than one occasion, our residents have experienced this approach as an important trust building exercise that helped them establish supportive and trusting bonds that have benefited everyone in numerous ways beyond any one incident. At any other house violations and conflicts get people kicked out, and as a result it is very rare that someone who transgressed would ever come clean to the group. For our residents, it is always clear that violations of our shared rules is never something where anyone would be thrown out or that we would wash our hands of them, and that allows us to have a meaningful exchange that leads to a full resolution with accountability and understanding among all our residents.



People returning from prison achieve lasting success when they are treated with care and compassion, given agency over their lives, and have their needs met. They do poorly when they are warehoused, searched, and surveilled by people who don't understand what they are going through. When reentry homes are anchored by People First values, it shows up as a home environment where residents can rest assured that their basic needs will be fully met, that their access to this home will not be cut short by arbitrary limits, where basic human needs are prioritized, where each person's agency and humanity is respected, and where healing and reintegration can happen at an unhurried pace. When reentry support is holistic and person-centered, the impacts of trauma are given a chance to heal, and people become more fully capable of building healthy relationships with themselves, loved ones, and communities. Obviously, a restorative approach is not the appropriate response in case of emergencies or when safety is deeply threatened, for that we suggest and we would call upon first responders.



### **Leaders in People First Reentry**

Below is a short list and sample of organizations we know that are led and staffed by people with lived experience of incarceration, and that are co-creating People First approaches to reentry support that reflect the values and principles laid out in this memo. This list is an example of People First Reentry and not intended to exclude good people doing meaningful work. If you know of other People First Reentry programs that are not listed here, we want to connect with you!

A New Way of Life is a Los Angeles-based holistic reentry program for women. It is led by Susan Burton, a formerly incarcerated leader and survivor who published a book about her experiences through trauma, addiction, incarceration, recovery, and transformation. Founded in 1998, A New Way of Life has teams dedicated to housing, legal services, advocacy, workforce and education development and are national leaders in reentry housing. In 2018, they launched the Sisterhood Alliance for Freedom and Equity or the S.A.F.E. Network - a national network of 32 formerly incarcerated organizations dedicated to reentry housing support and advocacy. Some of the partners in the network already have reentry houses for women up and running across the country, with more slated to open this year.

**CROP** (Creating Restorative Opportunities & Programs) is a publicly funded Bay Area organization led by Terah Lawyer-Harper. Its mission is "to reimagine reentry through a holistic, human centered approach to advocacy, housing, and the future of work." CROP's 12-month career development program covers skills training, leadership, job placement, housing, and advocacy. In the coming year, CROP intends to open a campus where residents receive wraparound services.

Emmaus House of Harlem The Coming Home Program was created to help previously incarcerated individuals re-integrate into society. There are many social barriers for people returning from prison that make reentry challenging. Coming Home seeks to accompany people on this journey, set goals, heal from past traumas, become active citizens, as they grow together as individuals within a supportive community.

Menīkānaehkemis an indigenous led organization within the Menominee Nation in Wisconsin. Their mission is "to rebuild and reconnect our sacred relationships with our people, plants, places and animals." They are building tiny homes for members of their nation who are in transition from Domestic Violence shelters, detention centers, jails and homelessness and reconnect those Menominee in need to their life ways.

New Beginnings Reentry Services is a reentry home started by Stacey Borden in Massachusetts, their mission is "to work to reduce recidivism by advocating for and providing services to women who are reentering local neighborhoods and communities. We work to build alliances, collaborations, and networks to create positive changes in policies that negatively impact women involved in the criminal justice system."

The Ahimsa Collective is a Bay Area organization co-led by Richard Cruz and sonya shah, and its Reentry Director is Rasheed Stanley-Lockheart. Agency, liberation, dignity, and transformation are their core values. The Ahimsa reentry homes are person-centered living environments where residents can participate in a supportive community, have a voice in all decisions that impact them, have access to material and social support, and stay as long as they need.

Transformational Prison Project (TPP) is a Massachusetts based organization led by Armand Coleman and formerly incarcerated leaders. Its mission is "to provide spaces where those who have been harmed and those who have done the harming can come together and engage in dialogue—to build understanding and empathy toward those who have been victims of violent crime. TPP is committed to understanding individual harms and the systemic harms that affect communities, more specifically communities of color."TPP is actively raising funds to open their first house this year.

# **People First Reentry is the Future**

There is a growing number of formerly incarcerated activists and movement leaders who are committed to displacing exploitative approaches to reentry housing with a People First approach. We are building reentry homes and programs that prioritize the nurturing of human connections, based on relationships rooted in trust. A few of these programs have secured state and county government grants, providing hope for person-centered reentry approaches to obtain broader public funding and recognition on a larger scale in the future. Meanwhile, with growing support from private funders, People First Reentry support providers have moved our work forward, expanded the network of person-centered reentry housing providers, and created mounting evidence that this approach is effective.

We are eager to connect with groups across the country who are doing this work and living these principles. If that is you or an organization you know, please connect with us.

Richard Cruz and Rasheed Stanley-Lockheart reentry@ahimsacollective.net







Images from The Ahimsa Collective Reentry House

#### Resources

#### Reentry

- For the most comprehensive list of reentry resources organized by state please visit **Root and Rebound**. This resource is oriented towards impacted people, family members, service providers and employers.
- For an overview on "halfway houses" and facts about reentry in America, check out the Prison Policy Initiative.
- <u>Prison Legal News</u> is a monthly magazine distributed through federal and state prisons in the U.S. It provides current news about criminal justice-related issues including reentry resources, and is a source used by many incarcerated people.
- <u>The Sisterhood Alliance for Freedom and Equity</u> (S.A.F.E.). Network is a project of A New Way of Life that offers a framework and network for formerly incarcerated people to build and sustain reentry houses for women.

#### **Restorative and Transformative Justice**

- For a clearing house of articles, media, and curriculum on restorative justice, transformative justice and community accountability, <u>Transform Harm</u> is an excellent resource.
- <u>Creative Interventions</u> founded by Mimi Kim is one of the best, and most utilized practical tool kits on stopping interpersonal violence through community accountability processes. <u>Fumbling Towards Repair</u> written by Shira Hassan and Mariame Kaba is a great workbook for experienced community accountability facilitators.
- For webinars on restorative justice and its intersection with other movements to address harm check out the **Zehr Institute**.
- Interrupting Criminalization created the Transformative Justice Help Desk a national consultation service for practitioners working on community based interventions to address interpersonal harm. The help desk offers one on one consultation and thought partnership.
- Below are a sample handful of restorative justice organizations who are locally led, nationally recognized and
  rooted in anti-oppression. These organizations offer different types of interventions and more resources in
  restorative justice: Restorative Justice for Oakland Youth centering in California, Community Justice for Youth
  Institute who seeded community-led RJHubs throughout Chicago. Restorative Response Baltimore
  in Maryland, Common Justice in New York and the Restorative Justice Project in California.

#### Trauma Care

- Find me a Therapist is a national resource that helps connect formerly incarcerated/ criminalized people of color with culturally competent counseling/therapy. Some of those sessions are paid for if the person cannot afford it and the navigators and staff for the project are people with lived experience. This resource was launched by Darkness Rising, BEAM and Mariame Kaba in 2022.
- Some resources available in different States are: 1) Anti Recidivism Coalition provides a range of individual and group mental health support services for their membership of returning citizens. A.R.C. also has two reentry houses Lorena and Magnolia in Los Angeles, California. 2) Trauma Recovery Centers are a "A transformational new model of care for survivors of violent crime" which includes formerly incarcerated people. There are 21 centers across six different states- Illinois, California, Ohio, New Jersey, Iowa and Georgia.
- There are so many resources in trauma studies, the following are a few influential leaders and organizations who offer a variety of articles and resources on different aspects of trauma: <a href="Dr. Joy DeGruy">Dr. Gabor Mate</a>, <a href="Eduardo Duran">Eduardo Duran</a>, <a href="Nadine Burke Harris">Nadine Burke Harris</a>, <a href="Bessel Van Der Kolk">Bessel Van Der Kolk</a>, <a href="Peter Levine">Peter Levine</a> and <a href="Generative Somatics">Generative Somatics</a>.