



Creating a Continuum of Care for the Formerly Incarcerated

A Report on the Prison Reentry Initiative | 2015-2019



ACKNOWLEDGEMENTS

Special thanks to The Rensselaerville Institute for their guidance and assistance in the creation and execution of the Prison Reentry Initiative.



TABLE OF CONTENTS

Executive Summary.....	5
Introduction.....	7
A New Framework.....	8
Achievements.....	10
Lessons Learned.....	12
Moving Forward.....	18
Appendix A: Strategic Map.....	19
Appendix B: Stakeholder Results Trails.....	20
Appendix C: Outcomes Report.....	27



EXECUTIVE SUMMARY

From Funder to Investor

In 2015 Huey and Angelina Wilson Foundation embarked on a journey with two goals in mind: to become an *investor in outcomes* rather than a *funder of activities*, and to create an Initiative focused on supporting the success of returning citizens. These two ideas came together in the form of the three-year, \$3 million Prison Reentry Initiative. This report reflects on the transformations, the achievements and the learnings of the Foundation and Partners.

Over the course of the Initiative, 531 formerly incarcerated people reported living successfully in the community at three years post-incarceration. It is important to note that recidivism data is calculated on a 5-year basis and will not be available for Partners' clients until 2022 at the earliest. Based on a report released by Louisiana's Department of Corrections in July 2019, due to landmark criminal justice reforms, the state had accumulated savings of \$17.8 million for fiscal year 2019 alone.¹

Throughout the Initiative, the Partners reflected internally on successes and challenges to improve their programs. In addition, the Foundation gathered Partners quarterly to learn from one another. Some learnings were small, such as ensuring programming was held at a time convenient for program participants. Other learnings were more challenging: housing, education and employment are all interrelated and compounded by criminogenic thinking—the tendency to return to criminal activity.

This work did not happen in a vacuum. The State of Louisiana embarked on historic bipartisan criminal justice reforms during this time period. During Year 1, the state convened a Justice Reinvestment Task Force to explore the drivers of mass incarceration and policy solutions. Year 2 saw the State's Legislature pass the Louisiana Justice Reinvestment Package, with implementation following in Year 3. The Initiative Partners were operating in a season rich in dialogue on the impact of mass incarceration and barriers to successful reentry.

¹ Toohey, G. (2019, July 19). Louisiana sees rise in savings, further drop in prison population from 2nd year of justice reforms. *The Advocate*. Retrieved from <http://www.theadvocate.com>.

Prison Reentry Initiative Partners 2016-2018

These 28 organizations were Partners of the Initiative.

Organization	Website
Baton Rouge Community College	www.mybrcc.edu
Capital Area Human Services District	www.cahsd.org
Capital Area Reentry Coalition	www.caparc.org
Capitol Area Reentry Program	www.careentryprogram.com
Catholic Charities of the Diocese of Baton Rouge	www.ccdiobr.org
Christian Outreach Center	www.christianoutreachcenterbr.com
Church United	www.thechurchunited.fm
Connections for Life	www.connectionsforlife.net
Family Service of Greater Baton Rouge	www.fsgbr.org
Frontline Legal Services	
Goodwill Industries of Southeastern Louisiana	www.goodwillno.org
Helping Educate to Advance the Rights of Deaf Communities	www.behearddc.org
Lifeline Global	www.lifelineglobal.org
Louisiana Budget Project	www.labudget.org
Louisiana Interchurch Conference	www.lainterchurch.org
Louisiana Parole Project	www.paroleproject.org
Louisiana Public Health Institute	www.lphi.org
LSU Law School	www.law.lsu.edu
MetroMorphosis	www.metromorphosis.net
Michigan Council On Crime And Delinquency	www.miccd.org
O'Brien House	www.obrienhouse.org
One Touch Ministry	www.1touchministry.org
Re-Entry Court Services	
Refined by Fire Ministries, Inc.	
Right on Crime Louisiana	www.rightoncrime.com
SocialWorx Institute, Inc.	www.socialworx.org
Urban League of Louisiana	www.urbanleaguela.org
YWCA Greater Baton Rouge	www.ywca-br.org

INTRODUCTION

For years, Louisiana incarcerated more people per capita than anywhere in the world. At an annual rate of more than \$17,000 per inmate, incarceration costs Louisiana taxpayers almost \$700 million each year.² Approximately 36 percent of formerly incarcerated persons return to prison within three years of their exits.³

At his local church one evening, Huey Wilson heard the testimony of a gentleman who had been released from prison. The man spoke about the transformation he experienced while incarcerated and the challenges he faced when he came home. The story so moved Mr. Wilson that he and his wife, Angelina, added this overlooked and underfunded issue to the focus areas of the foundation they had established.



Huey and Angelina Wilson Foundation has funded programs to reduce the barriers impacting the successful return of individuals to communities in Louisiana since 2004. While it may be easy to forget people behind bars, 95 percent of those imprisoned will return to our communities.⁴ Recidivism — the subsequent commission of a crime and reincarceration — affects every member of the community. The Foundation began by engaging with organizations preparing the incarcerated for release through interaction in a community church and a relationship with God. Through the years, the Foundation began to understand the complex barriers facing the formerly incarcerated and expanded support to education, job readiness, life and soft skills training, financial literacy, parenting and family reunification.

At the urging of the Foundation's Trustees, the staff began to research a single priority area in which the Foundation could make a large investment — and a greater impact — in the Greater Baton Rouge community. Staff discovered that many clients being served in the human services sector had been formerly incarcerated, and many of the challenges and barriers facing them were due to the interconnectedness of the Foundation's other areas of interest: healthcare, education and human services. Staff also observed fewer philanthropic investments being made in prison reentry, prompting additional due diligence.

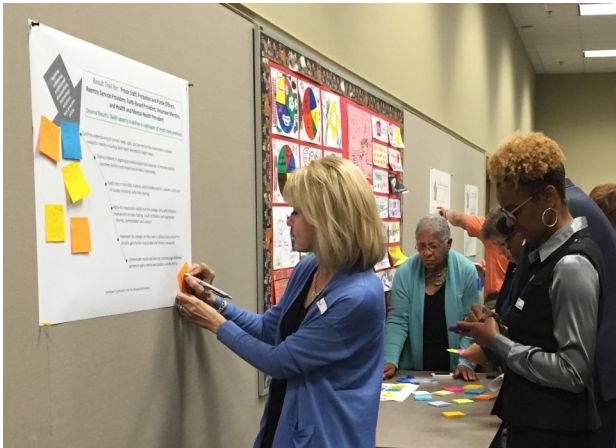
² Louisiana Department of Public Safety and Corrections. *Louisiana Justice Reinvestment Package*. Retrieved from doc.louisiana.gov.

³ Louisiana Department of Public Safety and Corrections. *Recidivism in Adult Corrections*. Retrieved from doc.louisiana.gov.

⁴ Bureau of Justice Statistics. *Reentry Trends in the U.S.* Retrieved from bjs.gov/content/reentry/reentry.cfm.

A NEW FRAMEWORK

In 2015, the Foundation set out to become more strategic in its prison reentry work. There was a recognition that in order to achieve a large-scale reduction in recidivism rates it would be insufficient for the Foundation to continue to provide small, direct-service grants. Staff engaged in conversations with other funders who had conducted large-scale grantmaking programs, with consultants who had shaped other impact-driven theories of change, and with noteworthy reentry organizations in other communities.



The staff made some initial recommendations to depart from the traditional grantmaking approach. Features of the proposed Initiative included:

- A holistic approach that created a continuum of care
- A preference for projects that were evidence-based
- A mechanism to scale and implement any improvements and lessons learned
- A need to entertain policy and advocacy-focused proposals

The ultimate goals would be to reduce the recidivism rate and increase the cost savings to the community associated with successful reintegration.

The Foundation held a Reentry Roundtable with stakeholders from state, parish and local law enforcement and corrections; nonprofit service providers; policy-makers; advocates; returning citizens; employers; and funders to gain a better understanding of the current challenges in the field and what potential solutions existed.

The Foundation partnered with The Rensselaerville Institute (TRI) to pull together the conversations and learnings of the discovery period and design a Framework to guide the effort. TRI uncovered and explored the Foundation's desired impact and expectations then created a Strategic Results Framework (*see inset on facing page*). Initiative applicants identified where they connected into the Strategic Results Framework, particularly the Results Trails outcomes to be achieved by Initiative Partners.

The Initiative focused on: awareness and education, capacity and collaboration building, and policy and practice changes. The Foundation allocated \$3 million over three years to accomplish its stated goals.

The Foundation identified seven key stakeholder groups:

1. Incarcerated and Formerly Incarcerated,
2. Employers,
3. Community Members,
4. Reentry Service Providers,

5. District Attorneys and Judges,
6. Sheriffs, Wardens, and Probation and Parole Officers, and
7. State Lawmakers.

The Foundation then created stakeholder-specific desired outcomes illustrated by seven different Results Trails, as shown in Appendix B.

Key to this Framework was a shift in the Foundation's decision-making approach: from funding of activities to investing in results. Applications for the Initiative were evaluated from the perspective of an investor answering three critical questions:

- What results are being proposed?
- How likely is it that this group can achieve the proposed results?
- Is this the best possible use of Foundation funds?

Another fundamental component was an emphasis on learning and improvement. Initiative Partners were required to participate in quarterly progress reporting and Results and Learning Sessions. During these quarterly reviews, Partners evaluated their achievement of milestones — critical indicators that showed whether participants and/or stakeholders were making progress — and their growth toward their Target Results.

It is important to note that the Initiative aimed to impact people who had been incarcerated in both state prisons and local parish jails. In Louisiana, convicted individuals are not all housed in state prison

Strategic Results Framework

Guiding documents for the Prison Reentry Initiative include a Strategic Map and a set of Results Trails. (See *Appendix A & B*).

Strategic Map

- Connects overarching strategy to impact
- Links organizational efforts to desired results
- Defines organizational results in terms of time-bound, sustained changes in behavior or condition for key stakeholders
- Identifies the organization's contribution toward those results

Results Trail

- Provides a continuum of results reflecting changes in behavior or condition of those being supported or influenced along the path to success.
- Reflects programs and projects as what 'goes in' to get participants to result achievement
- Differentiates expected vs. aspirational results
- Enables staff and partners to 'connect in' by identifying the results they achieve in their specific work
- Becomes the basis for result metrics that all projects and programs report against throughout the year

facilities. During the 1990s, the State of Louisiana was faced with incredible prison overcrowding. The State attempted to solve this problem by paying local sheriffs a per diem to house state inmates preventing overcrowding and the need to construct new prisons. Many sheriffs responded by expanding or building new jails to house additional inmates. Consequently, approximately 85 percent of the 14,000 individuals released annually come from one of the state's locally controlled facilities.⁵

⁵ Louisiana Department of Public Safety and Corrections. *Criminal Justice in Louisiana*. Retrieved from <http://doc.louisiana.gov>.



ACHIEVEMENTS

Each Initiative Partner identified individual results they could achieve and quantify. This type of reporting allowed programs to compare their results to other Initiative Partners, as well as enabled the Foundation to summarize the collective impact of all Initiative Partners. The quantified results are included in Appendix C.

Incarcerated and Formerly Incarcerated Individuals

For incarcerated and formerly incarcerated individuals, the Foundation's goal was for returning citizens to be successful in the community at three years post-release.

Over three years, Partners engaged with more than 10,000 individuals, many of whom have not yet been released. By the end of 2018, 531 individuals were verified as having achieved stability and success in the community for three years post-incarceration. In addition to those who had achieved three years of success, nearly 1,500 had maintained stable life conditions for at least six months post-release and were on track to remain successful.

In order to achieve stability for three years by the end of 2018, an individual would have needed a release date in 2015. It is very difficult to calculate how many clients have achieved success due to their involvement in the Initiative, because the formerly incarcerated have tended to be a relatively transient population. Programs routinely lost contact with their participants, and it became difficult to determine whether the individual was maintaining stability.

Employers

For employers, the Foundation's goals were three-fold. First, employers would understand the benefits to their business and the greater community of hiring returning citizens. Our Partners identified more than 400 employers who expressed an interest in hiring the formerly incarcerated. Second, employers would implement hiring and supportive practices. Partners reported 141 employers had identified and adopted policies to support the formerly incarcerated. Particular success has been seen in the construction, groundskeeping, hospitality, and automotive industries. Finally, employers would influence other businesses to do the same. While there are certainly more employers hiring formerly incarcerated individuals — our Partners confirmed 204 employers hired returned citizens — we have not yet seen a groundswell of employers influencing their peers.

Community Members

The Foundation wanted to see widespread change in public attitudes toward the formerly incarcerated, with residents accepting the formerly incarcerated as

community members and neighbors. Over the course of three years, Initiative Partners confirmed that more than 8,000 individuals had become aware of the ineffectiveness, inequity and costs of the criminal justice system. Through this work, numerous individuals signed up to become advocates and provided support to the formerly incarcerated, including 175 people who volunteered to become mentors.

Capacity and Collaboration Building with Service Providers

One of the Foundation's significant goals was to increase the capacity of and collaboration among reentry service providers, faith-based providers, health and mental health providers, and volunteer mentors. Through the Initiative, the Foundation witnessed walls in the sector begin to come down, and Partners began to collaborate with one another in ways they had not considered previously. In one instance, two Partners found efficiency in sharing office personnel.

Strengthening the service sector includes the implementation of best practices and the communication of results with others. Initiative Partners did not fully integrate these methods. The Foundation remains hopeful that organizations will continue to evolve and strengthen their programs for the benefit of the community.

Systems Change

In order for programmatic investments to be successful there was also room for improvements to the various components of the criminal justice system. Through Systems Change investments, the

Foundation sought for district attorneys, judges, sheriffs, wardens, probation and parole officers, and lawmakers to become aware of "smart on crime" policies and practices, then implement those principles within the stakeholders' sphere(s) of influence.

In the first year of the Initiative, the Foundation had only one Partner propose to work on Systems Change. The Partner experienced multiple setbacks and did not achieve projected results.

The second year of the Initiative benefited from the state's Justice Reinvestment Task Force completing its work in early 2017 and making recommendations for a 10-bill slate of criminal justice reforms, some of which were connected to reentry. Partners were able to engage with stakeholders throughout the process to educate them on the issues facing individuals returning home from incarceration and provide perspectives from lived experiences. The third year of the Initiative provided further opportunities for education and awareness at the Legislature.



In addition, the State's Department of Public Safety and Corrections (DPSC) embarked on its own Louisiana Prisoner Reentry Initiative (LA-PRI). In 2014, DPSC adopted a new framework modeled after the National Institute of Corrections' Transition from Prison to Community model. Early implementation focused internally at DPSC, and by 2016 they were ready to begin engaging communities and other stakeholders. The Foundation's Partners were able to connect with the systemic work by holding seats on the state- and parish-level Implementation Steering Teams of the LA-PRI.

Additional Achievement

One significant achievement not fully captured in the Results Trails was the translation of probation and parole guidelines into American Sign Language (ASL). Helping Educate to Advance the Rights of the Deaf (HEARD) approached the Foundation about the profound needs of the deaf community in prisons and jails. Specifically, formerly incarcerated persons were being given Probation & Parole Guidelines in a printed manual of written

English. HEARD explained to the Foundation that for many in the deaf community ASL is their first language, and many could not understand the written guidelines.

By working with DPSC and a nationally recognized sign language production company, HEARD produced a first-in-the-nation series of videos⁶ covering conditions of parole, probation, sex offender registries, the interstate compact and other items. Upon completion of the videos, the Partner held a focus group with members of the deaf community to test their comprehension. Attendees reported the information "seemed to be 'news' to them....in many instances they had been recidivating due to lack of understanding of what's required of them."

LESSONS LEARNED

Under the Results Framework, Initiative Partners were not evaluated solely on their achievement of proposed results. Partners also engaged in reflective practices through quarterly reporting and Results & Learning Sessions. Partners were considered successful when they both achieved results and applied learnings. The process of ongoing reflection allowed Partners to make process and quality improvements in their programs to increase achievements for clients. Partners were able to focus on elements that contributed to success and eliminate factors that detracted from progress.



⁶ Videos can be viewed at <https://doc.louisiana.gov/offender-programs-resources/probation-community-corrections/>

From the Partners

It is often difficult to disconnect, pause and reflect... Partners of the Initiative were required to report to the Foundation on a quarterly basis and commit to quarterly Results and Learning Sessions. In the day-to-day rush of serving clients, it was often difficult for Partners to reflect back on the things they had done, seen and changed over the course of the previous quarter. Partners frequently described situations where they were constantly “on call” solving individual crises as they arose, making it difficult to separate their work into neat quarters – both in planning and implementation.

...But it often leads to program and process improvements. One partner had a rough start and did not meet any of their first quarter milestones. As a result, the organization instituted monthly meetings with staff members at the local jail to work through barriers. Because of these routine reflection points, the agency improved outcomes for clients and built a stronger relationship with their partners inside the facility. As another Partner summarized, the periodic reflections highlighted the critical importance of maintaining focus.

A third Partner shared that the Initiative helped the organization become more structured and methodical. While the organization anecdotally knew they were making a difference, the intentional tracking led to a more in-depth awareness of the program’s effectiveness.

An individual with a fourth Partner organization shared that the quarterly reflection points were helpful for her to get a



handle on experiences that were trends across all clients. In the day-to-day work, the Partner focused on the client in front of her at that moment. By taking a step back, she could see that multiple clients faced the same challenge, and she was able to change internal processes to overcome the barrier.

The importance of having “boots on the ground.” Prior to the Initiative, some Partners had been managing their programs from other states or with skeleton crews. Funding through the Initiative allowed them to hire full-time staff devoted to the program enabling greater levels of local collaboration and gains for participants.

“No agency is an island.” Throughout the Initiative, Partners found they needed to work together to accomplish their individual projects’ goals, but working together is not always easy. Multiple partners discovered that it takes significantly longer to build trust and relationships. For example, one Partner stated she had to multiply her timeline threefold due to unexpected conflicts and differing perspectives.

There are many different types of unforeseen challenges. In Year 1 of the Initiative, the Greater Baton Rouge community was inundated with more than 7 trillion gallons of water as an “unnamed storm” sat over the area for multiple days, flooding more than 83,000 households and displacing many. This unprecedented event offered both challenges and opportunities. Employment became plentiful in sectors connected with recovery, repair and rebuilding, but that meant many clients disconnected from programs after attaining stable employment.

For one Partner, repeated and unanticipated staff turnover caused the project to completely fail. “In perfect hindsight, the work of producing the report and conducting the outreach should have been divided more evenly among the staff, so that we could have more easily dealt with the departure of a key staff member,” the Partner said. This led to a wider discussion with all of the Partner agencies on the importance of succession and contingency planning.

Which came first, the chicken or the egg?

Without stable housing and healthcare, it is hard to obtain and maintain a job. Without a job, it is hard to afford safe, stable housing and healthcare. Without a stable support network, it is hard to thrive. When housing, employment, and healthcare needs are not met, it is often easier to return to criminal misconduct to meet basic survival needs.

The whole individual needs to be addressed. Ideally, one's substance abuse, educational and workforce training needs, as well as criminogenic thinking, could be

managed individually. However, all of these factors influence one another. Unless providers are assessing and serving the whole person, it is difficult to properly address the full spectrum of their needs.



The role of criminogenic thinking—characteristics, traits, problems, or issues of an individual that directly relate to the individual's likelihood to re-offend and commit another crime—cannot be understated. Some Partners assumed they could serve this population in the same way they serve their other clients. The Partners quickly learned they must be prepared to address criminogenics in order to meet the needs of each individual client. As one Partner stated, “The work is intensive, time-consuming, and hands-on.”

In addition, many Partners were unprepared for clients with language barriers, learning deficits, and high rates of illiteracy. Those Partners adapted to match the unique learning styles of their participants.

Gender differences. Multiple Partners learned relatively quickly that support groups needed to be divided by gender. This

was done for two reasons: 1) People often have a hard time fully sharing their experiences in mixed company, and 2) Many participants had made poor decisions due to influences of the opposite sex. As one Partner put it, the genders were separated “so that predatory relationships do not derail re-entry plans.”

Signing up participants is not the goal; keeping participants through success is the target. Signing someone up for a program is just the beginning. Individuals need a sense of belonging and commitment to stick with their plan long enough to see success. For example, one Partner began using motivational interviewing techniques in order to get a client’s firm commitment to the program. Another Partner reported establishing rapport was essential for compliance during treatment and for maintaining a relationship with the client after care to ensure continued success.

A third partner was working exclusively with faith-based organizations. Congregations easily signed up, but once implementation of the program began it was challenging to get them to fully engage. It was necessary for the Partner to understand their congregational cultures before success could be realized.

Coordination between public institutions and community organizations needs improvement. Best practice dictates returning citizens begin receiving services while still incarcerated in order to smooth the transition to life on the outside. Partners frequently relayed stories of difficulty connecting to and maintaining

contact with incarcerated individuals, in some cases due to the institution’s use of antiquated technology and processing systems.

For example, one Partner had begun working with an individual while incarcerated and had received a strong level of interest from him to join a detox and short-term addiction treatment program upon release. Unfortunately, the institution abruptly released him into homelessness with no transition plan or hand off to the Partner and no way for the Partner to contact or locate him. Months later the Partner learned that the individual had indeed shown up at a treatment program, successfully completed it and transitioned to a sober living program in another city.

In other cases, Partners were notified of their clients being released but with very short notice. One Partner relayed a story of receiving a phone call at midnight that her client would be arriving at the bus station at 1 a.m. and would need transportation.



Not just communicating, communicating effectively. Partners often thought they had been communicating with their participants and stakeholders often enough to get them to take specific actions. The volume of communications was not indicative of partners and participants achieving milestones. It was often clarity of communications, not volume, that contributed to success.



Everyone wants to see progress. Partner organizations and clients alike needed to see progress. Case plans that included incremental milestones along the way were more motivational to clients than those that only included a final goal. Many clients needed to see small changes and progress in order to believe they would eventually hit their ultimate target.

Small programmatic changes can translate into significant impact. During site visits, one Partner commented they had discovered the time they had scheduled their support group meetings was not sensitive to the needs of their working population. The Partner shifted the meeting time to later in the evening and attendance doubled.

From the Foundation

This mindshift will take some time. The Foundation staff member most intimately engaged with managing the Initiative required time to become fluent in the new Framework and language of being an investor in outcomes rather than a funder of activities. It would be unreasonable to expect Partners to pick it up overnight. Multiple trainings, one-on-one technical assistance sessions, worksheets, and video tutorials were created to provide opportunities for different learning styles to understand the model.

Partnerships happen at the speed of trust. After a full year in partnership with the first cohort, many Partners were still uncomfortable coming forward and admitting shortcomings to the Foundation. Throughout the year, Partners would report that they were on track to achieving results by year-end, when in fact they had not met their quarterly milestones and were significantly behind. Over time, Partners came to trust that the Foundation was there to help them problem solve along the way.

Not just communicating, communicating effectively. The Foundation also had to change the way it communicated with Initiative Partners. During the first quarterly Results and Learning Session, Foundation staff immediately delved into asking Partners to reflect on the Framework and identify improvements and course corrections. Staff did not recognize the need to level-set and review the Framework first. This meant the Partners did not know how to articulate their answers relative to the Framework, and their modifications were

perceived to be weak. Going forward, the Foundation spent additional time with each Partner to facilitate internal Results and Learning Sessions in-house in preparation for the Cohort's sessions.

Some Partners will overshare, and others will under-share. The reporting form was intentionally kept short to not be a burden, yet some Partners would provide more detail than needed. One Partner would write volumes for their quarterly reports, communicating every detail of each client's situation. Others did not answer the questions. In addition, one of the goals of the Initiative was to foster more collaborations among providers, yet some went unreported. Two Partners had been sharing an administrative position for several quarters but did not share that information until the end of the year.

Provide space for organic conversation and collaboration. Foundation staff wanted to ensure that Partners' time was being used efficiently during Results and Learning Sessions and created detailed agendas using every available minute. It was often difficult to get Partners to pivot to different activities, because they were engaged in meaningful conversations they did not want to end. In subsequent years, the Foundation added informal networking breakfasts and allowed additional time during the Results & Learning Sessions for longer transitions and networking lunch breaks.

Ensure you have the right people in the room. It was critical that the people responsible for project success attended site visits and Results and Learning Sessions.



One Partner sent a staff member to a Results and Learning Session that was not involved in the project and was unable to identify issues or communicate meaningfully about the project. The project was off track, and Foundation staff were unable to have an in-depth conversation with the Partner until nearly six months had elapsed. Even after conversations, there were still issues in communicating effectively.

Trust your gut. On multiple occasions, Foundation staff considered intervening when Partners ran into obstacles. When balancing autonomy and micromanaging, staff erred on the side of observing. In hindsight, some projects were not in a position to overcome their weaknesses, and the projects did not make sufficient progress to achieve their goals.

MOVING FORWARD

In 2012, well before the Initiative, the State of Louisiana incarcerated 893 people per capita, with an inmate headcount of 40,170, and spent more than \$663 million annually on corrections.⁷ By the end of 2018, the incarceration rate had fallen to 712 per capita, with 32,397 incarcerated, and had realized savings from two fiscal years totaling \$29 million. The Foundation cannot claim this success as its own but does believe the efforts of our Partners contributed greatly to these successes.

At the end of the Initiative, Partners asked, “Where do we go from here? How do we continue to work collaboratively without the Foundation holding us together?”

Through the Initiative, the Foundation worked to strengthen two spaces for collaboration: the Capital Area Reentry Coalition and its working group on the

LA-PRI. One year after the conclusion of the Initiative, the Partners have continued meeting and moving the work forward.

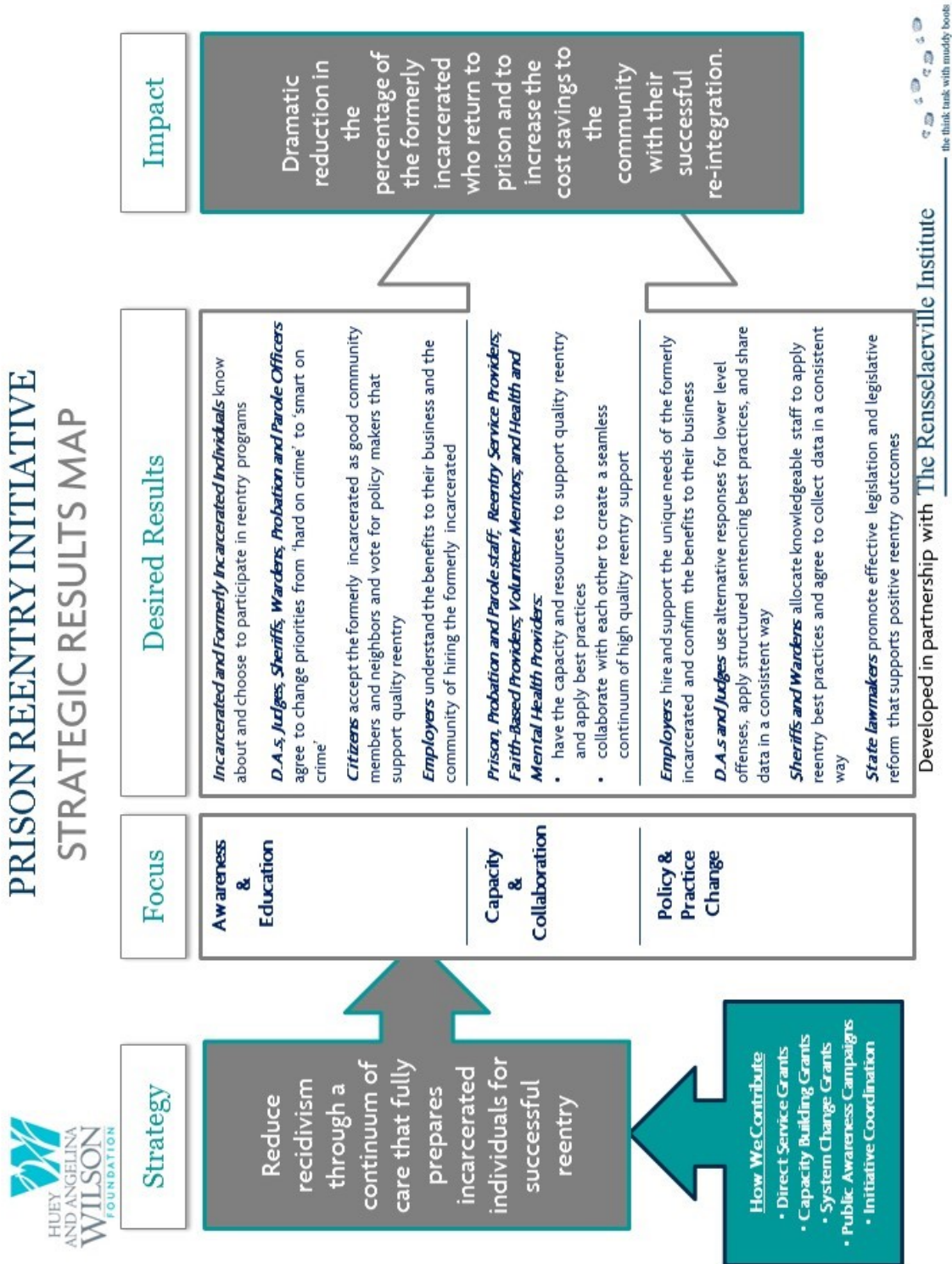
A falling inmate headcount means that more individuals are returning to our communities and will need support to achieve their full potentials. While the Initiative has ended, the Foundation continues its commitment to eliminating barriers to successful reintegration and invites individuals and organizations working to support our fellow Louisianians to reach out to us and our Partners listed in the front of this report. We have much to learn from one another.



⁷ Chang, C. (2012, May 13). Louisiana is the world's prison capital. The Times-Picayune, https://www.nola.com/crime/index.ssf/2012/05/louisiana_is_the_worlds_prison.html.

⁸ Department of Public Safety and Corrections. (2019, June) *Louisiana's Justice Reinvestment Reforms 2019 Annual Performance Report*.

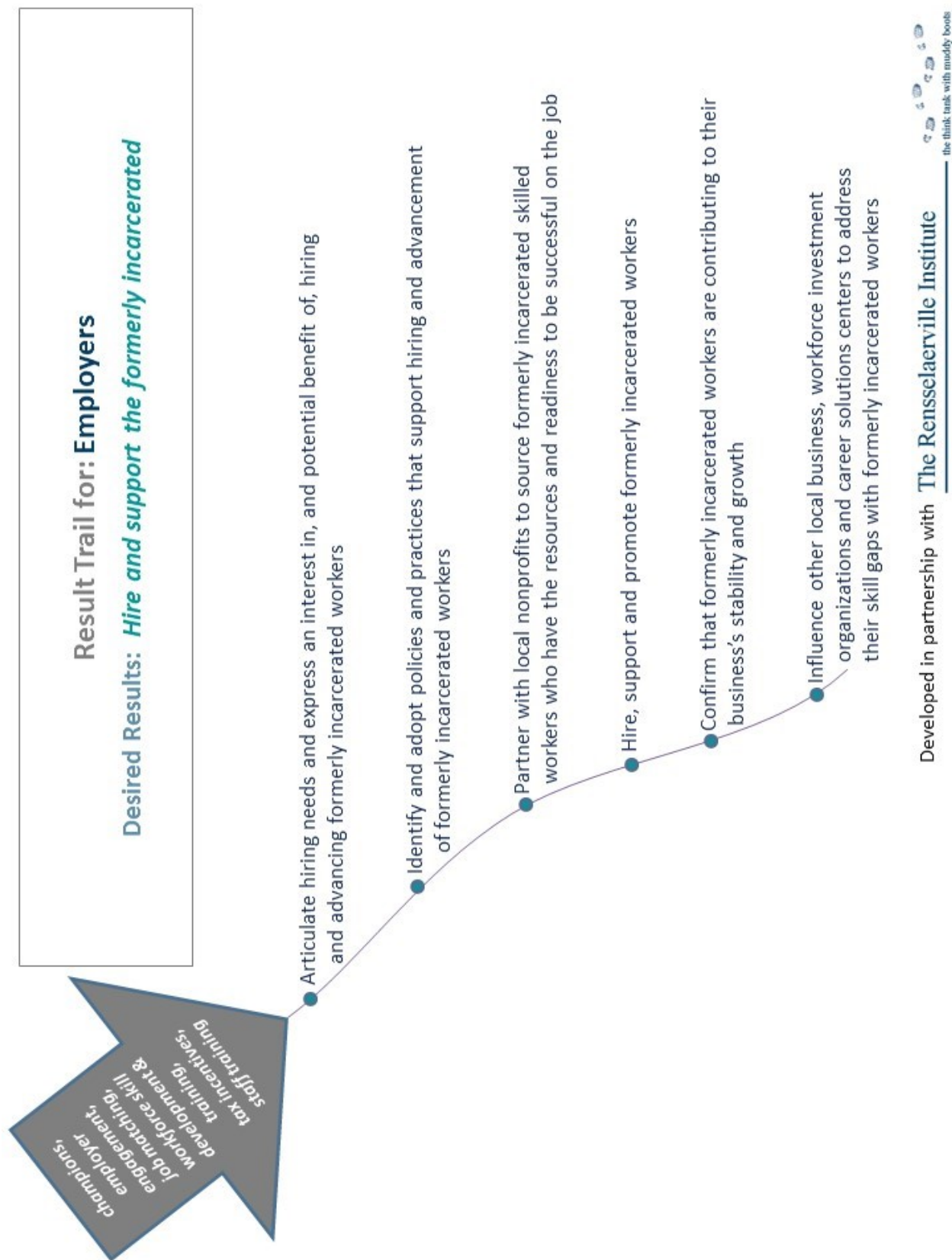
Appendix A: Strategic Map



Appendix B: Results Trails



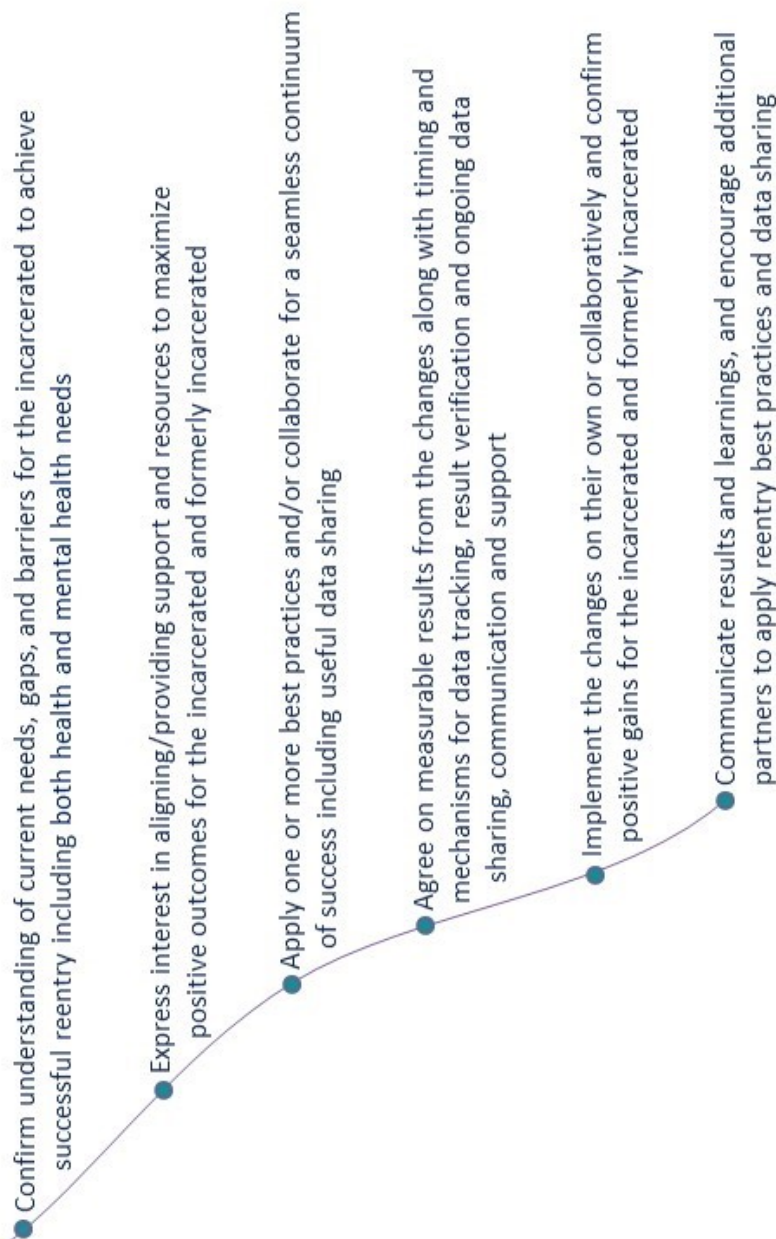






Result Trail for: Prison Staff; Probation and Parole Officers; Reentry Service Providers; Faith-Based Providers; Volunteer Mentors; and Health and Mental Health Providers

Desired Results: *Build capacity to deliver a continuum of reentry best practices*





Result Trail for: District Attorneys and Judges
Desired Results: *Change policies and practices to reduce recidivism*



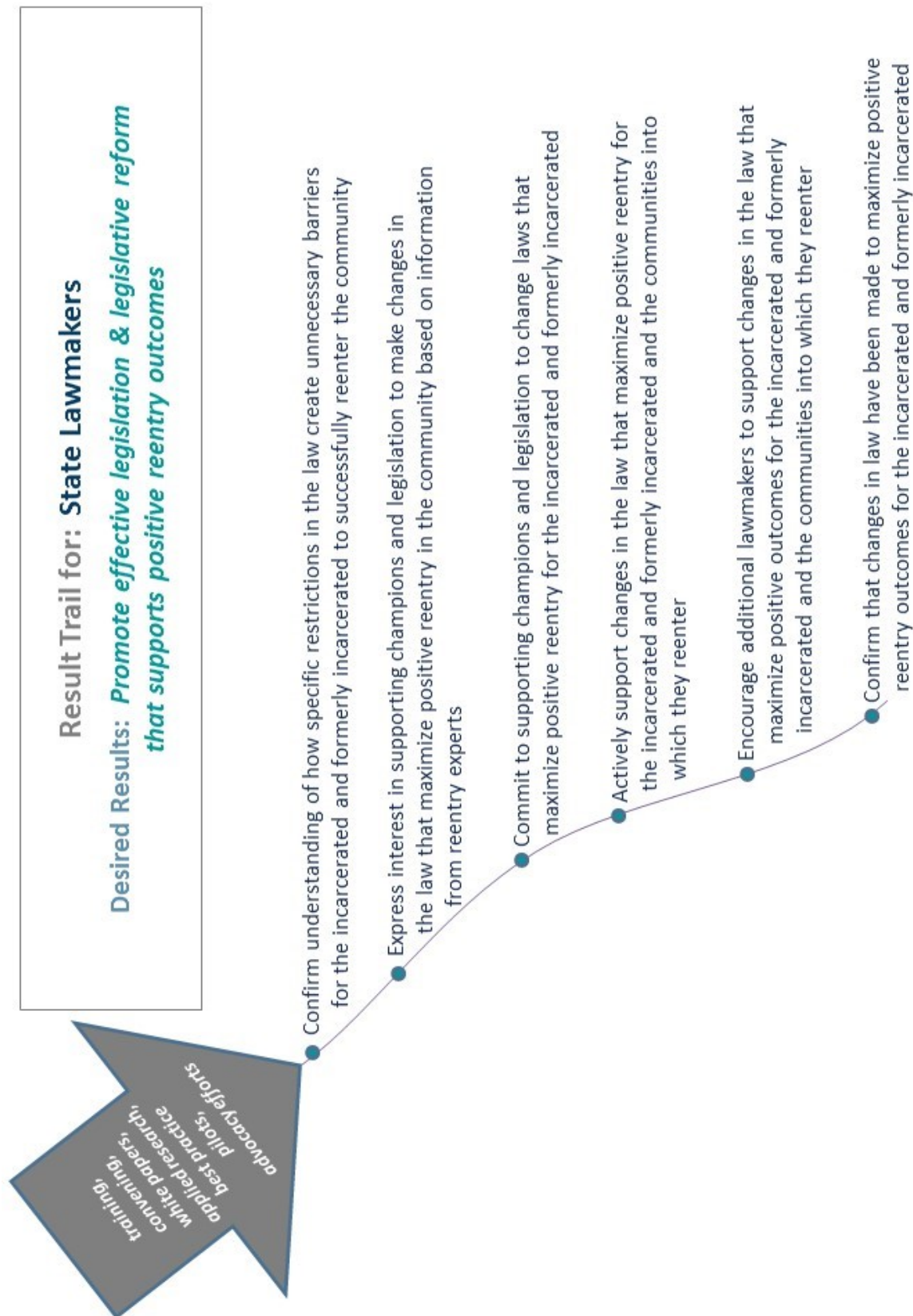
Result Trail for: Sheriffs, Wardens, Probation and Parole Officers

Desired Results: *Integrate sustainable reentry best practices in the prison system*



Developed in partnership with **The Rensselaerville Institute**





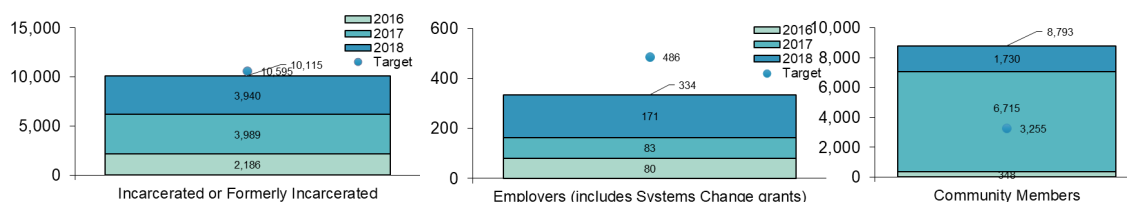
Appendix C: Outcomes Report

Prison Reentry Initiative - 2016-2018 Outcomes Report

Programmatic Partners

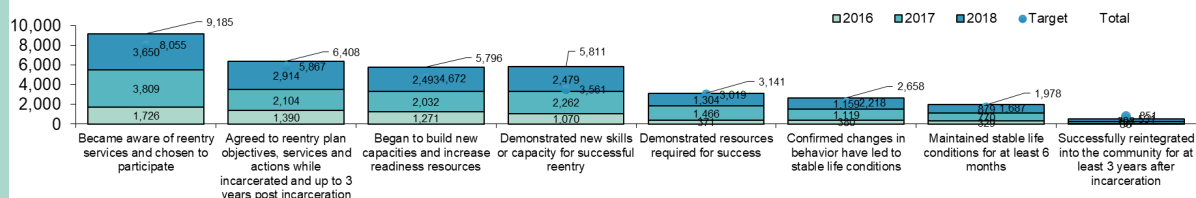
Participants to be Served

TOTALS	# Grants	Target	2016	2017	2018	Total	% to Target
Incarcerated or Formerly Incarcerated	35	10,595	2,186	3,989	3,940	10,115	95%
Employers (includes Systems Change grants)	15	486	80	83	171	334	69%
Community Members	11	3,255	348	6,715	1,730	8,793	270%



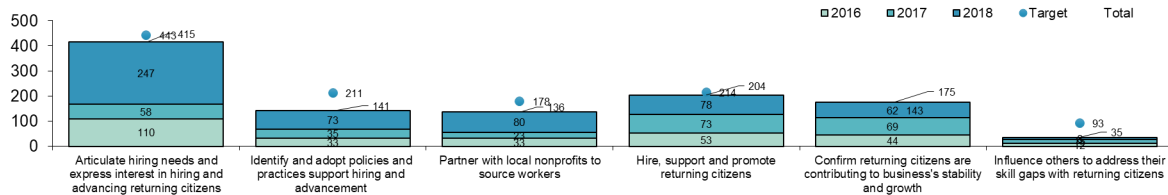
Incarcerated and Formerly Incarcerated

Incarcerated and Formerly Incarcerated	#	Target	2016	2017	2018	Total	% to Target
Became aware of reentry services and chosen to participate	35	8,055	1,726	3,809	3,650	9,185	114%
Agreed to reentry plan objectives, services and actions while incarcerated and up to 3 years post incarceration	33	5,867	1,390	2,104	2,914	6,408	109%
Began to build new capacities and increase readiness resources	33	4,672	1,271	2,032	2,493	5,796	124%
Demonstrated new skills or capacity for successful reentry	35	3,561	1,070	2,262	2,479	5,811	163%
Demonstrated resources required for success	34	3,019	371	1,466	1,304	3,141	104%
Confirmed changes in behavior have led to stable life conditions	33	2,218	380	1,119	1,159	2,658	120%
Maintained stable life conditions for at least 6 months	33	1,687	329	770	879	1,978	117%
Successfully reintegrated into the community for at least 3 years after incarceration	24	851	36	197	298	531	62%

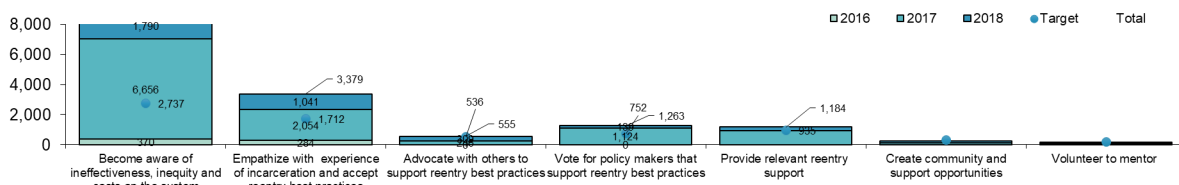


Programmatic Partners (continued)

Employers							
Employers (includes 2 Systems Change grants)	# Grants	Target	2016	2017	2018	Total	% to Target
Articulate hiring needs and express interest in hiring and advancing returning citizens	15	443	110	58	247	415	94%
Identify and adopt policies and practices support hiring and advancement	11	211	33	35	73	141	67%
Partner with local nonprofits to source workers	10	178	33	23	80	136	76%
Hire, support and promote returning citizens	13	214	53	73	78	204	95%
Confirm returning citizens are contributing to business's stability and growth	11	143	44	69	62	175	122%
Influence others to address their skill gaps with returning citizens	9	93	12	15	8	35	38%

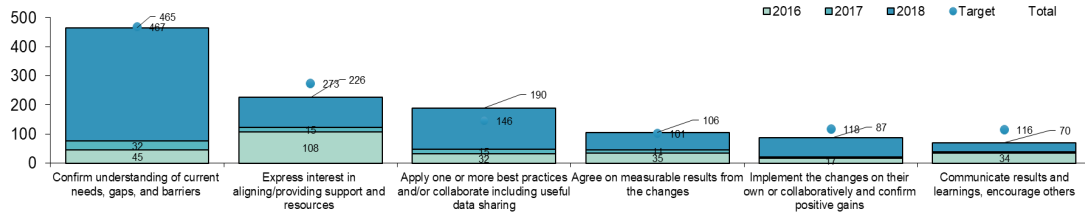


Community Members							
Community Members	# Grants	Target	2016	2017	2018	Total	% to Target
Become aware of ineffectiveness, inequity and costs on the system	12	2,737	370	6,656	1,790	8,816	322%
Empathize with experience of incarceration and accept reentry best practices	12	1,712	284	2,054	1,041	3,379	197%
Advocate with others to support reentry best practices	10	536	-	246	309	555	104%
Vote for policy makers that support reentry best practices	5	752	-	1,124	139	1,263	168%
Provide relevant reentry support	7	935	-	928	256	1,184	127%
Create community and support opportunities	7	300	-	125	110	235	78%
Volunteer to mentor	8	200	-	76	99	175	88%



Capacity and/or Collaboration Building Partners

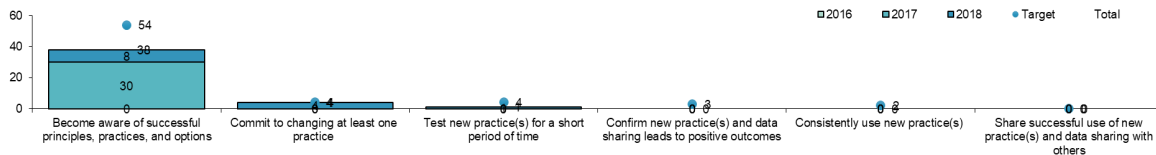
Capacity and/or Collaboration	#	Target	2016	2017	2018	Total	% to Target
Confirm understanding of current needs, gaps, and barriers	8	467	45	32	388	465	100%
Express interest in aligning/providing support and resources	9	273	108	15	103	226	83%
Apply one or more best practices and/or collaborate including useful data sharing	9	146	32	15	143	190	130%
Agree on measurable results from the changes	7	101	35	11	60	106	105%
Implement the changes on their own or collaboratively and confirm positive gains	7	118	17	4	66	87	74%
Communicate results and learnings, encourage others	8	116	34	4	32	70	60%



Systems Change Partners

District Attorneys and Judges

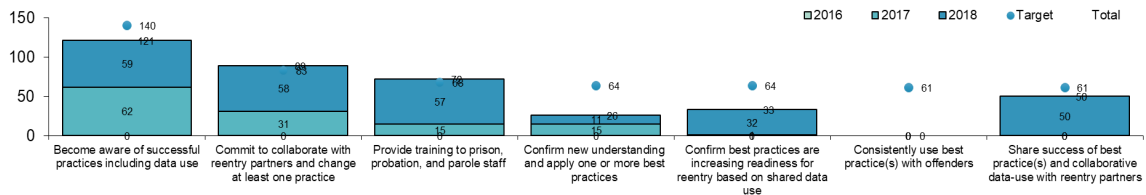
District Attorneys and Judges	# Grants	Target	2016	2017	2018	Total	% to Target
Become aware of successful principles, practices, and options	3	54	-	30	8	38	70%
Commit to changing at least one practice	1	4	-	-	4	4	100%
Test new practice(s) for a short period of time	1	4	-	-	1	1	25%
Confirm new practice(s) and data sharing leads to positive outcomes	1	3	-	-	0	0	0%
Consistently use new practice(s)	1	2	-	-	0	0	0%
Share successful use of new practice(s) and data sharing with others	-	-	-	-	-	-	-



Systems Change Partners (continued)

Sheriffs, Wardens, Probation and Parole

Sheriffs, Wardens, Probation and Parole	#	Target	2016	2017	2018	Total	% to Target
Become aware of successful practices including data use	6	140	0	62	59	121	86%
Commit to collaborate with reentry partners and change at least one practice	5	83	-	31	58	89	107%
Provide training to prison, probation, and parole staff	5	68	-	15	57	72	106%
Confirm new understanding and apply one or more best practices	4	64	-	15	11	26	41%
Confirm best practices are increasing readiness for reentry based on shared data use	4	64	-	1	32	33	52%
Consistently use best practice(s) with offenders	4	61	-	0	0	0	0%
Share success of best practice(s) and collaborative data-use with reentry partners	4	61	-	0	50	50	82%



Lawmakers

Lawmakers	#	Target	2016	2017	2018	Total	% to Target
Confirm understanding of specific restrictions in law that create	4	330	-	174	225	399	121%
Express interest in supporting champions and legislation	4	243	-	147	191	338	139%
Commit to supporting champions and legislation to change laws	4	165	-	137	190	327	198%
Actively support changes in the law	4	165	-	137	184	321	195%
Encourage additional lawmakers to support changes in the law	4	145	-	133	121	254	175%
Confirm that changes in law have been made	3	166	-	133	184	317	191%

