

**ONE THOUSAND DAYS: A PRISON AND COMMUNITY-BASED PROGRAM**

**PROGRAM PLAN**

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## Abstract

This plan describes “One Thousand Days: A Prison and Community-Based Program.” Twenty male prisoners at the California Correctional Institution in Tehachapi, California, will participate in the One Thousand Days Program (OTDP) during the last 15 to 24 months of their sentence *and* for one thousand days after their release. The OTDP is a volunteer program and will also include family and community members of these men who agree to participate while their prisoner is incarcerated and for a thousand days after his release. Prisoners and their family and community members will be from the South Central area of Los Angeles.

Why one thousand days? This period represents a significant milestone in the lives of those released from prison. A former prisoner who remains out of prison for almost three years (a thousand days) has a statistically better chance of staying out for good. It is intended that OTDP participants, having served their term in prison and completed a comprehensive program of rehabilitation, will return to their communities as productive citizens and role models, even leaders, and *remain prison-free for one thousand days*.

In January of 2007, the State’s Legislative Analyst’s Office published, *California’s Criminal Justice System: A Primer*. Citing public safety consequences, the report highlights the overwhelming number of offenders who return to prison, “Unfortunately, California has one of the highest recidivism rates in the nation, with almost 60 percent of released offenders returning to prison within three years, often because of new criminal activity.” The LAO recognizes that well-designed rehabilitation programs can reduce recidivism and improve public safety. Despite the benefits of rehabilitation programs, including reducing criminal behavior and ameliorating overcrowding conditions, the availability of rehabilitation programs is severely limited in California prisons.

The OTDP addresses this need for effective rehabilitation programs. The OTDP objective is three-fold; (1) To quantitatively demonstrate that a multi-faceted, long term approach to rehabilitation—both during and after incarceration—significantly reduces recidivism; (2) To simultaneously show that working interdependently with prisoners’ families, and other sources of support in the communities to which prisoners return, benefits and strengthens the communities as a whole, as well as the individuals; and (3) To demonstrate over an extended period of time that this holistic approach is both replicable and cost-effective.

The OTDP is under the aegis of the Ojai Foundation, a non-profit organization in Ojai, California. Because of the serious budget crisis facing the state, the OTDP is actively seeking program funding from foundations and private donors.

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# ***ONE THOUSAND DAYS: A PRISON AND COMMUNITY-BASED PROGRAM***

## **PROGRAM OVERVIEW**

### **Current California Reality**

More than 170,000 inmates populate 33 adult prisons, 40 prison camps and 17 community facilities in California. With the inclusion of those on parole, over 310,000 adults are now under jurisdiction of the California Department of Corrections and Rehabilitation (CDCR). Annual spending on corrections is over \$9.7 billion.

Approximately 50 percent of the state’s prisoners are held in either medium or minimum-custody, yet fewer than 14 percent are able to participate in educational or vocational training programs. Less than 11 percent receive drug treatment. Although over 85 percent of prisoners will ultimately return to their communities, the lack of successful rehabilitation programs, combined with lack of community support for a successful parole, cause most parolees to return to prison. The CDCR reports that over half of all felons paroled from prison for the first time return to prison within two years. Seen from a national perspective, the scale of California’s recidivism puts it in a league of its own. All Californians suffer the economic and social consequences of high recidivism and rehabilitation failures. Some segments of the population, however, suffer far more than others, especially those living in the few inner-city neighborhoods through which the vast majority of parolees migrate on their way back to prison.

### **Vision Statement**

Spending time in prison can be an opportunity for healing; a time when those who have violated the public trust are given a chance to recreate themselves as whole human beings by reclaiming—or claiming for the first time—a sense of self-esteem and purpose. This transformational process, both before and after release, also involves prisoners’ families and various members of the communities to which they are returning, all of whom work collaboratively together to create a safety net of support and a greater sense of well-being as they build a sustainable, healthier future.

### **Intended Program Outcome**

Selected prisoners, having served their term in prison and completed a comprehensive program of rehabilitation, return to their communities as productive citizens and role models, even leaders, and *remain prison-free for one thousand days.*

Why one thousand days?

This period represents a significant milestone in the lives of those released from prison. A man or woman who remains out of prison for almost three years has a statistically better chance of staying out and of becoming a contributing member of society than do those who return to prison through the revolving door of “penal migration.”

## Scope of Program

The initial **One Thousand Days Program (OTDP)** will involve 20 male prisoners from the California Correctional Institution (CCI) in Tehachapi, California. The program will include an extended community of participating family members, friends, and professional support personnel from the prisoners' respective neighborhoods in South Central Los Angeles. The initial group will all be volunteers, selected at random from a pool of candidates who meet a set of pre-established criteria. Program activities will commence 15 to 24 months prior to each individual's release date and will continue for one thousand days thereafter. The program consists of up to two years of rehabilitation in prison prior to release plus three years of post-release community-based activities. During this five-year period, OTDP will provide a full description and evaluation of the individuals who complete the program.

## Program Objective

OTDP's objective is three-fold: (1) To quantitatively demonstrate that a multi-faceted, long term approach to rehabilitation--both during and after incarceration--significantly reduces recidivism; (2) To simultaneously show that working interdependently with prisoners' families and other sources of support in the communities to which prisoners return benefits and strengthens the communities as a whole, as well as the individuals; and (3) To demonstrate over an extended period of time that this holistic approach is both replicable and cost-effective.

By *holistic* we mean that our approach and methodology deal with the interdependent complexities of the social, political, economic, familial, and personal forces that significantly influence any individual's life. In the context of OTDP, holistic implies that the rehabilitation of prisoners and the renewal of the communities to which they return are inseparable.

Furthermore, understanding the interdependent cultural and personal forces leading to criminal behavior and incarceration is essential to bringing about the transformations that can reduce these behaviors in the future. For example, the interrelated effects of drug addiction, gang membership, psychological disorders, lack of job skills, or dysfunctional family background on prisoners' lives will all be addressed systematically in order to help change the culture that creates these challenges in the first place.

A critical component of our holistic approach is a comprehensive, five-year long, prisoner-driven assessment of the individual's needs and goals. The participant's **Life Plan** is determined by the prisoner himself, in collaboration with OTDP's counseling team and other key members of his extended community. One person from this team will be assigned to track and "mentor" the Plan with each prisoner. The Plan identifies the individual's personal needs and intentions in the context of taking full responsibility for the behavior that led to his imprisonment. The areas of focus will include: dealing with drug or alcohol problems, the treatment of psychological disorders, educational plans, vocational interests, employment and career goals, and family plans. These intentions are integrated with the requirements of the appropriate parole agency and the support available from the community, such as substance abuse programs, life-skills trainings, high school or college opportunities, vocational training, family counseling services, self-help, religious and spiritual institutions, and self-advocacy programs.

The Plan will also find common threads of support that the community agencies can provide each individual in a way that affords opportunities for real synergy among the agencies and their representatives. The Plan then becomes the participant's road map for rehabilitation while in prison and for one thousand days thereafter. It is the sustained five-year scope of the Plan that distinguishes OTDP's approach. It provides a detailed matching of each prisoner's needs with a matching matrix of programs and services designed to meet those needs both before and after re-entry. In this sense, OTDP is a "meta-program" – a program that links and synergizes other existing programs and services, and that also initiates supplemental activities and programs where necessary. Our intention is to create a seamless, integrated, wrap-around safety net of services and community support sufficient to move the former prisoner toward self-esteem and responsible independence-*and to help keep him out of prison for good.*

Extending a coordinated effort over such a long period of time will be one of OTDP's greatest challenges. Ongoing support from the team of facilitators, and particularly the mentors, will be crucial in sustaining efforts of the prisoner, his family, and the various supporting agencies. A strong personal connection with his advisors and the fact that he originated his own life plan with their assistance will be essential in achieving the program's goals.

The long-range intention of the pilot project is that its successful completion will lead to two overlapping outcomes: (1) OTDP spins off and becomes a model non-profit NGO delivering programs to prisons and communities statewide, and (2) the California Department of Corrections and Rehabilitation integrates OTDP methodology into its rehabilitation philosophy and practices.

The initial five-year OTDP is being proposed by a team of specialists working under the fiscal and legal sponsorship of The Ojai Foundation, a 501 (c) (3) non-profit, tax-exempt, educational and research organization, located in Ojai, California. The program will be administered by the Project Team with the assistance of the Foundation's Business Office. Funding for the pilot project has and will continue to be obtained through a combination of individual donations, foundation grants, corporate contributions, and government funding. The Ojai Foundation will receive these funds as restricted gifts to be used exclusively in fulfilling the aims of the OTDP.

In what follows, we provide a brief statement of some of the problems facing California's criminal justice system and its prisons in particular. In this context, and with the motivation to create positive change, the OTDP approach and methodology are described in some detail, including program administration, key personnel, time line, program evaluation, collaborating organizations, budget and funding.

## I. THE PROBLEM

### *Some Facts*

- California parolees have the highest rate of returns to prison in the nation with over 55 percent of all parolees returned to prison within two years of release. California has the second lowest level of parole success, with only 21 percent of parolees completing their term under parole supervision without being returned to prison or absconding.
- Approximately 80 percent of the parole violators returned to prison are sent back by way of the administrative revocation process, often for non-criminal violations, sometimes referred to as "technical violations." The remainder of parole violators are convicted of new crimes and sent back by the courts.
- Researchers have attributed the high parolee failure rate in California to a number of factors, including few programs and services available to assist parolees with reintegration, few alternatives to revocation for parolees who violate their conditions of parole, a failure by CDCR to adequately prepare inmates for release, and an emphasis on parolee punishment rather than reintegration.
- The state incurs average costs of over \$10,000 for each parolee who is returned to prison, costing the state almost \$900 million in incarceration each year. In addition, researchers have noted other, often less fiscally tangible costs associated with parole failure. These include local law enforcement and court costs, harm to victims and their property, loss of financial and social support to children and families of the incarcerated, and loss of tax revenues from revoked parolees who otherwise could be working.
- To improve reentry service delivery the department has planned "community reentry centers" that will bring dozens of new prison facilities right up to the doorsteps of already devastated communities. The plan has activists concerned, not least because it seems that the authority's response to the problems with prisons always involves building more prisons.

### *Digging Deeper*

We see the size and make-up of California's current prison population as a direct reflection of what is going on in our culture generally in regard to race, economics and our attitudes concerning criminal justice. The over-crowding of prisons, the predominance of Hispanic and African-American males who come from lower income neighborhoods, and the strong gang-structured prison cultures are an intense, distilled version of what exists in portions of the California urban culture at large. What happens inside the walls of prisons is, in many ways, a microcosm of what happens outside in most of our larger cities.

California's prisoners mostly come from, and return to, a relatively small number of urban neighborhoods. The fact that a disproportionately large percentage of released prisoners return to a few specific neighborhoods in the Los Angeles area is a predicament charged with equal amounts of risk and opportunity--for both the individuals and the communities to which they are returning. These areas bear the brunt of multiple traumas brought on by cycles of what some have begun to call "penal migration." The affects of crime, the multiple removals of recidivists from neighborhoods, the subsequent absence of fathers and breadwinners, and the upheaval of their

eventual return, are all tumultuous events experienced disproportionately by poor people of color residing in urban settings. When we speak of a *corrections crisis*, we are talking about a phenomenon felt most acutely by people not well equipped to deal with its myriad effects. We see the empowerment of these people—the families and other community members associated with the prisoners, as well as the prisoners themselves—as crucial to breaking the dangerous cycle of penal migration and the illicit activities that have fueled its rise.

### ***Rationale for Change***

When evaluating timely and effective interventions into destructive, often multigenerational, spirals of crime and crime control, the geographic concentration of penal migrants has led us to more deeply consider attributes of place along with the characteristics of individual prisoners and their families. Beyond the obvious, what is it about certain neighborhoods and the prisons to which they are linked that seem to perpetuate these troubling patterns? Are the people who inhabit these communities more apt to fall into criminal behavior than the population at large? Is it true that there exists a “prison-industrial complex” that depends on certain groups of minorities as “clients” for its continued expansion? Might the answers to these questions lie simultaneously in two seemingly unrelated directions: the deeply personal and familial dysfunctions of individual criminals, and the utterly impersonal, self-perpetuating nature of institutional systems at large?

The need to explore both of these factors cannot proceed effectively without broad community involvement and committed local participation in a web of linked prison/community rehabilitation efforts. We already know that without this truly holistic approach there is a greater likelihood returning ex-prisoners will fall back into the old habits, criminal contacts, and illegal activities that sent them to prison in the first place. The present situation puts both these individuals and the neighborhoods to which they return at risk. It is in the local community’s best interests, not only from the point of view of safety but also economically and socially, to help maximize the effectiveness of rehabilitation programs for this mini-migration of roughly 4,000 former prisoners per month into a few urban centers in Los Angeles.

Put bluntly, there is a choice to be made: Can we develop a multi-level comprehensive rehabilitation program that significantly increases the opportunities for former prisoners to become contributing citizens, potentially even role models, or will their communities continue to be temporary overflow housing for California’s growing prison system?

### ***In The Problem Lies the Answer***

The lives of individuals entering prison are often characterized by an all-too familiar and predictable litany of destructive social patterns: relations with gangs or organized crime, drug and alcohol abuse, unemployment, and a long-standing record of run-ins with the law. Certain conditions tend to dominate the personal histories of prisoners as well: lack of education and employable skills, sexual abuse, undiagnosed and untreated mental disorders, dysfunctional families, or no families at all. A significant percentage of arriving prisoners struggle with psychological, neurological, and behavioral problems that cry out for clinical treatment and an opportunity to become part of a healing community.

Interwoven as both cause and effect with these complex personal stories are the larger destructive societal forces of poverty, racism, and the increasing economic stratification of

American culture. The consequence of all this has been—and is—a great number of individual lives that are fragmented, dysfunctional, toxic, reactive in the extreme, largely unconscious, socially alienated and ultimately disempowering.

The challenge is to create a context for rehabilitation, both before and after release, that involves the prisoner, his family, and members of his community, in which a consciously created life plan gradually replaces the disempowering and destructive path that led to his delinquent behavior in the first place. In such a context, the prisoner can take full responsibility for his actions because he is being offered an alternative way of understanding his past and of living his future.

## II. A SOLUTION

### *The Vision*

The One Thousand Days Program (OTDP) seeks to reverse the thirty year trend of hardening the walls of California prisons that has resulted in a steady increase in the prison population to its present levels. In this sense, this program is part of a currently growing wave of criminal justice reform. In the Seventies, California attracted attention and admiration for its correctional system. That accomplishment was reversed and the subsequent trend seeded by the 1977 ruling to eliminate indeterminate sentencing. This was then further compounded by the deliberate elimination of the term (and intentions of) “rehabilitation” from the penal code and a series of more restrictive polices, including “Three Strikes.”

Recently, the renamed Department of Corrections and Rehabilitation, has embarked on a multi-faceted approach to address the overcrowding of the state’s prisons. OTDP can be a vital element in this new approach, a vision of prison walls rendered transparent by a different and more spirited attitude that refocuses on rehabilitation once again...and goes beyond.

*We envision interventions that ultimately transform prison culture in much the same way we hope to change the society from which the vast majority of inmates originated and to which they return. We see the period of incarceration as an opportunity for personal transformation, not only through education and vocational training, but also through the renewal of hope and self-value grounded in the development of interpersonal communication skills that will help to bring out the leadership abilities of a wide range of inmates.*

This interpersonal training will be coordinated with parallel experiences for the families, parole agents and community leaders in the neighborhoods to which inmates will return—both during their stay in prison and after their release. All program activities are directed towards building self-expression and self-esteem, towards improving family dynamics, preparing for job placement, and generally seeing their time in prison as an opportunity for prisoners to improve themselves *and the neighborhoods to which they return*. Through this holistic approach, incarceration becomes a rite of passage out of a life of crime and into one that transforms the very culture that led to criminality in the first place.

In this vision the community outside the walls has as much, or perhaps more, to learn than the “students” inside who are discovering how to become vital community members, even leaders. Through interactive Council circles with families, social service specialists, as well as with

local governmental and business leaders, returning prisoners have an opportunity to exercise their unique training in ways that can bring about the changes needed in their neighborhoods. Reduced recidivism rates become the consequence of former prisoners developing a renewed sense of self-as-leader in their families, communities and places of employment.

***Life Plan Renewal:  
A Holistic Approach to Rehabilitation***

The One Thousand Days Program takes as its point of departure the fact that former prisoners, able to steer clear of returning to prison for one-thousand days, are highly likely to stay out for good. Our collective experience is aligned with current research that suggests the present unsatisfactory recidivism rates (particularly in California) cannot be changed unless each aspect of the social system that negatively impacts prisoners' lives is addressed simultaneously in meaningful and lasting ways. We hold to the belief that endemic problems cannot be solved at the same conceptual level at which they were created. The prison problem was created both piecemeal as well as systematically, during differing political administrations, by many people doing their best to achieve worthy goals under trying circumstances. Correcting the correctional system will require engaging with it in its totality, precisely what the OTDP aims to do.

Our whole-systems approach starts from what currently exists and reframes conventional wisdom in creative and productive ways. For example, conventional wisdom holds that prisoners and former prisoners associating with one another is implicitly risky and destructive. The assumption is that they will reinforce their various criminal patterns and that prisons themselves—as congregations of criminals—are natural “crime schools.” While we acknowledge that a substantial body of past experience seems to support this view, we do not believe that it has to continue to be that way. Prisoners do associate with one another in any event and so we ask: What if these associations could be transformed into positive, pro-social, and law-abiding relationships? Is such a transformation possible?

We believe that it is, and that the possibility resides in the types of programs offered within prisons to prisoners and staff, as well as to prisoners' families and significant others in the communities to which the prisoners return.

Our rationale accepts the fact that such associations do exist between prisoners, and between prisoners and staff, prisoners and their families, and ultimately between former prisoners and their communities. The challenge is to accept these relationships as natural and inevitable, and not necessarily good or bad in themselves.

*It is the content and intentions of relationships—what actually happens between the people and what motivates them—that makes all the difference. It is in and through relationships that we discover who we are and who we are becoming. It is in relationship—with loved ones, teachers, teammates and mentors, as well as with competitors, strangers, even enemies--that we learn. Once we make this conceptual leap, we see that relationships are the fundamental arena where significant, positive change and growth can happen.*

This program's methodology focuses on the prisoner's core relationships as venues and catalysts for growth. Developing better relational skills and supporting healthy pro-social relationships becomes the central goal of the program. Our interventions, programs, and trainings are all relationally based, employing such techniques as Council, dialogue, active listening, and non-violent communication. Our guides and facilitators are specifically trained in inter-personal communication, cognitive, and behavioral skills. In fact, the integrated curriculum of OTDP is precisely the type of relational education that has been found to transform lives outside of prisons. Rather than trying to negate or legislate prisoner associations, this program focuses on transforming relationships. Rather than alienating a prisoner from his family or neighborhood because of past "bad influences", we focus on reorienting the content and intentions of the prisoner's *connection with his family and neighborhood*. This practice of utilizing existing relationships, resources and infrastructure in novel, innovative ways is a hallmark of the One Thousand Days Program.

### ***Restorative Justice***

The One Thousand Days Program is firmly rooted in the emerging paradigm of "restorative justice." Restorative justice is the rehabilitative philosophy that allowed Nelson Mandela to love his captors, to construe even supporters of apartheid as its victims and eventually led to the reconciliation ceremonies so important to the transformation in South Africa. Restorative justice sees crime as an opportunity for grace and views prisons as places where troubled lives can be touched by the transformational power of compassion. Justice systems can plant the seeds for healthy communities if their wards and operators experience the healing properties of forgiveness and learn how to practice it. Rather than a punitive justice that looks to "get even," restorative justice seeks to align stakeholders so that we might all "get well."

OTDP follows no particular dogma or spiritual tradition. What we seek is the empowerment of everyone involved in the process of rehabilitation—prisoners, their families and community members, as well as prison staff and administration. Similarly to the natural world, and society at large, we see the criminal justice world as interconnected and interdependent and, like good "ecologists," we propose to tend to all the inhabitants of the garden.

To fulfill this vision, OTDP addresses the needs of the whole person when rehabilitating individuals for successful return to society. This is accomplished by assessing and understanding key salient forces that have shaped each prisoner's life path prior to incarceration (the reasons that landed him in prison). And then, consistent with the prisoner's own Life Plan, offering course-corrections in those areas in need of awareness, healing, and support (the changes that will help to keep him out of prison).

The result is a new Life Plan, one that offers guidance, feedback, coaching, education, counseling, employment and, ultimately, the hope that there is a way back into meaningful relationships and a rewarding role in one's community.

### ***Key Features of the Life Plan:***

1. OTDP takes into consideration the complex, interdependent nature of the forces and activities, both positive and negative that impact any individual's life path. The intention of

the Program is to replace as many negative influences and activities as possible with positive alternatives over a five-year period of rehabilitation. As he comes to understand these forces, the individual can take responsibility for the choices he made in the past without denial, blaming others or holding that he was a victim of his cultural environment.

2. OTDP creates an individualized, comprehensive and continuously evolving Life Plan for each prisoner returning to society, a plan that integrates the counseling, educational, vocational, and support programs offered in prison with follow-on programs and services offered post-release in the home community. The latter will include liaison with parole offices, job and life-skills training, realistic opportunities for employment, family counseling, peer support groups, participation in local school programs and other youth oriented work. We believe that two of the main reasons only 14 percent of the California prison population makes use of current prison rehabilitation programs are the lack of treatment slots for prisoners, and the lack of an overall plan that envisions the long range development of a new life and that involves the prisoner's family and outside community.

3. OTDP designs and personalizes each individual prisoner's Life Plan through a team-counseling approach, facilitated by specially trained OTDP Guides while the individual is in prison. The team includes prison staff so that the resulting plan is a commitment of both the individual prisoner and the institution itself. The planning process involves interviews and an assessment, as well as Council-based support-group sessions involving family members, correctional officers, teachers, chaplains, fellow prisoners, professional therapists and clinical social workers. The Life Plan will also include the prisoner's Network of Influences. This network will include people the prisoner believes have had major impacts on his life, both positive and negative. Understanding these relationships will be an important part of the prisoner's Life Plan.

4. By integrating the various needs inherent in prisoners' Life Plans, OTDP will create a comprehensive or "wrap-around" rehabilitation program by:

- a. Linking and integrating existing rehabilitation programs and services, both in and out of prison; and
- b. Bridging any gaps or disconnects among existing services with supplemental programs and services as needed. For example, the program will provide opportunities for peer support group sessions with other participating members of the OTDP as well as regular facilitated Councils with family members and friends.

The goal of each participant's Plan is a continuous, integrated network of programs, services and positive relationships that afford each individual the maximum support possible for a successful rehabilitation.

5. A core feature of OTDP is gaining buy-in for the participant's new Life Plan from all key stakeholders in each prisoner's "natural community." This community, identified in the prisoner's Network of Influence, is made up of all the pivotal players in the individual's life during the five-year rehabilitation period both in and outside of prison. One's natural community can include family members, a spouse or partner, intimate friends both inside and out, certain correctional officers or prison counselors and other staff, a parole agent, an

employer or close co-worker, a close spiritual guide such as a priest or minister, and other important role models both inside and out. The importance of informed and committed participation in the prisoner's Life Plan by the key people in the candidate's natural community cannot be overestimated. Buy-in by professional members of the prison community increases the likelihood that the institution itself will have stakes in fulfilling each prisoner's Life Plan. This is crucial for the success of the program.

6. The Life Plan will be reassessed and course-corrections made on a periodic basis. This review will be conducted by the OTDP Guides in collaboration with each prisoner and appropriate key stakeholders.

7. The prisoner will enter the OTDP approximately 15 to 24 months prior to his release and, upon his release from prison, continues in the program for 1,000 days. Upon his release from prison, the participant makes a formal transition into the second phase of the program. During this second period, the individual will be supported on a continuing basis by a network of people who are committed to the person's successful reintegration into the community.

The transition between the two phases will be marked ceremonially using traditional rites of passage (such as Vision Quest). The about-to-be-released prisoner, his family and his OTDP Guides will design the actual passage process. Elements of the ceremony could include a homecoming event back in his community with parents, wife and kids, best friend, his brother from Chicago, the family priest, a buddy from AA, his parole agent, the former prisoner's new employer--and his new friends from OTDP. Developing an understanding of rites of passage, and their power to make peoples' commitments and intentions conscious and supportable, will be part of each individual's rehabilitation curriculum while in prison.

### ***Implementation of the Program***

This individualized approach is not as daunting as it may at first appear. Previous studies and rehabilitation programs have shown that there are underlying "best practices" regarding the support services needed for long-term success in rehabilitation. These include:

- Development, and ongoing revision, of a prisoner-created Life Plan;
- Communication structures that bring key stakeholders together on a regular basis for feedback and positive reinforcement;
- Communication tools for forging authentic and meaningful relationships both before and after release;
- Up-front, informed commitments of support from family members, employers, counselors, friends, etc.;
- Appropriate life-skills and vocational training; gainful and meaningful employment;
- Consistent, long-term program funding, especially post-release.

### ***Council***

The binding matrix of the OTDP is the use of the process known as *Council*. Council is a circle process for two or more, based on speaking honestly and spontaneously in telling one's story or experience, and, likewise, listening to others with deep attentiveness and without judgment. All Councils take place in a context of confidentiality agreed upon beforehand by the participants.

Such authentic speaking and deep, empathic listening requires both training and practice. The Council process has proven especially effective in revealing the innate potential embodied in a team, family, group or organization. In addition, the shared experience of Council among the whole range of stakeholders—the prisoners, their families and friends, the prison staff and counselors, parole agents, community organizations, employers, support groups—has a unifying effect on all those engaged in the rehabilitation process.

The members of the OTDP team have many years of high-level experience with the criminal justice system and have come to Council out of frustration with conventional approaches. After exploring many options, we find the Council process indispensable in catalyzing real change. We are a microcosm of stakeholders who care.

Many of those who will be involved in the project are experienced Council facilitators and trainers. Prospective participants in OTDP who lack Council experience—prisoners, family members, and supporting personnel included—will undergo specialized trainings that will position Council to become the context of communication for all aspects of the program.

We have already demonstrated in our preliminary explorations of Council at the California Correctional Institution in Tehachapi, with both staff and prisoners, how effective this process can be. Beyond clear and compassionate communication, Council offers ways to resolve conflict non-violently, encourages collaboration and team-building, and supports effective decision-making. The inclusive nature of Council in validating every voice in the circle helps to support the “meta program” nature of OTDP. One can visualize the overarching nature of OTDP as a “Council of rehabilitation services and activities.” It helps supply the missing pieces and creates a comprehensive integrated network of services over the extended period of an individual’s incarceration, rehabilitation and re-entry. (Please see *The Way of Council*, written by two members of the OTDP Advisory Group—see Appendix A.)

We will also utilize the rapidly growing methodology of Nonviolent Communication (NVC) synergistically with the Council process. NVC helps individuals to connect with what is alive in themselves and in others, with what each of us can do for one another. NVC encourages an awareness of what gets in the way of natural giving and receiving. It strengthens the ability to respond compassionately and to inspire compassion from others. It guides us to reframe how we express ourselves, how we hear others, and helps ground and transform conflicts by focusing on the relational aspects of what we are observing, feeling, needing and requesting. NVC has been shown to have a significantly positive effect on communication among prisoners and prison staff in prisons throughout the world and in the United States.

In addition, OTDP’s community-building approach has been informed and inspired by the work of the late Dr. M. Scott Peck, psychiatrist and author of *The Road Less Traveled*, and by HeartStream Education, the organization that is carrying on Peck’s methodology. The ability to access and develop compassionate communications skills during challenging interactions is a hallmark of HeartStream, and the basis of programs provided at the California State Prison, San Quentin, and nationally at Federal Bureau of Prison institutions.

The use of Council and NVC, as well as other community-building processes, has the potential to enliven the often “generic” relationships, programs and services that have been provided

prisoners heretofore. The power of these communication processes to develop supportive and meaningful relationships is a prime reason that OTDP will be able to achieve a finely tuned and caring rehabilitation program for each prisoner.

Additionally, we believe OTDP can achieve its ambitious goals in part because the needed linkages and continuity among rehabilitation services tend to be consistent and, largely, predictable. There emerges a common thread and sequence of desired services for most prisoners. Thus it is possible for small teams of three or four people—the OTDP Team—to each handle the Life Plans of eight to ten participating prisoners together with members of their natural communities.

Another simplifying factor (as we have already indicated) is that a large number of released prisoners from CCI will be returning to a small number of identified neighborhoods in South Central Los Angeles. The selection criteria for prisoner participation in the OTDP program reflect this weighting toward specific Los Angeles communities. Consequently, the natural clustering of our pilot population will enable a parallel clustering of our community support and networking initiatives, and thus a high degree of synergy and economy of delivery of the intended post-release programs. The OTDP Guide Teams and local agency representatives will be dealing with several groupings of prisoner-participants simultaneously in scheduled Councils, trainings, and classes.

To summarize: The programmatic aspects of the participants' Life Plans will be implemented by OTDP Guide Teams through:

- Initial Councils with individual prisoners to assess needs and to co-design a personal Life Plan;
- Initial conferences with key members of each prisoner's extended community to establish buy-in and track participation in the program;
- Coordination and integration of existing rehabilitation and community-based programs and services into the One Thousand Days "wrap-around" Program;
- Twice-weekly Councils with the group of participating prisoners;
- Two Councils a month with prisoners and their visiting families, friends and intimate stakeholders;
- Councils with participating counselors, correctional officers, chaplains, teachers, parole agents, employers, and other agency participants;
- Periodic reviews – monthly or more often as needed – with individual prisoners;
- Participation in milestone events and passages as appropriate—for example, a completed program inside, a prison job change, weight loss or other personal successes, release, homecoming, school graduation, employment, etc.

- Tracking and reporting of individual participants;
- Program meetings with the OTDP Director and staff;
- Participation in quarterly program reviews of the OTDP project.

### **III. PROGRAM DESCRIPTION**

Following are the major components of the One Thousand Days Program. Some parts will occur sequentially, others will go on concurrently led by qualified Council, NVC, special activities personnel, and community building facilitators.

#### ***Program Preparation and Ground Work***

##### California Correctional Institution (CCI)

In 2006, OTDP staff conducted “focus Councils” (exploratory sessions similar to those that would take place as part of the OTDP) with various groups of men incarcerated at CCI. In addition, focus Councils were held with CCI administrators, managers, line staff (Correctional Officers and Correctional Counselors), and mental health staff.

These initial steps were a critical part of formulating the in-prison portion of OTDP. By offering an introduction to the process, touching on the basics of NVC, and by facilitating the Councils, the focus-group leaders have been able to affirm the applicability of the program components in creating the prison/parole/community-based integration that lies at the heart of this initiative.

The success of these focus-Councils supports our overarching intention to enroll interested and affected stakeholders in the co-creation of a context for rehabilitation that weaves together individual prisoners, their families, prison staff and the network of participating agencies and organizations in a way that serves everyone.

##### Community Support

An exploratory meeting was held with Parole Agents at the Division of Adult Parole Operations in Inglewood (Los Angeles County) to introduce the OTDP initiative. In addition, focus-Councils were held with the network of Council facilitators currently working within the Los Angeles Unified School District’s Council Practitioners Center. This network of approximately 30 to 40 teachers, family therapists, clinical social workers, and school Council coordinators—all experienced in the process--comprises the initial pool from which facilitators will be selected to carry out the family and community elements of the OTDP initiative. A smaller group of experienced facilitators will undergo special training to lead Councils inside CCI.

In April, 2007, the OTDP team held an introductory community meeting about the program in South Central Los Angeles. Community residents, community workers, and former prisoners attended this orientation and responded to the program with enthusiasm and offers of support.

## *Discussion of OTDP Elements*

In this section we discuss the major steps to be taken as the Program unfolds.

### **Prison Components**

#### **1. Training of Staff at the California Correctional Institution (CCI)**

A first step in the implementation of the OTDP will be to conduct trainings for CCI administration and custody staff who will be directly involved in the pilot program at Tehachapi. When possible, these sessions will be integrated into the institution's In-Service Training program and will include: understanding the basic elements of The Way of Council, utilizing the practices of Nonviolent Communication, and training in the OTDP methodology, objectives and daily operations. OTDP specialists will develop the training curriculum with input and guidance from the CCI Warden and his staff. Over the full duration of the pilot program, OTDP facilitators will offer introductory Council trainings for new staff as they enter CCI, as well as more advanced trainings for those staff involved in the program from the beginning.

#### **2. Notification and Selection of OTDP Participants**

Program participants will be prisoners on the CCI medium custody Unit II facility who have between 15 and 24 months remaining to serve prior to their release or parole. Unit II prisoners will learn about OTDP from program announcements placed throughout the facility in dormitories, dining halls, education classrooms, chapel spaces, etc., as well as through personal presentations by OTDP representatives. Prisoners who volunteer for the OTDP will be expected to participate in the program 6 – 10 hours a week during the last 15 – 24 months of their stay in prison. Program participants will be limited to men who are scheduled to return to the South Central Los Angeles area.

#### **3. Introductory Meetings**

Preliminary meetings, conducted by OTDP staff, will be held for all interested men, out of which the final group will be selected. These sessions will describe the full prison and community content of OTDP, as well as presenting the basic components of Council and NVC. The men will be informed about their expected level of participation both before and after release and/or parole, the nature of their family's probable involvement (for men with families), and a description of the community services available in the area to which they will be released and/or paroled. The final selection will not be made until all the interested men have had an opportunity to discuss the program with their families. OTDP staff will prepare a brief program description (in English and Spanish) so that prisoners can send information to their family members. The OTDP will establish a phone line to answer the questions of prospective family members.

#### **4. Final Selection and Creation of a Waitlist**

Following the introductory sessions, men who demonstrated interest (by attending the meetings), whose release dates meet the OTDP criteria, and who will be returning to South Central Los Angeles, will be listed by race and family status. A stratified sample will be randomly selected that reflects the CCI Unit II Facility as well as the South Central communities. The sample will also meet a determined ratio of men who intend to return to

their families and those who will require other community housing. Men not selected for the OTDP will be placed on a stratified waitlist.

OTDP staff will interview each man prior to final admission to the program to make sure he understands what it means to participate and, for those participants in the “family” group, to confirm that his family will participate in the program.

## **Community Components**

### **1. Family Member Notification, Selection, and Introductory Meetings**

OTDP staff will invite the family members of prisoners who show an interest in the program to an introductory meeting similar to the ones held for prison participants. These meetings will be held at a convenient location in the South Central area and will review the Council process, NVC, and the other components of the program.

### **2. Notification of Community Support Groups and Individuals**

Once the pool of interested men has been established at the CCI facility, the OTDP staff will make preliminary contact with the prisoners’:

- Friends and significant others in the peer group
- Local support groups (twelve-step, vocational trainings, etc.)
- Potential employers in the South Central District
- Specific counseling services, as needed.

Introductory meetings, similar to those described above, will be conducted for community participants.

### **3. Selection of Community Support Group**

Once the participants for the pilot program have been selected, further contact with the prisoners’ community support group—the “natural community”—will be initiated on a regular basis. Family members, friends, parole agents, church leaders, community service and support group representatives, plus prospective employers, are all part of each prisoner’s natural community. Regular contact between each family and members of this clan will take place as needed to prepare for the time after release and/or parole when the former prisoner will engage in ongoing contact with the various members of his natural community. Opportunities will also be created for prisoners and family members to sit in Council at the prison during family visits when this is appropriate.

As already mentioned, experienced Council facilitators will hold (voluntary) Councils with the prisoner’s family members while the prisoner is still incarcerated and after his release on a twice-monthly basis either at their homes or in an agreed-upon, supportive location.

### **4. Marking Important Passages in the Community**

At the time of re-entry, there will be significant events or passages that OTDP staff will assist former prisoners and their families to acknowledge and celebrate. These might include: getting the first job and starting work, getting the first “chip” at a twelve-step program (the ceremony after the first 30 days of sobriety); family events (birthdays, anniversaries, etc.), completing a vocational training course, or beginning a new community-based activity (for example, talking to the kids at a local school).

## **Additional Key Program Elements**

In addition to the Life Plan, Council and NVC components already described, other key elements will be woven into the rehabilitation process for each individual.

### **1. Council Themes to be Explored with Prisoners Before Release**

Group Council sessions are effective training venues for exploring themes and topics relevant to a prisoner's rehabilitation. Likely topics for Councils before release range from various aspects of prison life (getting along with others in the prison culture—both other prisoners and staff), health and healing, concerns and stresses of daily life, visions of the future and dreams, racial conflicts, the multiple challenges of doing time, the fears of returning home and being able to stay out, and maintaining an “alternate identity.”

For example, the latter topic provides a rich source of themes for Council. To some extent every one of us who is part of an institution learns, consciously and unconsciously, to create a persona, or “mask,” that works within the institutional ethos. Whether it's in a school, corporation, community or prison, the basic motivations for creating a persona are usually survival and safety, rising in the institutional hierarchy, becoming empowered and, ultimately, eking out a sense of well-being. This alternate identity may be a far cry from one's true nature, not only when the process of adaptation begins but even as the alternate identity matures over an extended period of time. The often debilitating stress created by a large gap between one's true and alternate identities can be relieved by becoming more conscious of the process of adaptation and, through reflection from others, bringing the two identities closer together. Council, NVC, community building, ceremony and the process of becoming a mentor are all contexts in which this kind of healing can take place, and we can become more of who we truly are. Self-esteem grows and deepens when one's natural community, sitting in circle, can acknowledge and celebrate the inner knowing and wisdom of an individual or the circle itself.

### **2. Councils with Families**

Concurrent with the before-release phase of the prison program, Council topics for the family might include reactions to feedback from their relative in prison, how his absence has affected the family dynamics, and fears and expectations surrounding the prisoner's return. Ultimately these family Councils will bring greater awareness on the part of all members to the dynamics that shape the ways the family functions. The number of topics that arise in exploring family dynamics is, practically speaking, infinite.

### **3. Councils with Community Stakeholders**

These Council sessions will include parole agents, employers, representatives of community institutions, law enforcement professionals, ex-prisoners who have “made it,” and various re-entry support group members. Council topics would focus on how best to provide support to the returned prisoners, as well as on the stresses and challenges of being caregivers to these men.

### **4. Councils Involving Prisoners After Re-entry**

Councils involving the returning participants in OTDP and their families will obviously focus on the re-entry challenges for the former prisoner and his family. Topics might be: reconnecting with intimate partners, taking up the reins of parenting again, fears about old patterns re-emerging, and insecurities about making it in the outside world. Councils with

community stakeholders and previously-released former prisoners would likewise focus on starting a new life, as well as meeting the needs of both the prisoner and members of his natural community, in the context of providing him needed support. Potentially these Councils can have a productive influence on how the community provides services not only to returning prisoners but hopefully also to youth and adults *before* they get involved with the criminal justice system.

It is a goal of this program to maximize the synergy for positive change by encouraging peer-group and support-group contact among participating former prisoners. To support this intention, all scheduled encounters will be facilitated by appropriate trainers and personnel, in compliance with current parole practices.

### **Community Building**

The fundamental practices and skills of community building that arise naturally out of the Council process will be developed further as part of the training for the OTDP participants and their families. These include nonviolent communication skills, non-judgmental listening, conflict resolution and consensus building, as well as meditative and relationship-based practices for centering, acceptance and self-expression. Council itself enhances self-esteem, appreciation of cultural and racial diversity, and acceptance of divergent views and experiences. When these become the topics for in-depth discussion, they emerge as community-building skills that can open the way for creating common ground and encouraging collaborative action among the men and their natural communities.

### **Ceremony**

Ceremony is a powerful tool used by all cultures (consciously or unconsciously), to mark significant events, to raise the level of participants' awareness, to deepen a sense of community, and to reinforce cultural norms and values. (Think of such familiar examples as weddings, funerals, 4<sup>th</sup> of July parades, Thanksgiving, etc.) OTDP intends to use existing, as well as individually created ceremonies, when appropriate, to mark the various milestones in each individual's five-year journey from incarceration to a successful return to society. Ceremony consciously used has the potential to define and reinforce the envisioned goals of the OTDP program, and to create a palpable sense of the individual people, resources and natural community that is committed to a positive outcome for each returning citizen and his family.

Such ceremonies might be seen as Rites of Passage, marking the separation from and reuniting with family, entering and leaving prison, ending gang membership, accomplishments in prison (passing the GED, college course completion, etc.), returning to one's community, completing a vocational training, finding a new job or career and – ultimately – passing the thousand-day threshold. The harvest of these ceremonies invariably involves the validation that comes from a deep hearing of the individual's "story" and in-depth reflections by his family, peers, elders and other community members. The OTDP staff is well trained both in traditional ceremony, as well as co-creating spontaneous and meaningful ceremonies with individuals and groups.

In addition, when possible, ceremonial moments will be celebrated with prison administration and staff that relate to promotions, leaving CCI, successfully accomplishing personal and/or program goals, and other life milestones.

## **Mentoring**

At every level of the program, the OTDP facilitators (with the help of the prison staff and the men's families) will be on the lookout for natural leaders, "elders" or role models, among the participants. Our wish is to identify, encourage and train them to serve as mentors within their respective communities, both before and after release. Being on the lookout for mentors can apply as well to family members, social workers, and employers who become part of the prisoners' natural communities. The goal is to encourage a cadre of "service leaders" who are committed to making a difference within their workplaces, families, and neighborhoods through meaningful mentoring of others—that is, creating learning relationships and consciously building community.

## **Theater of the Oppressed**

Theater offers a rehearsal for reality. The "Theater of the Oppressed" (TO) is an interactive dialogical method developed by Brazilian theater director Augusto Boal. Oppression, according to Boal, occurs when one person is dominated by the monologue of another with no chance to reply. Boal uses interactive theater to include all voices in guiding frustration and despair into creative intervention. OTDP will include Boal's theater exercises as a creative method for prisoners to explore themselves as the protagonist in their own lives, thereby clarifying and expressing their desire for change. As prisoners direct their cohorts in depictions of possible scenarios, these exercises offer a place where Life-Path choices can be explored in the safety of fictional theatre, and where taking full responsibility for one's past actions can become ultimately empowering. Over the years, TO has been shown to be an effective tool for developing respect for differences and the inclusion of all in dialogue. It is an expression of Council-in-Action.

## **Relaxation, Concentration and Meditation**

The OTDP will train prisoners in the skills of relaxation, concentration and meditation. Today, we see that these skills are being more widely embraced as vital for enhancing the quality of our health, work, relationships, and peace of mind. For example, the OTDP will train prisoners in various methods for letting go of tension and relaxing the body. Simple breathing exercises can greatly enhance concentration and help focus the mind. OTDP will also offer training in different forms of meditation as basic methods of engaging self-awareness.

One form is sitting meditation practice. Sitting meditation offers a method of gaining greater understanding of one's complex inner-world. Observing thoughts, emotions and internal dialogue encourage a non-reactive acceptance of one's self and offers an opportunity to cultivate compassion for self and others. When compassion is internalized, it finds expression in daily interactions and in the quality of relationships.

Another form of meditation is Vipassana. Vipassana means to see things as they really are, and is one of India's most ancient techniques of meditation, considered to be a simple, practical way to achieve peace of mind. Vipassana meditation is not a religious or mystical practice. It is a systematic process of mental training and ethical conduct in which sustained self-observation leads to increased awareness, self-control and inner balance. Located near Seattle, Washington,

the King County North Rehabilitation Facility was the first correctional facility in North America to hold Vipassana courses. Vipassana programs have also been held at the San Francisco Jail in San Bruno and a maximum-security prison in Alabama.

In addition, OTDP will encourage a physical and mental health component by adding yoga to the curriculum. The reciprocal relationship of physical health with behavioral health is well documented. Yoga helps bring about a natural balance of body and mind. It also provides a method to consciously reduce anxiety and tension, inviting deep relaxation. The World Health Organization recognizes the use of yoga in prison populations as an effective way to enhance “the individual’s emotional resilience and the strength of the community.” Currently, numerous correctional facilities in the United States include yoga programs.

#### **IV. PROGRAM ORGANIZATION & ADMINISTRATION**

##### *Leadership*

The OTDP was developed by a coordinating team working under the fiscal and legal aegis of The Ojai Foundation (TOF) and with support of an Advisory Group (**Appendix A**). The Advisory Group has been in existence since 2003, and consists of Council trainers, professional counselors, criminal justice specialists, educators, former CCI administrators, community specialists, and formerly incarcerated persons. A Board of Directors is being developed that will provide ongoing guidance and fiduciary responsibility. The Advisory Group will continue as an expanded circle of OTDP supporters. It is also proposed that the OTDP will establish itself as a non-profit organization under 501c3 guidelines shortly after the program begins. Also, an Interim Program Coordinator position was established to complete the initial program development tasks including identification of funding, obtaining letters of support, developing training programs, and recruiting and selecting program personnel.

During the first year of program implementation, the OTDP organization will, in addition to a Board of Directors and Advisory Group, include a Program Director and at least four Program Facilitators or Guides. A description of these positions is included in **Appendix B**. Until the OTDP is incorporated as a non-profit organization, The Ojai Foundation’s Business Office will supply the necessary accounting and related support. OTDP program personnel will work out of locations in both Tehachapi and Los Angeles. Activities centered at CCI-Tehachapi will be coordinated with the Warden’s Office and supported by the OTDP Team’s several-year association with that facility’s staff, policies and programs. OTDP activities in the South Central Los Angeles area will be centered at the Southern California Library for Social Studies and Research.

The OTDP plan described in these pages has been developed and written by a few members of the Advisory Group serving in the capacity of a Strategic Planning Group (**Appendix A**). Over the preceding three years, members of the Strategic Planning Group (SPG) met on a number of occasions – sometimes formally with the support of the Ojai Foundation in Southern California, sometimes informally at one or another of the SPG member’s homes -- for brainstorming, visioning, planning, and organizational design. From these lively Council circles and our collective caring, the vision of the One Thousand Days Program emerged.

##### *First Program Year Timeline*

September 2006 – April 2007: Initial project exploration; focus groups held at the prison and in South Central Los Angeles; development of the OTDP plan by the SPG

May 2007: Completed initial draft of OTDP program and sent out for review by the full Advisory Group and TOF Leadership Council.

September 2007– April 2008: Compiled comments and revised draft of program plan. Sent out for external reviews; collect letters of support (CDCR, community institutions, employers, etc); establish an Interim Program Coordinator, and seek funding support from foundations and private donors.

If first year funding is obtained by June 2008, the following activities will occur:

June 2008 – August 2008: Hire Program Director, establish Board of Directors, establish the One Thousand Days Program as a non-profit organization, select and train OTDP personnel for in-prison and community programs; Responsibility – Interim Program Coordinator and Program Director.

August 2008 – Selection of OTDP prisoners and families: Responsibility – OTDP Team

September 2008: OTDP Begins!

February 2009: First six-month progress report provided to the Board of Directors.  
Responsibility: The OTDP Program Director and Team.

December 2009 – July 2010: First group of OTDP participants (prisoners and their families) complete the pre-release portion of the program.

February 2009 – August 2010: Second Group of OTDP Program participants at CCI and in community are selected and begin the cycle.

September 2009: First Annual Report.

## Program Evaluation

### Process Evaluation

Documentation of implementation and ongoing operations will be reviewed in February 2009. Program accomplishments will be reviewed relative to project proposal milestones, such as prisoner selection, staff training, project Council sessions, etc. Documentation of prisoner and family participation will be completed and reviewed in June 2009

### Outcome Evaluation

Because of the small “Treatment Group,” evaluation efforts will focus on program implementation and highlight significant operational challenges. A limited outcome study can be done using a control group of prisoners who meet all the admission criteria and volunteer for the OTDP program, but who are not in the group randomly selected for program participation. Since the treatment group will only consist of 20 prisoners, and we anticipate that many more will volunteer for the program, a stratified random assignment of participants can be employed for both the selected (treatment) group and the wait-listed group (control) that ensures program participants represent the CCI population in general. Outcomes in prison and in the South Central Los Angeles Community will be compared between the treatment and control groups as follows:

#### ▪ *In-prison*

Compare prison behavior (disciplinary infractions, general health, support of other prisoners, etc.) of OTDP participants (Treatment Group) and those on the waitlist (Control Group).

#### ▪ *Post-prison (community)*

Compare two Treatment Sub-Groups (those with and those without family involvement) with the same two Control Sub-Groups in regard to the following factors:

Meeting Conditions of Parole

Arrests

Return to Custody

Employment

Participation in OTDP program activities

Participation in “self-help” efforts/programs

It is planned, that an independent evaluator will conduct the final outcome evaluation.

### *Collaborators and Partner Organization/ An Overview*

The Advisory Group and Strategic Planning Sub-Group have been co-exploring the OTDP vision with the assistance of the California Department of Corrections and Rehabilitation (CDCR)--specifically, the California Correctional Institution at Tehachapi (CCI) and the CDCR Division of Community Partnerships. In addition, we have initiated a collaborative process with several of the organizations that are represented by individuals on our Advisory Group. These include: The Ojai Foundation, The Prison Dharma Network, Peacemaker Institute, NVC Organization (Boulder, Colorado), the Foundation for Community Encouragement, the Theater of the Oppressed, and the Society for Organizational Learning.

The focus groups, introductory meetings and networking to date have led to varying levels of commitment from OTDP partner agencies and organizations in Los Angeles. Further meetings are needed with the Division of Adult Parole Operations to bring that essential agency into full collaboration. The Southern California Library for Social Studies and Research, the Council Practitioners Center in the Los Angeles Unified School District, and The Ojai Foundation’s Business Office are committed as partners in the project. In addition, various corporations and businesses have expressed a willingness to participate in the program. We are actively seeking further agency and organizational contacts particularly in the South Central communities.

***Administrative Agreement and Letters of Support***

A copy of the Administrative Agreement with The Ojai Foundation and letters of support for the OTDP from the California Department of Corrections and Rehabilitation (CDCR), the Southern California Library for Social Studies and Research, and the Amity Foundation are included in **Appendix C**.

***Operational Budget Summary***

The OTDP will be funded with private donor and foundation support. We recognize the tremendous budgetary strain the CDCR is experiencing and it is our intention to utilize private funding for the program. As of April 2008, first year funding has not been secured. However, several potential funding sources have indicated interest in supporting the OTDP. A summary of first year operation costs is stated below. The OTDP is a five-year effort; therefore, the Board of Directors and the Program Director will actively pursue continued funding for future years.

Program Director	\$ 75,000
Program Facilitators (4) @ \$50,000 per year	200,000
TOF Fiscal/Legal & Administrative support (15%)	47,400
Travel	6,000
Administrative Support Services	10,000
Consulting Services and Special Activity Leaders	25,000
<b>Total First Year Budget:</b>	<b>\$ 363,400</b>

### *Funding Sources*

To date, seed-funding has been largely a matter of in-kind donations by volunteers from both TOF staff and outside consultants, plus some supplemental funding from the Community Prevention Institute, and a few individual donors.

In addition to the first year budget summarized above, we are seeking \$45,000 in start-up funding to establish an Interim Program Coordinator.

#### **CONTACTS:**

**For further information about the OTDP, contact:**

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**For information about the Ojai Foundation, contact:**

**Leon Berg, Program Director  
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(805) 646-8343  
contact@ojaifoundation.org**

***APPENDIX A: THE OTDP ADVISORY GROUP***

(\* David Winett, former Associate Warden, CCI and acting Interim Program Coordinator

(\* Alan Mobley, Assistant Professor, San Diego State University (former prisoner)

(\* Jack Zimmerman, Past Co-Chair, The Ojai Foundation Board of Directors & TOF Elder

(\* Marlow Hotchkiss, former TOF Staff Member & TOF Elder

(\* Lucia Vinograd, former TOF Staff Member, Art & Yoga Teacher

(\* Gigi Coyle, the School of Lost Borders & TOF Elder

Joe Sullivan, Warden CCI

Bill Thatcher, Executive Director, HeartStream Education

Aaron Kipnis, Ph.D, Psychologist & Faculty, Pacifica Graduate Institute (former prisoner)

Gerald Fitzgerald, Chaplain, Providence Hospital (former Chaplain at the Terminal Federal  
Prison)

Fleet Maull, Prison Dharma Network, Peacemaker Institute (former prisoner)

Gary Neuman, Center for Applied Research Solutions

Fred Sly, Nonviolent Communication, Restorative Justice Program

Karen Clayton, Nonviolent Communication, Options for Peace

Rabbi Lynn Gottlieb, Interfaith Inventions

Hector Aristizàbal, Theater of the Oppressed, Los Angeles

(\* Member of the Strategic Planning Group

## ***APPENDIX B: POSITION DISCRPTIONS***

### **Program Director**

The Program Director (PD) is responsible for the overall management of the prison and community components of the OTDP. The PD will serve as a member of the OTDP Board of Directors.

The PD must ensure that the OTDP runs smoothly in the prison and the community. Therefore, this position must have full knowledge of institution operations and also have an excellent knowledge of, and the ability to form effective working relationships with, community organizations and public support agencies.

The PD is the direct supervisor of the Program Facilitators, both in the community and in the prison, and a part-time secretary. The PD will be responsible for training, and assessing performance of these positions. In addition, the PD will oversee the use of special activity leaders and volunteers in the prison and the community. The PD will develop a core OTDP curriculum to ensure that the activities of Facilitators, and others are consistent with the goals and objectives of the OTDP,.

The PD is responsible for maintaining program accountability to funding agencies and donors, The Ojai Foundation, and relevant public and private agencies. The PD will develop and implement a data collections system and ensure that staffs provide accurate and timely information to the PD.

The PD will work with the OTDP Board of Directors in the Board's efforts to ensure continued funding of the OTDP. This means identifying appropriate foundations and donors, submitting applications and writing grants.

Within the first year, the PD will establish One Thousand Days Inc., a non-profit organization. This will result in the ending of the administrative agreement with The Ojai Foundation..

This is a full-time position.

### **Interim Program Coordinator**

The Interim Program Coordinator is responsible for the initial start-up of the OTDP. This includes revisions to the program plan, securing first-year program funding, recruitment of positions including the Program Director, coordination of training activities, and establishing a Board of Directors. This position is part-time and goes away when the Program Director is hired.

## Program Facilitators

Program Facilitators (PF) will be responsible for carrying out the prison and community components of the OTDP, and will be under the supervision of the Program Director. The PF will be responsible for ensuring that the OTDP programs follow the approved OTDP curriculum. The PFs will be expected to know about both the prison and community components of the OTDP. The Program Facilitator positions will be a half to three-quarter-time position.

In the prison, duties and responsibilities of the PF include:

- a. Participation in institution non-custody training (approximately 40 hours – with periodic follow up training),
- b. Participation in council training workshops,
- c. Recruitment of program participants,
- d. Assisting program participants in the development of the prisoner's Life Plan,
- e. Provide opportunities for program participants to review/revise their Life Plans.
- f. Leading group council sessions and implementing other programs of the prison component such as Theater of the Oppressed, NVC, etc.,
- g. Working with participant's correctional counselors and teachers to assist in carrying out Life Plans,
- h. Collecting required program information and data,
- i. Coordination with Community Program Facilitators concerning participant family contacts, and post-release housing, employment, education, etc.
- j. Assist community PFs when needed.

Duties and responsibilities of Program Facilitators who work in the community will include:

- a. Participation in non-custody training (along with prison PFs),
- b. Participation in council training workshops,
- c. Recruitment of program participants (along with prison PFs),
- d. Assisting program participants in the development of the prisoner's Life Plan and Family Tree,
- e. Establish community support networks,
- f. Hold introductory meetings with families, friends, OTDP participants,
- g. Lead council with OTDP families and friends,
- h. Serve as a community advocate for participant families to assist in addressing other needs of the family, i.e. medical, mental health, welfare, etc.
- i. Develop post-custody programs, employment, education, etc. for returning OTDP participants,
- j. Collect required information and data,
- k. Work with participant's parole agent,
- l. Facilitate prison visits for family and friends,
- m. Create OTDP participant support networks (for participants who are in the community),
- n. Assist prison PFs when needed.

***APPENDIX C: ADMINISTRATIVE AGREEMENT AND LETTERS OF SUPPORT  
(ATTACHED)***

1. Agreement for Administrative Services for the One Thousand Days Program Provided by the Ojai Foundation
2. Letter of Support from the California Department of Corrections and Rehabilitation
3. Letter of Support from the Southern California Library of Social Studies and Research
4. Letter of Support from the Amity Foundation