

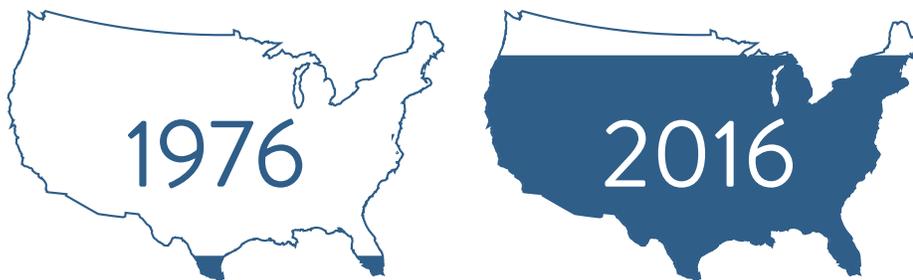
# A BOLD VISION.

## A ONCE-IN-A-GENERATION OPPORTUNITY!

Prison Fellowship is embarking on a bold mission: a **10-year, \$200-million** commitment to transform corrections systems by putting **40 years** of critical insights into action across America by our **50th anniversary**.



### THE URGENT NEED



Forty years ago, there were **440,000 men and women** behind bars in the United States. Today, there are **2.2 million—a 500-percent increase**.

Each year, more than **600,000 people** are released from correctional facilities.

In many states, incarceration is a revolving door. According to the Bureau of Justice Statistics, about **two-thirds** of released prisoners are rearrested within **three years**.

The annual price tag of our current corrections systems exceeds **\$80 billion**.



**Beyond the fiscal cost, high levels of incarceration and recidivism also present a very real human cost to America's communities and families. As people leave prison only to return, those around them are negatively and persistently affected. The cycle of crime and incarceration produces broken relationships, victimization, despair, and instability.**

Prison Fellowship seeks to confront this urgent situation by establishing 172 Prison Fellowship Academies in all 50 states over the next 10 years. The Academy model was born out of the success of Prison Fellowship's InnerChange Freedom Initiative, located in Texas and Minnesota. It is our vision to establish these long-term, intensive, in-prison programs, which capitalize on all the best insights, practices, and principles gained through 40 years of in-prison work, in at least one men's and one women's prison in every state. Larger states like Texas and California will have multiple Academies.

### DARRYL'S STORY

*Darryl was selling marijuana by the time he was in junior high. He graduated to smoking and selling crack cocaine until, at last, he landed a 50-year sentence. Faced with the prospect of spending his adult life in a prison cell, Darryl realized that he needed to make some serious changes. He turned his life over to Jesus Christ and enrolled in the Prison Fellowship Academy (formerly called IFI) a revolutionary, intensive Prison Fellowship program at the Carol Vance Unit in Texas--one designed to address the roots of his criminal behavior and equip him to successfully return to the community. "This program really instilled in me the tools I needed to operate back in society," Darryl says. In 2002 he was paroled and found a job through one of the volunteers he met at the Academy. In 2004 Darryl returned to the prison as a volunteer. He later joined the Academy staff as a program counselor, finally assuming the role of director in 2016. He now helps incarcerated men prepare for lives of purpose, productivity, and realized potential whether inside or outside of prison.*

A Prison Fellowship Academy changed Darryl's future. His single transformed life has had a ripple effect, enriching and

improving the lives of those around him. Just imagine the impact of thousands of "Darryls" being released from prison!

Currently, approximately 3,700 prisoners participate in Prison Fellowship Academies each year. Most Academies are a year in length, and all are designed to address the roots of criminal behavior and encourage men and women to embrace their God-given potential in Christ. There are two Academy models: lower-intensity, staff-supervised, volunteer-driven Academies that offer up to 20 hours of programming per week; and higher-intensity, full-time, staff-lead Academies that offer up to 40 hours of programming per week. All Academies are open to prisoners preparing for release and those with long sentences left to serve. Our 10-year strategic plan envisions at least 50 Academies for women and 122 Academies for men established throughout the country by the time we reach our 50th anniversary in 2026, with an estimated 13,800 participants per year.

The graduates of these Academies will show that men and women who have been written off by society are actually the key to reducing crime and recidivism. As they recognize and embrace their God-given worth and potential, and as they address the roots of their criminal behavior, they become builders of a more constructive, rehabilitative prison environment while still incarcerated, and productive, responsible citizens upon release. The rapid growth of the Prison Fellowship Academy model will have a significant, observable impact on communities across the nation, lowering recidivism, reconciling families, creating a more restorative prison culture, and supporting safer neighborhoods.

### A PROVEN SOLUTION

In a study conducted by the Center for Research on Religion and Urban Civil Society, graduates of the Prison Fellowship Academy in Texas were found to be 17 percent less likely than their non-Academy peers to be re-arrested, and 12 percent less likely to be re-incarcerated, during the two-year period following their release from prison. In Minnesota, the Department of Corrections conducted a study to verify the Academy's effectiveness. There, graduates of the full program had a recidivism rate of **0.8 percent**, compared to the state average of **40 percent**. A companion study, led by Dr. Byron Johnson of Baylor University, reported that our program in Minnesota resulted in a benefit of **\$3 million** for the state. We know that our Academies work.

**Why now?** Factors are converging in a way we may never see again; the crisis of over-incarceration has led to increased interest from media, leaders, and influencers. Grasping the difference

transformed prisoners can make in their facilities, prison officials are asking for the solution we can uniquely offer.

Our aggressive strategy calls for a restorative continuum of Prison Fellowship programs that journey with prisoners from reception to reentry—and we will do this as a trusted partner in corrections.

## PRISON FELLOWSHIP'S 10-YEAR VISION

PRISON FELLOWSHIP HAS DEVELOPED A 10-YEAR VISION WITH THE FOLLOWING MAJOR GOALS:

**INTRODUCE** new prisoners to an immediate rehabilitation path by including Prison Fellowship content and training within prison orientation and reception programs.

**PROVIDE** a coordinated continuum of intensive evangelism, discipleship, and rehabilitation opportunities reaching 200,000 men and women per month, equipping the incarcerated for life in prison and beyond.

**IDENTIFY** motivated men and women for the Prison Fellowship Academy, a holistic program that addresses spiritual growth and criminogenic needs through evidence-based principles, proven curriculum, and caring relationships. By the end of the 10 years, the 172 Academies will have a capacity of 13,800 participants.

**EXPAND** successful reentry by connecting returning citizens with networks of identified reentry resources and churches in major metropolitan areas.

**PREPARE** Academy graduates to serve as positive peer models who exercise formal and informal influence during the remainder of their incarceration.

**EMPOWER** 360 wardens throughout all 50 states to be transformative leaders in their prisons through Warden Exchange, a proven, seven-month program that equips them to create safer, more restorative correctional environments.

**ADVOCATE** for values-based federal and state criminal justice reforms that facilitate this vision, including reforms that promote proportional punishment, constructive prison culture, and closure for those who have completed their sentences.

## THE UNPRECEDENTED OPPORTUNITY

After more than 40 years of ministry, Prison Fellowship has honed revolutionary programs to restore prisoners, transform correctional facilities, cut recidivism, and improve public safety. Our strategy centers on the Prison Fellowship Academy and addresses crime at the roots. The Prison Fellowship Academy dramatically reduces the rate of released prisoners who commit new crimes or return to prison, preventing the creation of new victims and making better use of taxpayer dollars.

To support this seismic shift in corrections, Prison Fellowship will continue to bring the Gospel message behind prison bars through our well-attended Hope Events, putting prisoners on the starting line of dramatic life-change. We will continue to be a leading voice calling for criminal justice reform at the state and federal levels.

## MEASURING PROGRESS

We will measure progress towards expected outcomes in three main areas: the moral and behavioral changes in the prisoner participants, the success of released program participants re-entering their communities and not returning to prison, and the overall impact of the programs within the corrections community. Our goal is to transform prisoners, the prison culture, and the communities to which men and women return.

As part of this effort, we will partner with the departments of corrections we serve and other credible institutions to identify the impact of our programs, as well as to identify areas for improvement and innovation. These activities will include:

Roll-out of a pre/post evaluation in our intensive programs using the Criminogenic Cognitions Scale (CCS), a validated 25-item inventory that will help us measure changes in criminogenic thinking.

Our highly regarded advocacy team will continue recruiting and equipping an ever-expanding corps of passionate volunteer justice advocates to promote a vision of corrections that prioritizes accountability, proportional punishment, and transformation. We will increase the support of prisoners' families by expanding the reach of Angel Tree Christmas and more than doubling the size of Angel Tree Camping, in addition to restoring and investing in the next generation of at-risk children by equipping Angel Tree churches to support prisoners' children and families throughout the year. And through Warden Exchange, we will increase our investment in prison leaders with the power to make their facilities more restorative.

- Use of Texas Christian University's Criminal Thinking Scale and other third-party evaluation tools to evaluate changes in thinking shown to reduce recidivism.
- Planned data collection to track changes in prison culture in facilities with our programming.
- Longitudinal research to track effectiveness of Prison Fellowship programs over time and to publish this research in peer-reviewed journals.
- Empirical studies using cost-benefit analyses and return-on-investment methodologies.
- Use of mixed-methods approaches to publish both quantitative and qualitative research documenting the results achieved to continually improve and innovate the Academy solution.

## EXPECTED RESULTS

By Prison Fellowship's 50th Anniversary:

- **67,100 Academy graduates**
  - Lives transformed
  - Families healed
- **50,330 released Academy graduates with a three-year recidivism rate no greater than 10 percent**
  - Safer communities
  - Savings of more than \$657.7 million in prisoner housing costs
- **16,770 incarcerated Academy graduates acting as positive peer models serving out their sentences**
  - Safer, more rehabilitative correctional environments
  - Growing Christian communities behind bars
- **Systemic change in public and state and federal government attitudes towards corrections**
  - Reduced barriers to success for released prisoners

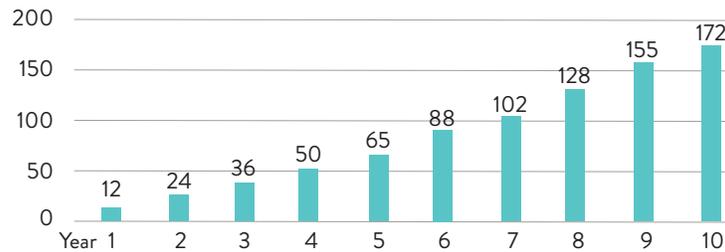
## OUR CHALLENGE

As long as people cycle in and out of the criminal justice system, prisons will be major shapers of culture. But we get to decide whether lives will be shaped for the worse—or for the better. Prisons can breed violence, despair, addiction, disconnection, and disrespect for the rule of law, entrenching criminality for another generation. Or they can be structured to promote safety, hope, healing, community, responsibility, and productivity, catalyzing a cultural cycle of renewal. The choice is ours.

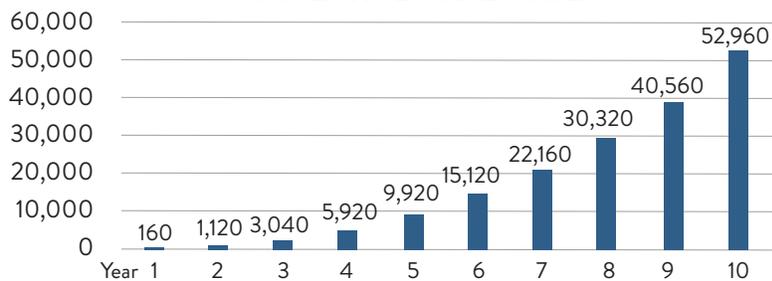
This is a critical, once-in-a-generation opportunity to influence the future course of corrections and community safety. And with 40 years spent developing effective solutions and building relationships within the corrections community, Prison Fellowship is uniquely positioned to drive systemic, restorative change over the next decade. **We must boldly seize this chance. Join us!**

Your investment will not only transform thousands of lives, but will also embolden others to join the campaign to change corrections and our country.

### OPERATING ACADEMIES



### CUMULATIVE GRADUATES



### CUMULATIVE RECIDIVISM SAVINGS (in millions)

