Replication Model Study

Jorja Leap, PhD
Stephanie Benson, PhD
UCLA
Contributors
Karrah Lompa, MSW, MNPL
Samantha McCarthy
Shannon Leap

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First, we would like to express appreciation for Susan Burton, Founder of ANWOL because this opportunity for expansion is only possible thanks to her vision, commitment, and leadership.

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We appreciate the staff’s continued commitment to transforming the reentry process for women, families, and communities.

Perhaps most importantly, we remain indebted to the women at ANWOL and commend their strength and courage as they experience reentry and transformation.

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A Message from Susan Burton

Following my prison experience, it became clear to me that if women had safe places to return after incarceration, they would have a chance to make it; they would not recidivate. I wrote about this at length in my book, *Becoming Ms. Burton*, and this belief has been the cornerstone of my life’s work.

Throughout the last 20 years, I have worked tirelessly to give women like me the opportunity to create new lives for themselves and their children. Through A New Way of Life, we have developed a “bottom up” approach; meeting women as they’re released from prison, right where they’re at. We recognize that the first step is stability. We provide them housing and assist with reestablishing community connections and creating an environment that allows women to heal from life traumas, as well as the trauma experienced while incarcerated. This promotes the ability to connect dreams and aspirations of the past, while working towards a better future. This effort taps into the leadership potential of each woman and offers them the opportunity to be part of a broader movement in the fight for justice. It’s a realistic approach. We all need a place to belong, the ability to speak truth to power and lead meaningful lives.

A New Way of Life has been recognized nationally as a successful reentry model. It’s time we used our knowledge and experience to support the replication of our model in promising communities that have been impacted by mass incarceration. This is an opportunity for communities to begin to repair the damage mass incarceration has inflicted on women. This is an opportunity to guide the healing and leadership development of directly impacted women. We are experts in understanding and identifying both the visible and hidden barriers that continue to oppress us. This replication model will support the leadership development, advocacy and movement building of directly impacted women; to lift the foot of oppression.

Let’s get started!

Susan Burton
Formerly incarcerated women can no longer be ignored. The United States has higher rates of incarceration than any country in the world and women are the most rapidly increasing segment of those currently affected. According to the U.S. Bureau of Justice, nationally, more than 112,000 women were in state or federal prison during 2014 compared to only 13,000 in 1980.\(^1\) Even with the passage of Proposition 47, which reduces and reclassifies specified felonies to misdemeanors, the California Department of Corrections and Rehabilitation projects that in 2017, the number of women incarcerated within the state will likely increase.\(^2\) The incarceration of women creates trauma and disruption at individual and family levels, as well as within the broader community. And these problems do not end after incarceration. Still, it is critical to note, with programs to support reentry into mainstream society, formerly incarcerated individuals represent a sector of the American population who can contribute in meaningful ways and inspire change. Numerous programmatic efforts have been developed that aim to address the complex needs of the formerly incarcerated. However, women have long been overlooked in these efforts or are often forced to utilize programs traditionally designed to serve men.

A review of the literature documenting women’s experience of incarceration and subsequent reentry into society has revealed that there are certain considerations which must be part of best practices in supportive programming and services. One of the most critical findings is the gendered nature of individual experiences of incarceration and reentry. In short, women are different. Men and women coming out of prison, though they share many characteristics and challenges, typically have different causes leading to their incarceration, different propensities to violence and criminality, and different needs.

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One of the most noteworthy examples of a successful reentry program created to serve women is A New Way of Life Re-Entry Project (ANWOL). ANWOL is an innovative, holistic program, envisioned and designed for women experiencing reentry by women who have experienced reentry. From housing to work placement, family reunification to mental health and substance misuse services, as well as organizing, leadership development, and advocacy skill-building that fosters both individual empowerment and systems change, ANWOL provides support to nurture and develop every aspect of the reentry process while building both family and community. In the words of its founder Susan Burton: “Strong families make strong communities.”

ANWOL is a model program that should be replicated nationally. In fact, ANWOL has received requests nationwide – from Washington to New York – seeking guidance on how to replicate their successful model. With this in mind, the purpose of this replication model study is to provide a “blueprint” for visionaries, planners and implementers to bring the ANWOL model to other communities. This model study aims to describe ANWOL’s statement of philosophy. Second, it will define the key guiding concepts, many of which are established best-practices or promising practices, which inform ANWOL’s programming. Third, we layout the programmatic components – or “building blocks” – that make ANWOL both unique and effective. Lastly, we will also briefly layout administrative functions, such as bookkeeping, data collection and utilization, as well as described best-practices in long-term sustainability. A clear understanding of all these facets is essential in helping assist other entities as they create programs to provide women with the support needed to heal from personal trauma, recover from incarceration, and build a sense of self-efficacy in their lives and communities.
Figure 1. Roadmap: ANWOL’s Programming

- **Outcomes: Personal Transformation & Social Change**
  - **Building Blocks: The Programmatic Elements**
    - **Key Guiding Concepts: How ANWOL's Philosophy is Executed**
      - Personal Agency & Autonomy, Multi-Dimensional & Holistic Services, Gender Specific Support, Community-Based & Community-Building Activities, Power Building & Social Transformation
    - **Statement of Philosophy: The Foundation**
      - Dignity, Respect, Leadership, & Linking Promise with Opportunity
  - **Personal Accountability Through Self-Directed Reentry Goals**
  - **Writing a Letter, Morning Meditation, Reentry Safe Homes, Weekly Recovery Meetings, Mental Health Support, Distribution Center, Employment & Educational Services, Reentry Legal Clinic, Family Reunification, Community Organizing, Community Outreach & Events, Relationship Building with Elected Officials & more**
ANWOL’s Statement of Philosophy: 
*Leadership, Dignity, Respect and Linking Promise with Opportunity*

While one might assume that reentry marks a time of freedom, in fact, it is fraught with every bit as much uncertainty, instability, and fear as incarceration itself.

Developing an effective and supportive reentry program requires firsthand knowledge of this lived experience in order to create an environment that fosters success rather than added trauma. ANWOL was conceived by Susan Burton and her personal experience with incarceration and recovery has guided the development of an organization whose mission statement is implicit in its name: *A New Way of Life*. In the words of its founder, ANWOL is “dedicated to helping women, families and our communities break the cycle and heal from the formidable experiences of incarceration.” This unique reentry program strives to provide the foundation for personal transformation at the individual level and at the same time stimulate social change to dismantle institutional barriers that affect the formerly incarcerated. ANWOL’s mission is grounded in a statement of philosophy, or underlying values and core beliefs of the agency. The statement of philosophy, which serves as the foundation with which to envision, build and grow women’s reentry efforts, encompasses the following fundamental ideas: *Leadership, Dignity, Respect and Linking Promise with Opportunity.*

**Leadership**
Central to the success of any organization is its leadership and ANWOL’s leadership is nothing short of inspirational. Many women who have participated in ANWOL programming have described Susan Burton as a mentor, and as family. The attachment and admiration expressed by women is a seemingly integral component of their sense of hope and motivation for both recovery and community reentry. Women utilizing ANWOL see themselves reflected in the organization’s leadership. Both the Founder/Executive Director and the Co-Director have walked in the same shoes, through the same streets, and through the same prisons. Through their relationships and sharing, there is capacity for mentoring well beyond the case worker, therapist, probation officer, or employer, many of whom do not understand what it means to be formerly incarcerated. Through continued support and mentoring by the leadership and the plethora of
organizing and program opportunities, residents are reminded daily that personal transformation is achievable and within themselves.

**Dignity**
The leadership, board, and staff of ANWOL all whole-heartedly embrace the belief that every person has promise. Every woman who walks through the door at ANWOL has potential and is worthy. Women who have endured the trauma of incarceration and struggled to reclaim their lives once released from jail or prison have long been overlooked, underserved, and treated without dignity. But ANWOL recognizes, understands, and embraces the reality of the lives of the formerly incarcerated, providing a solace not often afforded by a society that responds by stigmatizing, marginalizing, and further punishing them.

**Respect**
While dignity is the idea that everyone is valuable and has potential, respect is the outward giving of opportunity to achieve and their ability to transcend the past trauma. ANWOL is fundamentally grounded in respecting all formerly incarcerated women, building the self-respect of all women who participate in the programming, and nurturing mutual respect in an effort to build individual trust and community. Everyone who walks through the door at ANWOL is respected for their accomplishments, past and present: from making the decision to enter the program, for fulfilling programmatic requirements, and they continue to garner respect as they achieve goals and milestones. Women who choose to become part of ANWOL are taught a new way of living that raises self-respect and conquers low self-esteem. Knowing that reentry is not a one-size-fits all process, ANWOL staff also model respect for differences across participants, thereby instilling mutual respect among residents and others. In doing so, this model allows residents to not only learn a new respect for themselves, but also for their community, and shared journey.

**Linking Promise with Opportunity**
In addition to treating the formerly incarcerated with dignity and respect, perhaps most important to the success of ANWOL is their belief that every person is capable of transformation. This is the intentional work of linking promise with opportunity. Moreover, it is through personal transformation and ability to advocate that systems change occurs. Part of ANWOL’s strategy
involves its unique – and empowering – focus on advocacy and organizing. The leadership of ANWOL offer their personal belief statement that “the formerly incarcerated must be empowered to be the leading voice for change in the age of mass incarceration” and that community organizing and advocacy by directly impacted people is essential in effecting change in both policy and practice. It is the belief in and the commitment to the ability to transform individually and transform society that is the foundation of ANWOL’s philosophy and their practice.
Key Guiding Concepts

While a statement of philosophy describes the values and beliefs of the agency, the guiding concepts described below are ideas that inform ANWOL’s programmatic content. In other words, these key guiding concepts are the basis by which the philosophy is executed and implemented. The purpose of this section is to briefly define guiding concepts and describe them in terms of a best or promising-practice within the established literature (a subsequent section will describe the way in which the concept was implemented in practice). ANWOL’s key guiding concepts include: Personal Agency and Autonomy, Multi-Dimensional and Holistic Services, Gender Specific Support, Community-Based and Community-Building Activities, Power Building, and Social Transformation.

Personal Agency and Autonomy
A key research study illustrated the importance of these values: in an examination of the life trajectories of female abuse survivors, researchers found that successful cases contained “a narrative motif associated with success that [the researchers] termed becoming resolute.” The experience of “becoming resolute was multifaceted, manifested by the survivor’s displaying fierce determination, developing new, non-abusive relationships, and surmounting after effects of abuse, such as substance misuse”.3 These findings that emphasize the importance of personal agency and autonomy are echoed in further research about successful reentry approaches. For instance, some emphasize that reentry programs must orient themselves toward increasing women’s “self-reliance” and “self-efficacy” or a woman’s “sense that she has the power to affect the course of her life”.4 In the same vein, Cossyleon & Reichert (2015) point to a 2009 Center for Supportive Housing study which demonstrates the importance of residents having the option to choose and decline program services and activities, while reinforcing the support for client-directed goal setting.

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There are documented benefits to women having increased autonomy and responsibility for time management as they transition back into the community, and this can be essential to recovery. Cossyleon & Reichert (2015) note: “Decreased supervision allows low-risk residents more time to nurture important ties with their families, gain or keep employment, and increase senses of independence allowing for a smoother transition.” In short, women need to exercise autonomous decision making and ownership of those decisions to prepare them for successful reentry.

**Multi-Dimensional and Holistic Services**

Literature documenting women’s experience of incarceration and reentry has revealed certain considerations for best practices in programming and services. For example, women must often cope with the stress of searching for housing and employment while simultaneously staying sober in the face of addiction or other health issues, repairing and maintaining family relationships, and all this with the additional social stigma carried by being formerly incarcerated and having a criminal record. Many are forced to do this while navigating the challenges surrounding family reunification, burdensome requests by the Department of Children and Family Services or child welfare system, and the often punitive terms of correctional supervision by public agencies. This is an understandably overwhelming balancing act that lands many women back in prison due to unrealistic pressure. That is why programs need to adopt models of wraparound supportive services, which allow consideration for the individual needs of clients — legal, mental health treatment in the form of one-on-one therapy, parenting and life skills, substance misuse, employment assistance, and everything in between. Wraparound models and other integrated approaches work “because they address multiple goals and needs in a coordinated way and facilitate access to services” to fill gaps in social networks and basic needs.5

Best practice considerations for women’s reentry are informed by research and evaluation that support the success of programs that take a multi-dimensional and holistic approach to reentry. Holistic programs and services take into account the fact that women’s needs are multi-dimensional and intersecting by addressing several concerns and considering ways in which issues like mental illness, trauma, criminality, and addiction are related and can feed off one

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another. Holistic treatment allows service providers to address a woman’s unique needs while at the same time build upon her strengths.

**Gender Specific Support**
Research strongly suggests that the most effective reentry programs do not come “unisex.” When assessing the literature on gender differences in terms of reasons for crime and incarceration, it is unsurprising that men and women likely differ in their experiences of contact with the legal system. From the start, men are understood by the literature as being involved in more crime, as well as more serious offenses, when compared with women. Alternatively, women’s histories of victimization, including violence and sexual abuse, are associated with offending. Offending by women often stems from involvement with a criminally involved male, in many instances a romantic interest. Scholars often tie this correlation to the pathway of trauma leading to substance misuse, which in turn can lead to criminal offenses. Women’s crime is more often tied to early childhood trauma, domestic violence, and substance misuse than crimes perpetrated by the opposite sex. Examples include drug crimes, property crimes, or charges for prostitution engaged in for the purpose of feeding an addiction.

The issue of childhood sexual abuse cannot be overstated and is deserving of emphasis. Young women of color are at increased risk of sexual violence and as many as 1 in 4 young women under 18-years-old will experience sexual violence and abuse. A preliminary case study of ANWOL in 2016 found that all but two – of fifteen women interviewed – experienced sexual abuse.

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abuse as a child or young adult. Childhood sexual abuse is a well-established risk factor for numerous deleterious outcomes including substance misuse, mood and attachment disorders, sexual development issues, cognitive dysfunction, and severed or disrupted familial and adult relationships.\textsuperscript{9} Repeated sexual abuse in childhood can deprive women of “the opportunity to develop certain skills necessary for adult coping” -- sending them down a path of powerlessness and unhealthy coping responses to trauma such as drug use.\textsuperscript{10} As a result of these, and other gendered experiences over the course of life, women entering prison, serving sentences, and re-entering society have higher rates of mental and physical health issues than women in the general population. The prevalence of mental health is also gendered in that women are more likely to suffer from depression and trauma-related mental health issues such as PTSD stemming from childhood sexual abuse, intimate partner violence, and other traumas to which females are more susceptible.\textsuperscript{11} In many cases, punitive approaches to criminal charges put women in isolated and non-rehabilitative contexts likely to exacerbate existing traumas.

Moreover, the research on parenting and housing needs represent two intersecting dimensions of mothers’ transitions as they come into contact with the criminal justice system, go into, and come out of prison. The vast majority – upwards of 70\% - “of incarcerated women had children for whom they were the primary caregiving at the time of their incarceration” compared to around 25\% of incarcerated men.\textsuperscript{12} After exiting prison, mothers face “the challenge of meeting child welfare requirements [and housing] in order to regain custody of children in foster care”.\textsuperscript{13}

Therefore, it is critical that reentry programming for women first and foremost have highly skilled mental health counselors – trained in responding to early childhood sexual abuse and

\textsuperscript{12} Ibid.
intimate partner violence – who can provide one-on-one therapy, both regularly and in times of crises. Second, reentry programming should have access to family reunification services and actively support a mother’s need to reunite with her children. Third, programs need to be able to link participants with women’s health and reproductive services. Lastly, programs should make a concerted effort to hire more female peer outreach workers and support staff to help cater to gender specific needs.

Community-Based and Community-Building
Successful efforts in the field of reentry, and women’s reentry specifically, are based on community-based interventions. The idea behind community-based approaches is that support services and programs work better when they are close to home, arising out of the client’s own community to meet self-identified needs. Community-based efforts are more likely to be physically close to participants’ residences, but this strategy also aims to involve stakeholders that have similarities to the population being served, such that these connections improve the quality of service provision itself. For instance, “staff members reflect the client population in terms of gender, race/ethnicity, sexual orientation, language (bilingual), incarceration experience, and recovery status” so that these similarities can foster mutual understanding, connection and trust that allow service providers to support their clients effectively. When women can identify with the experiences of the leadership, case managers, service providers and advocates, relationships develop within the context of shared culture and experience. This lends mentorship and role model relationships staying power and inspirational zest that outsider-imposed policies and programs lack.

Power Building
Power is the capacity to influence or impact. Organizing, policymaking, and advocacy transform systems, but these three drivers of change depend on relationships and influence. Power building is the development of individual and collective relationships with those who hold influence: the media, elected officials, and other stakeholders, as well as the communities and individuals who are impacted by policies and programs. Power building is not just about having influence, but about using that influence to create change.

“If you want to go fast, go alone. But if you want to go far, go together.”

officials, and funders. Power building fundamentally transforms the traditional “arrangements of power” wherein the privileged few “with clout wield the political power to make decisions that benefit themselves and people like them.” ANWOL teaches women that they can build power – they can meet with an elected official, they can attend city council meetings, and their voices can and should be heard.

It is critical to note that power building is inherently empowering at the individual level. The importance of empowerment is critical among women who have been repeatedly traumatized, whether in the form of sexual or physical abuse, incarceration, or systematic oppression – or all four. Repeated abuse and trauma breeds powerlessness, rendering one “unable to advocate for themselves”. Some trauma recovery models are founded upon empowerment theory and espouse that healing is possible when one develops a “sense of agency” combined with a “sense of purpose and meaning”. It is likely that self-advocacy and power building are themselves healing by empowering individuals to be the change they hope to see.

Social Transformation
Susan Burton poignantly articulated the importance of social transformation stating: “People made me feel I needed fixing, but it’s the system that need fixing.” Researchers and advocates alike have also noted, it is all too easy to fall into the trap of laying blame on the individual – assuming it is the woman that must change rather than the underlying structural inequities that perpetuate injustices. There is still alarming disproportionality in prison populations, sentencing, entry into foster care, and poverty, among both women and men of color. Moreover, discriminatory policies and practices are still deeply embedded at the local, state, and federal levels that directly contribute to the disproportionality. ANWOL’s model is committed to identifying and dismantling these deeply embedded structural barriers that affect women and communities of color. The Co-Director of ANWOL is a community organizer with tremendous

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17 Ibid.
grassroots experience and provides support to the Women Organizing for Justice and Opportunity (WOJO) and All of Us or None (AOUON) program components. WOJO and AOUON provide women (and men) with a toolbox – the nuts and bolts of community organizing – that allow them to speak in their own voice, tell their story, and bring to light the effects of mass incarceration through advocacy and activism. These two components, coupled with legal staff and a policy department on-hand, help cultivate social transformation by dismantling the policies that allow for the systematic oppression and incarceration of women of color.
Because it was conceived by a leader with a deep, personal and extensive knowledge of reentry, ANWOL provides a truly comprehensive range of supportive services to women experiencing reentry. In addition to the holistic, wraparound model utilized by ANWOL, programming also includes unique services that help foster true self transformation and ultimately systems change. But ANWOL is not the traditional “acted upon” reentry service provider model. In fact, the organization is not provider driven, but rather is “survivor focused”. Programming is truly self-directed and actively rebels against a “one-size-fits-all” model of reentry. To meet the spectrum of reentry needs, ANWOL offers an unprecedented array of programmatic components. And ANWOL goes far beyond just meeting basic needs. Instead, both leadership and staff encourage participants to dream and live-out their self-directed goals. Anything is possible at ANWOL with programming designed to provide the tools to accomplish what is seemingly impossible. Yet, central to the idea of self-directed goals is the emphasis on personal accountability. While women ask and choose to be at ANWOL, they must also agree to do their part to actively participate in programming.

Taken together, the building blocks of ANWOL are intentionally designed to support successful community reentry, which staff assess through the lens of 12 benchmarks:

- Housing stability
- Acquiring personal identification
- Maintenance of sobriety
- Development of self-identified goals
- Progress toward achieving self-identified goals
- Compliance with conditions of probation or parole
- No re-incarceration
- Ability to access benefits or assistance
- Regular attendance at recovery meetings
- Enrollment in school
- Access resources to employment
- Sought employment

The following is a description of the fundamental building blocks, or programmatic components, of ANWOL that make its program unique and provide women with the toolbox for successful reentry.
Writing a Letter
While still in prison, women are required to write a letter to ANWOL requesting acceptance into the program. Writing a letter serves as a powerful, yet understated component of the program – a seemingly simple exercise with profound impact. First, the process offers a vehicle to bring about powerful introspection on the part of the women, as well as recognition – or internal absolution. Second, writing the letter provides a safe, intentional space for women to feel comfortable asking for help and exemplifies an emphasis on personal agency. Third, as a result of asking for help, women experience the profound value of submitting oneself to the process – surrendering to something beyond themselves while laying the foundation of personal accountability. And fourth, the letter serves as a powerful reminder of early aspirations that can be reviewed throughout the reentry process. In the words of Susan Burton, this process can help promote “the ability to connect dreams and aspirations of the past, while working towards a better future”.

Morning Meditation
All residents in reentry housing are expected to be out of their bedrooms, clothed, and participate in a daily morning meditation at 8am, Monday through Friday. The purpose of this exercise is to help center women and allow them to reflect on the positive while at the same time fostering community and trust. Morning meditation begins with the reciting of a daily reflection from a spiritual book founded on the 12 Steps principles and guidance. One resident described the activity noting: “It’s saying how you feel so that somebody else might be able to hear those same words. We might not always want to speak about it, but a lot of time it applies to you. The morning meditation begins at 8 o’clock in the morning. . . most days there will be pretty cool flow.”

Reentry Safe Homes
The reentry houses serve as home to approximately 20 women, while the independent living homes serve an additional 16 women. Women spend from one to six months in first level reentry housing, allowing them to comply with probation/parole requirements as well as self-identified goals. After this each woman will then develop a comprehensive support plan, focusing on identifying longer term housing. During this time, program staff help them develop
a foundation for long term successful reentry such as budgeting, basic technology proficiency, home upkeep, as well as developing and adhering to communal and personal schedules.

Independent living homes mirror ANWOL’s reentry houses, differing only in terms of size – they house fewer women – and there is a level of accountability and trust that has been developed that allows more independence, self-direction, and self-discipline. First level reentry housing offers the continued support of two housing coordinators, one present in the morning from 7:30am – 3:30pm and one present in the evening from 2:00 pm to 10:30 pm five days a week, and on-call much of time. The housing coordinator, along with a resident social worker who also facilitates community connections and helps in the goal-setting, assist residents and ensure they are reaching personal goals as they fulfill their self-identified benchmarks. One unique aspect of this situation is that the housing coordinator is also someone who has firsthand, personal experience with the reentry and recovery process and serves as a role model to the women. She can often identify problems before they arise because she has experienced the process first-hand.

**Autonomy and Flexibility**

ANWOL understands that the first few weeks of a woman’s reentry is particularly challenging and believes that the first 30-days should function as a controlled space for healing. Aside from the 30-day period upon entering ANWOL, there is considerable autonomy and flexibility in the programming. Check-ins are not onerous, the frequency of required recovery classes are not burdensome, women are able to freely visit family and have children at the residence, and many
are able to leave the homes and spend weekends with family. This is a dramatic departure from other programs that are often perceived by residents as too rigid or structured.

**The Distribution Center**

An individual’s ability to reintegrate rather than recidivate often hinges upon access to essentials for life such as housing, food, or clothing. Yet, oftentimes, conditions of poverty, addiction, or mental illness reduce women’s ability to provide themselves with these resources, particularly during this vulnerable period of reentry. ANWOL is acutely aware of this and provides many of the necessities women need through a network of donations. Toiletries, clothing, bedding, home furnishings, and food are donated and provided to residents free of cost. ANWOL also partners with major retailers to house and stock a household goods distribution center. This center serves as a vibrant hub of resources and supplies for the greater community and often helps formerly homeless people furnish their new permanent housing.

**Reentry Legal Clinic**

In collaboration with the UCLA Law School, ANWOL offers bi-monthly legal clinics at two locations within the community. ANWOL staff, UCLA law students, and advocates, provide legal assistance in the form of record reclassifications, expungement, pursuing occupational licenses, and traffic citations or misdemeanor case representation. The clinic also arms clients with information about anti-discrimination laws in an effort to reduce both employment barriers and ultimately recidivism rates. As a result of this partnership, in 2015 alone more than 920 petitions were filed for expungement, 173 women filed for reduced Proposition 47 eligible offences, and clients saved more than $150,000 in court-ordered debt.
Community Organizing
ANWOL is deeply committed to changing the institutional barriers that women experiencing reentry face, while also nourishing the individual-level change that allows women to thrive. It is unsurprising then that perhaps the most significant departure from traditional reentry services is the thoughtful development of a leadership program that empowers formerly incarcerated women in advocacy and organizing. ANWOL launched a Reentry Employment Rights Project, which challenges employment discrimination through advocacy and education, as well as Women Organizing for Justice and Opportunity (WOJO) mentioned above. WOJO, now in its 10th year, provides training to formerly incarcerated women throughout the Southern California region with the aim of developing leaders for social justice. Truly unique in its programming, ANWOL has also developed a membership base of hundreds of formerly incarcerated people and allies through the Los Angeles chapter of All of Us or None (AOUON), a national movement led by formerly incarcerated people to win full restoration of the human and civil rights of people with past convictions. Lastly, ANWOL has a robust Policy Department staffed with trained advocates who sponsor legislation, run campaigns to reduce barriers to reentry and advocate for criminal justice system reform.

Community Outreach and Events
ANWOL regularly organizes community events and trips, which provides residents and other participants with powerful opportunities for personal growth, through directed activism and engagement, as well as special events. These events ranged from policy advocacy trips to Sacramento and Oakland to Sparks’ basketball games at Staples Center and can have a profound effect on one’s personal reentry into mainstream society. Additionally, residents are encouraged to attend the Annual Recovery Convention in Palm Springs. Staff, residents and other program participants are regularly invited to speak at universities as experts with lived experience.
A Theory of Change (TOC) model is a powerful visual that helps explain both how and why underlying assumptions, as well as outcomes and activities, result in an expected or desired outcome. In the case of ANWOL, community reentry that results from personal transformation, as well as social transformation more comprehensively, are the desired outcomes. The TOC model delineates ANWOL’s core mission, provides its statement of philosophy, and also outlines the core partners and stakeholders impacted by and working with ANWOL programming. Next, the TOC outlines the key guiding concepts alongside the correlating program elements that embody each concept in practice. Lastly, the diagram specifies the proposed mechanisms through which the outcomes are achieved.
Figure 2. ANWOL Theory of Change Model

MISSION: Support women’s reentry through personal transformation and social change.

STATEMENT OF PHILOSOPHY: Leadership, Dignity, Respect, and Linking Promise with Opportunity.

SELF-DIRECTED REENTRY GOALS: Developing the toolbox to accomplish all individualized, self-directed goals and dreams.

KEY GUIDING CONCEPTS & PROGRAMMATIC BUILDING BLOCKS:

Multi-Dimensional & Holistic Services
- Reentry Safe Homes
- Employment and Educational Services
- Rehabilitation Programs
- Transportation Assistance
- Weekly Recovery Meetings

Gender Specific Programming
- Women-to-Women Peer Support Groups
- Focus on Family Reunification Services
- One-on-One Therapy (Intimate Partner Violence or Childhood Sexual Abuse)

Personal Agency
- Writing a letter
- Cell phone use
- Weekend visitations
- Reasonable curfew
- Justifiable flexibility with cell phone usage even during 30 day program entrance

Community-based and Community-building
- Morning Meditation
- Monthly House Group Meetings
- Weekly Schedules
- Distribution Center

Power Building
- Developing relationships with elected officials
- Outreach to funding sources
- Generating media interest

Social Transformation
- Women Organizing for Justice and Opportunity
- All of Us or None
- Policy Department
- Legal Clinic

OUTCOMES: Successful reentry through basic needs being met, improved relationships with family and community, increased self-efficacy, continued recovery, and voice or leadership roles for formerly incarcerated women.

OUTCOME: Systems change and reduction in structural barriers to reentry.
Administrative Functioning

The organization of both staff and resources is critical to the successful implementation and operation of programming. Perhaps the three most critical components of the administrative functioning of an organization is its bookkeeping, data collection, and financial sustainability.

Bookkeeping
As ANWOL has grown into a multi-million-dollar community-based organization, its financial record keeping has developed substantially through its nearly twenty-years of service. In an effort to obtain revenue from a variety of sources – including complex contracting through public agencies or detailed descriptions of expenses required to obtain grants through foundations – it is critical that an organization’s finances are transparent, accessible, and current.

Data Collection
All too often assessments intended to support and strengthen client outcomes end up pathologizing and incriminating more than helping. It is therefore critical that data collection is strengths-based. While basic needs inquiries, and other health and addiction assessments are commonly used to gauge client needs and serve an important purpose, it is also critical that data collection include alternate ways to better understand the personal transformation process. Focusing on goals – short, intermediate, and long-term – will help in the evolution of self-efficacy through achievement and also give agency to clients in their goals, which can be critical to their success. Moreover, data analysis, in an effort to identify trends and inform program efficacy and outcomes, should follow hand-in-hand with data collection. To meet these complex and critical needs, ANWOL has a staff member dedicated to the systematized collection of data from case managers, housing coordinators, therapists, legal staff, and employment/education coordinators in an effort to assess the 12 benchmarks needed for successful community reentry following incarceration, which include housing stability, acquiring personal identification, maintenance of sobriety, development of self-identified goals, and more. Furthermore, ANWOL’s data collection is grounded in understanding and patience, coupled with accountability. Residents and participants are not labeled with clear-cut “pass or fail” scores in regard to meeting program requirements. Rather, leadership and staff understand and respect women who are “not yet ready” to embrace resources offered. Progress is a continuum wherein
some residents have left, but subsequently returned, and some stay only a few months while others have been in residence up to six years.

**Sustainability**
Key to the long-term viability of a program is its financial sustainability. Sustainability takes shape in the form of: 1) diversity of available resources, including the positive and challenging aspects of public funding, private foundations and individual donors, and 2) establishing lasting relationships with community partners to provide services in-kind and valuable linkages to other community-based providers. ANWOL has been successful in its ability to systematically reach out to private foundations and individual donors, and can serve as a model to other communities implementing similar programs. Furthermore, ANWOL has established valuable linkages with universities, such as UCLA, in an effort to obtain technical assistance and expertise that would otherwise prove too costly. Further inroads with social work or other graduate-level programs have capitalized on the efforts of student interns and volunteers that contribute time and knowledge to programmatic efforts.