



**PAMELA MARSHALL**

Ms. Marshall was born and raised in South Los Angeles to a working class family. The drug epidemic ravaged communities throughout Los Angeles. Ms. Marshall’s family did their best to protect her from the effects of the epidemic, and with their support was able to find joy in her childhood. Ms. Marshall nonetheless witnessed the effects the epidemic had on those she loved, and so she found a job and moved out when she turned eighteen.

Though it was the right move, living independently was difficult. Ms. Marshall experienced periodic bouts of homelessness, and would sleep on the couch of friends and family members during those periods. After working in retail for ten years, things began to look up. She found a new apartment and gave birth to her first child. Then, Ms. Marshall was let go from her job.

Ms. Marshall applied for work through California’s Transitional Subsidized Employment program, and was hired by A New Way of Life on January 11, 2011, as a housing monitor. The position was temporary as ANWOL did not have the resources to bring Ms. Marshall on full-time. Ms. Susan Burton was so impressed by Ms. Marshall’s work ethic, however, that just a few months later, she offered Ms. Marshall a full-time position as an administrative assistant. Ms. Marshall became our Co-Director in 2020.

For over a decade, Ms. Marshall has been an asset to the daily operations of A New Way of Life. Through the mentorship of Ms. Burton, she is uniquely equipped to take on the role and responsibilities as Co-Director of a national reentry organization and continue the work to end mass incarceration. Ms. Marshall is deeply moved by the stories she hears from ANWOL’s residents, as “they are powerful reminders of why this work is so important.”