



THE CALIFORNIA CRIMINAL JUSTICE FUNDERS GROUP

Funding the Future: Fellowships for Formerly- Incarcerated People in California

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California Criminal Justice Funders Group (CCJFG)

Founded in 2014, the California Criminal Justice Funders Group (CCJFG) is a network of foundations, funders and individual donors investing in a wide range of criminal justice reform efforts in California. CCJFG members and partners come together regularly as an active learning community to share information; learn from criminal justice advocates and thought-leaders; create partnerships and collaborate on specific efforts; amplify criminal justice issues and campaigns; and leverage collective capacity to enhance overall impact in the field. CCJFG is committed to building knowledge, leveraging resources to strengthen the effectiveness of the criminal justice reform sector, and advancing change in California. CCJFG is housed at Northern California Grantmakers (NCG).

<https://nccg.org/california-criminal-justice-funders>

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EXECUTIVE SUMMARY

The California Criminal Justice Funders Group (CCJFG) is pleased to present an initial field scan of fellowship programs for formerly-incarcerated people in the state of California.

The report provides: a background on the project's origins; an overview of the need for and value of fellowships for formerly-incarcerated people; discussion of research methodology and report terminology; a synthesis of the research findings; and key recommendations. This, first-of-its-kind research backing the report, was conducted in the fall of 2018. The data gathered through the research is intended to inform and engage funders about the diversity of fellowship opportunities throughout the state, the immense value of fellowships for formerly-incarcerated individuals, and how fellowships benefit California's criminal justice reform movement.

The report provides a consolidated list of 38 existing, proposed, and aspirational fellowship programs. The research findings illustrate the importance of centering the leadership of formerly-incarcerated people, as well as the need for well-designed fellowships, as an integral part of advancing the movements for social and criminal justice reform.

Key Findings Include:

- Formerly-incarcerated people want opportunities to not only develop their skills and leadership through paid, meaningful employment that can build their skills, but to also provide their voice, expertise and vision towards advancing justice reform in our state.
- Fellowships for formerly-incarcerated people can provide an immeasurable quality of personal transformation, leadership development, and community empowerment.
- Existing fellowship programs for formerly-incarcerated people generally fall into three broad categories:
 - Participant Training
 - Internship or Apprenticeship
 - Full/Part-Time Employment
- Organizations led by systems-impacted people and allied organizations are well positioned to offer fellowship programs that can well serve the needs of formerly-incarcerated people.
- The needs of formerly-incarcerated fellows vary widely and depend on a range of factors, including: the length of imprisonment; how long since release; housing status; health and mental health; historical and current trauma; family relationships and support, among other critical factors.
- Since fellows come from diverse backgrounds, flexibility and providing a range of professional development opportunities is necessary -- from basic "on-the-job" skills to more advanced trainings in management, operations, and leadership.
- Supportive services and fellowship programming must be culturally appropriate, tailored to the specific needs of the fellows, trauma-informed, and provide living wages.



Dignity & Power Now 2018 Forever Root Fellowship Graduates

- Most systems-impacted people do not have sufficient income to finance expenses incurred during fellowships or volunteer work, so stipends and funds for food and transportation are necessary to enable them to participate.
- Fellowship opportunities are an investment in the next generation of leaders for social and criminal justice reform, people who have been most directly impacted by mass incarceration, racialized criminalization and the criminal justice system writ large.
- Supporting fellowships in criminal justice movement organizations and connecting formerly-incarcerated fellows throughout the state yields major benefits to the individual fellows, the host organizations, and the criminal justice reform movement in California as a whole.

The research identified the following opportunities for funder collaboration and aligned giving, as ways to strategically support fellowships for formerly-incarcerated people:

- Commit to supporting fellowship programs for formerly-incarcerated people by joining the CCJFG’s *Aligned Giving Strategy for Fellowships*.
- Support a *California Fellows Network* that convenes and connects fellows who are formerly-incarcerated and systems-impacted, to provide greater peer support, professional/ skills development, and shared learning among the fellows and fellowship programs, and to strengthen the reform movement.
- Support the expansion of the existing range of services, trainings, and learning opportunities offered to fellows across the various programs, in order to more fully meet the varied needs of fellows.

- Consider developing fellowships or hiring formerly-incarcerated people at your institution.
- Offer multi-year and flexible support to ensure programs can be fully developed, fellows are paid living wages and benefits, and host organizations have the capacity to improve programming over time.
- Consider creative, qualitative evaluation of programs, as traditional quantitative evaluation requirements can be cumbersome and counter-productive.

The CCJFG hopes that the report will inspire our members and other funders to strategically invest in efforts to support and elevate the leadership of formerly-incarcerated people through paid fellowships, both within the criminal justice reform movement as well as in other social justice sectors in California.

PROJECT BACKGROUND

People and families who have direct experience with the criminal/legal system are uniquely positioned to provide leadership and wisdom towards setting the agenda for justice reform.

Criminal justice advocates have been recommending that funders focus on fellowships for formerly-incarcerated people as an important strategy for assuring multiple benefits to the individual fellows, host organizations, and the criminal justice movement more broadly.

Over the past few years, CCJFG members have expressed increased interest in developing a strategy for fellowships for formerly-incarcerated people through an aligned giving approach or a collaborative pooled fund. Preliminary objectives for a collaborative funding initiative include:

- To offer meaningful employment, living wages, benefits and skill development to an increasing number of formerly-incarcerated people;
- To ensure that those who are most impacted by the criminal/legal system gain skills and opportunities to lead in creating solutions for change, pushing for justice reform, and becoming organizers within their communities;
- To increase the capacity of community-based organizations working to end mass incarceration and advance justice reform;
- To increase the number of quality fellowships being housed at grassroots and policy organizations in California; and
- To support movement-building for criminal justice reform led by those with lived experience of the criminal justice system.

With the aim of increasing philanthropy's collective knowledge about fellowships for formerly-incarcerated people, and with support from The San Francisco Foundation, the CCJFG conducted the research described in this report in 2018 as a precursor to launching a collective funding initiative.

This unprecedented research effort and report provides a consolidated list of 38 existing, proposed, and aspirational fellowship programs for systems-impacted individuals in California. The report aims to inform funders about the diversity of fellowship opportunities throughout the state, the ways fellowships benefit the formerly-incarcerated participants, and how these programs serve to strengthen California's criminal justice reform movement. This report provides useful data and insights to enable the philanthropic community to support fellowships as an important strategy to elevate the leadership of formerly-incarcerated people and to help end mass incarceration.

REPORT TERMINOLOGY

In setting the context for this report, the CCJFG felt it was important to provide some clarity about terminology since words have significant power.

The justice reform movement of currently and formerly-incarcerated people and their families strives to increase public consciousness and awareness regarding criminal justice system involvement. Since the criminal/legal system dehumanizes people with conviction histories, it is imperative for social justice organizations and allied funders to adopt language affirming the humanity of all people affected by the criminal/legal system and mass incarceration.

Among the organizations interviewed for this project, and for the purposes of this report, the terms “formerly-incarcerated,” “directly impacted,” and “systems impacted” are used extensively and are defined as follows:

“Formerly-incarcerated”

in general refers to a person who has been detained in a jail, prison, juvenile detention, or immigration detention facility under the custody of a county, state, or federal government.

“Systems impacted”

is used more broadly and may refer to currently or formerly-incarcerated individuals, their family members, or people convicted of crimes but sentenced to probation. This term may also refer to interlocking government systems such as the police, foster care, education, and immigration detention systems.

“Directly impacted”

expands on “systems impacted” definition to include also crime survivors. Some of the organizations described in this report specifically offer fellowships to formerly-incarcerated people, others may offer their opportunities more broadly -- to family members, including the children of incarcerated parents, and survivors of crime.

The report intentionally does not include any terminology that defines a person by their criminal/legal status, as using such terms as “probationers,” “parolees,” “felons,” “ex-convicts,” “ex-offenders,” or “prisoners” is increasingly recognized as dehumanizing, demeaning, and no longer useful in the context of criminal justice reform.

Preferred terminology - such as “formerly-incarcerated people,” “people with a conviction history,” and “people on probation or parole” - emphasizes that individuals are people first and should not be categorized or judged by past mistakes or their criminal justice status.



Rockwood Leadership Institute Returning Citizens Fellowship December 2018 Cohort

THE NEED FOR FELLOWSHIPS FOR FORMERLY-INCARCERATED PEOPLE

Formerly-incarcerated people not only want opportunities to develop work skills and leadership through paid, meaningful employment, but to also offer their voice, expertise and vision toward advancing justice reform as well as positive changes in other sectors (housing, education, child welfare, etc.).

Fellowships have the potential to change fellows' personal economic circumstances, allow them to gain valuable work experience and skills, and enable them to lead in the broader social justice movements for change. When returning to their communities from prison or jail, people face an overwhelming number of obstacles due to structural discrimination against people with past convictions. Additionally, due to a variety of factors (including age, lack of supportive environment, gender, racial discrimination, and generational and unprocessed traumas), many people enter the criminal justice system without much prior work experience or skills, so they are already disadvantaged when looking for employment in the mainstream workforce. Meaningful work opportunities (along with key factors such as housing, family reunification, health and mental health services, etc.) are essential to the successful return of formerly-incarcerated people to their communities.

Fellowships for formerly-incarcerated people create catalytic employment opportunities that place a high value on their unique backgrounds and experiences. The most effective programs center on leadership development and skills-building as well as meeting the specific needs and hopes of individual fellows. The

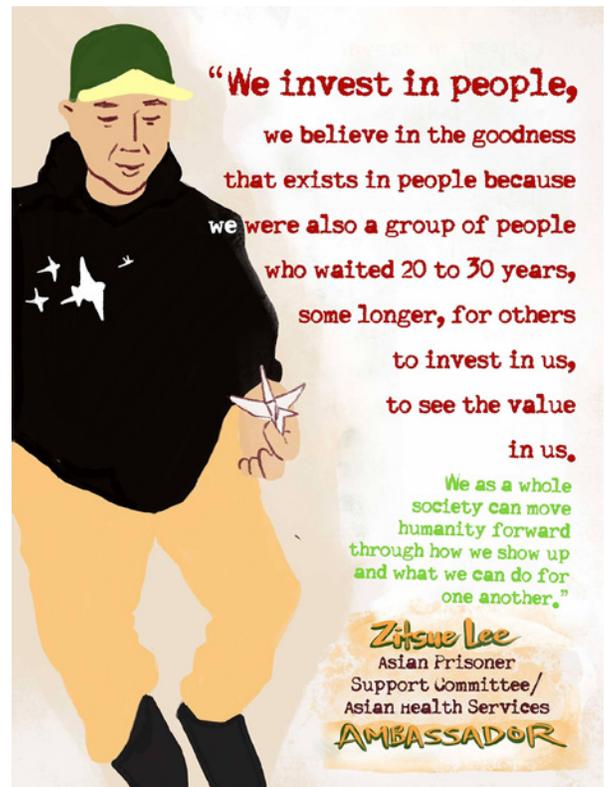
multiple benefits that result are not just felt by the individual fellows, but also the host organizations, the funders who help sustain these programs, the broader criminal justice movement, and by extension, all of society.

“For me, the fellowship’s focus on ‘...leadership development opportunities to formerly-incarcerated, emerging leaders to transform the stigma of incarceration while upholding the dignity and humanity of all people...’ is integral to what I hoped to gain from it: community; a sense of belonging; professional development; positive leadership practices; and, most of all, personal growth.”

— *Brayan Pelayo Corona, 2017 Rockwood Leadership Institute Returning Citizens Fellow¹*

The fellowship programs identified through this research prepare people for work within the criminal justice reform field and, through skills-building, create avenues for a variety of employment and leadership opportunities in other sectors as well. Many programs include reentry service referrals and the personal support that is so vital to people returning to communities after detention. They also provide opportunities for fellows to offer solutions originating from their lived experiences and to participate in political debate, policy advocacy and organizing regarding issues that directly affect them.

Fellowships for systems-impacted people help to foster and strengthen relationships between fellows and other organizations and activists in California’s criminal justice reform community, further strengthening existing networks, coalitions, and the movement as a whole. Through these programs fellows gain political education, learn strategic thinking and how to use their skills, experience, and leadership to achieve political, social, and cultural change. Fellowship programs enable formerly-incarcerated people to not only sustain themselves through paid employment and to succeed in the workforce, but are also essential to building the capacity of formerly-incarcerated people to lead in the movement for criminal justice reform.



1 “From Incarceration to Leading for Social Justice: My Experience as a Returning Citizens Fellow”, <https://www.proffellow.com/fellowships/from-incarceration-to-leading-for-social-justice-my-experience-as-a-returning-citizens-fellow>.

RESEARCH METHODOLOGY

In 2018, the research team embarked on a five month effort to gather and analyze data to provide an overview of existing and proposed fellowship models in California.

The main thrust of the research was to identify fellowship programs and to collect broad data on those programs through interviews and questionnaires. The following is a chronology of the research steps:

Initial Data Gathering: Aimed at identifying existing or emerging fellowships programs from funders and field leaders (August - September 2018)

- An internal survey of CCJFG members was conducted to solicit knowledge of existing or proposed fellowship programs for formerly-incarcerated people in California²
- A survey was also conducted of aligned groups, including: Transformative In-Prison Workgroup, Quest for Democracy, grant partners of CCJFG members, other criminal justice networks and panelists from previous CCJFG events³
- The initial research sought fellowship programs fitting the following criteria:
 - Located in or providing fellowships in California
 - Currently active fellowships that host organizations want to expand, or planned fellowships in need of seed funding
 - Host organizations led by people who are systems-impacted or criminal justice advocacy organizations
 - Host organizations and fellowship programs clearly working to advance the movement to end mass incarceration and achieve justice reform
- The above outreach generated 50+ suggested organization that host fellowships

Primary Research: The research team collected information from 40⁴ of those 50 organizations through short interviews and/or online questionnaires.⁵ (September - November 2018):

- Data gathered included:
 - Fellowship status (existing, planned, or aspirational) and type (participant training, internship, or part- or full-time staff position)

2 See Appendix D: *Research: Funder Survey Questions*.

3 See Appendix E: *Research: Public Survey Questions*.

4 Out of the 50 organizations suggested, only 40 responses were collected. This was due to reasons including no program in place and difficulty obtaining responses.

5 See Appendix F: *Interview Questions + Online Questionnaire*.

- Fellowship program description, cost, targeted populations, length, number of fellows and post-fellowship offerings
- Mission and website of the host organization
- To help differentiate between on-the-job training and professional development, and to better understand the benefits, skills, and support provided through the fellowship programs, the following questions were included in the online survey and interviews⁶:
 - What types of on-the-job trainings are offered?
 - What types of professional development or job-related supports are offered?
 - What types of personal support is offered?
- See Appendix A for snapshots of the data collected along with the interview questions and online questionnaire templates.

Report Writing: The research team synthesized the data gathered and worked with the CCJFG project advisory group to draft this report (December 2018 - January 2019)

Notes on the research:

- Organizations led by systems-impacted people were prioritized for outreach and data collection, with the premise that such organizations might be better positioned to understand the myriad challenges facing other systems-impacted people and to effectively host and train them as fellows.
- The research methodology outlined above allowed for data to be collected during a short period and with limited project funding. Given that this report is intended to only be a preliminary scan of fellowship programs in California, the data collected offers a brief summary profile of each program, rather than in-depth reviews. To understand and probe these fellowship programs more deeply, interviews with past and current fellows would be necessary.
- That said, this research and report provides an unprecedented consolidated list of 38⁷ existing, proposed, and aspirational fellowship programs for systems-impacted individuals in California to inform funders about the diversity of fellowship opportunities throughout the state, the ways fellowships benefit the formerly-incarcerated participants, and how these programs serve to strengthen California's criminal justice reform movement.

⁶ See Appendix C: *Skills, Training and Support Offered by Programs*.

⁷ Out of the 40 organizations interviewed 38 are listed. The reason being one organization, The David Rockefeller Fund, is based in New York and therefore fell out of the scope of this report. The second reason being that two of the organizations interviewed, COPE and Inland Empire Rebound, operate a fellowship program in partnership and are therefore listed as one program.



Asian Americans Advancing Justice – Asian Law Caucus 2018 Yuri Kochiyama Fellow, Ny Nourn, in Sacramento for National Week of Action to End Southeast Asian Deportations

RESEARCH FINDINGS

An overview of key research findings is outlined in this section of the report.

The Origins of Fellowships: Among the groups interviewed in this report, several noted that the impetus for creating their fellowship programs was the absence of pathways bringing those with the experience of incarceration into paid positions within reform-minded organizations to enhance their skills and employability. As a proactive response to this gap, organizations began to:

- Thoughtfully create opportunities that focused on leadership building, skills building, and the strengthening of voices most impacted by the system of incarceration.
- Cultivate intentional spaces for healing, community building, and peer mentorship.
- Create pathways for formerly-incarcerated people to step into paid positions that boosted their trajectory for higher level employment opportunities and stronger leadership in their chosen field.

Pathways to Employment: Fellowship programs can create pathways to staff positions while providing quality training for professional and personal development.

- Fellowships strengthen both the skill set of potential staff and the general capacity of the host organization through a combination of professional and personal growth and training.
- Programs create a larger pool of highly qualified candidates for full or part-time, permanent staff positions, some of whom may be hired by the host organization, and others who enter the job force with new skills and more access to opportunities.
- These opportunities are not limited to the arena of criminal justice; fellowships enable formerly-incarcerated people to be hired as staff in other non-profit sectors and in commercial businesses.

Criminal Justice Reform: The next generation of leaders for social and criminal justice reform will be drawn from those who have been most directly impacted by mass incarceration, racialized criminalization, and the criminal justice system.

- Fellowships enable people to further develop the critical thinking, organizing, and advocacy skills needed to effectively advocate for the solutions and strategies they see as necessary to advance justice reform and create meaningful change.
- Through fellowships, a growing number of organizers, advocates, and activists are empowered and trained to influence the wide array of issues that directly affect them; and organizations are increasingly informed by systems-impacted people's experience, enabling them to better address the needs of communities and people they serve and to advocate for meaningful systems change.

Funding: How the grants and funding is structured for the fellowships often determines the nature of the program:

- General operating support may be used by host organization to create fellowship programs.
- Project-specific funding may be targeted to support fellowship programs through restricted or unrestricted funds.
- Individual sponsorships (from funders or donors) may cover the costs of a specific individual to participate in a fellowship program within a given organization.
- Funding may go to intermediary organizations (such as Rockwood Leadership Institute) to offer structured fellowships to cohorts of formerly-incarcerated people.
- Collective funding by a group of funders may provide support to place multiple individuals in fellowships within various organizations.

Skills, Training, and Support: The rich diversity of skills and on-the-job training offered by these fellowships is briefly summarized below. A more robust listing of on-the-job trainings, skills, and support offered through the Fellowships is found in Appendix C.

On-The-Job Trainings and Skills

- Communication skills – storytelling, social media, writing
- Nonprofit and business operations
- Grant-writing and fundraising
- Community organizing and base-building
- Policy development, analysis, and advocacy
- Campaign development, power analysis, and timelines
- Professional skills – meeting facilitation, public speaking, interview skills
- Research skills
- Sector-specific skills – direct services case management, confidentiality
- Technology skills – computer literacy, video, and photo editing
- Restorative justice, conflict resolution, sexual harassment
- Domestic life skills – budgeting, financial literacy, education

Personal Support

- On-site life coaches and counselors
- Family reunification assistance
- Trauma support and treatment, anger management
- One-on-one mentoring and peer exchanges
- Participation in a healing and supportive community of systems-impacted individuals

“Since beginning the Fellowship at the end of May 2015, I have been rescued from dead-end entry-level jobs, working long and hard hours for little pay, with nearly no opportunities for advancement and progression. My work at Justice Now gives me a sense of purpose and there is nowhere else within the workforce that I can use my prison experience and skills the way I do. This work environment is unique. It is non-judgemental of my past and encourages me to strive to think outside the box.”

- Mianta McKnight, 2015 Fellow at Justice Now

Stages of Development for Fellowships

Intending to be as inclusive and broad as possible, the research team solicited information about fellowship programs in various stages of development, from those already existing, to those proposed, as well as aspirational programs.

The status of each program is defined below⁸:

- **Existing:** These fellowships already exist, were recently launched, or are very close to being launched. They have already begun recruiting applicants. Fellowship programs in the late stages of planning or slotted to launch in the next year are also included in this category. Of all program interviewed, 28 (or 74%) fit this category.
- **Proposed:** These fellowship programs are in the preparation phase and have not yet begun recruiting applicants. This category also includes organizations that have previously hosted fellows or interns, but due to funding shortfalls have not been able to launch and sustain a formal fellowship program in an ongoing manner. This category further includes organizations with a formulated fellowship program structure that are currently in the fundraising stage. Of all program interviewed, 9 (or 24%) fit this category.
- **Aspirational:** These organizations currently do not have any formal plan or proposal in place, but have expressed interest in launching a fellowship program for formerly-incarcerated people if funds become available or could be targeted. The organizations are positioned to host fellows given funding. Of all program interviewed, 6 (or 16%) fit this category.

Three Fellowship Models

While it is generally understood that “fellowships” are short-term, paid work programs that span a few months or perhaps longer periods of 1-2 years, the data collected through this project reveals that the definition of what constitutes a fellowship within the criminal justice field remains fluid and diverse.

The structure of the fellowships and activities pursued by the fellows depend largely on the fellows’ personal and professional needs along with the capacity of the host organizations. Within the groups interviewed, three general trends in fellowship models throughout the state were identified as detailed below:

1. **Participant Training** A cohort of participants who attend a specified number of convenings where trainings and leadership development are offered.
2. **Internship or Apprenticeship** A highly focused experiential learning and skills training program, which may range from a few months to a year.
3. **Full or Part-Time Employment** A program model which places fellows in a full- or part-time position and require the fellow to fulfill specific work roles and responsibilities of a designated staff position.

8 There are several organizations that have programs which fall under multiple stages (see [APPENDIX A, p. 30](#)). For example, an organization may have two programs: one which is an existing program and another which is in the proposal stage. The calculations listed in this section represent individual program counts and rather than single organizations.

It is important to note that no particular model is superior to another; a given model may better suit the needs of an individual based on a multitude of factors such as length of time in detention, amount of time since release, previous job experience and skills, current employment, family dynamics and support, housing, health and mental health, and past and present trauma.

Below is an overview of the criteria and specific qualities of each of the three fellowship models identified through the research. It is important to note that even within these general categories, fellowship programs remain very fluid and the fellowship models rarely fit a static definition. Some programs embody more than one model type. Below each model type, a fellowship program has been highlighted as a representative example.

PROFILE

Motivating Individual Leadership for Public Advancement (MILPA) & Center on Juvenile and Criminal Justice (CJCJ)

The **Next Generation Fellowship (NGF)** is co-facilitated by **MILPA** (a Native collective based in Salinas) and **CJCJ** (a San Francisco-based organization that blends service provision and policy analysis to reduce incarceration). This 6-month program offers leadership development and policy advocacy training focused on ending mass incarceration with an emphasis on promoting healthy, safe communities. Over a dozen fellows participate in three 2-day sessions where they engage in culturally relevant activities intended to foster effective storytelling, civic participation, and strategic advocacy.



“[The program] was a highlight of my year, and a place I ended up meeting individuals that would unexpectedly change the trajectory of my life.”

— Tina Curiel-Allen, 2017 Next Generation Fellow⁹

1. Participant Training Model

Fellowship programs generally select a cohort of participants who attend a specified number of convenings where trainings and leadership development are offered. Trainings might cover a broad scope of skills and range from campaign strategies and policy work to self-care and empowerment. Financial support for the fellows generally includes travel and lodging expenses, and sometimes a stipend for participation. Of the 11 Participant Training programs interviewed (29% of all interviewed), cohort sizes ranged from 3 - 30 individuals, and program lengths ranged from 7 days to 12 months.

9 “Voices of NGF Fellows”, <http://www.cjcj.org/Next-Generation-Fellowship/Voices-of-NGF-Fellows.html>.

PROFILE

Communities United for Restorative Youth Justice (CURYJ)



The **Homies 4 Justice** Internship Program is a paid internship program that trains system-impacted Oakland youth and young adults, ages 14-20, to become community leaders and agents of change. Individuals receive trainings on political education, community organizing, power mapping, engaging elected officials, and statewide/regional/national campaigns. The program is run by CURYJ, an Oakland-based organization that mobilizes youth to end mass incarceration.

2. Full- or Part-Time Staff Position Model

Programs place a fellow in a full- or part-time position within an organization generally for a minimum of six months. In contrast to the internship model, these fellowships require the fellow to fulfill specific work roles and responsibilities of a designated staff position. Of the organizations interviewed, 20 programs (53% of all interviewed) fit into this category; 16 of these positions include benefits. The length of placement was 12 to 24 months and the annual salary range was from \$20,000 to \$53,000. All organizations interviewed paid more than the minimum wage. Additionally, there were often opportunities for the fellows to become permanent staff after completion of their fellowship program.

3. Internship or Apprenticeship Model

Programs are highly focused on experiential learning and skills training, with a very low percentage of time dedicated to staff or traditional job responsibilities. The scope of the trainings are varied. Some are specific to policy advocacy and community organizing; others are work skills, employment- or trade-specific; and still others include use of technology, business etiquette, healing, and political education about the impacts of incarceration, and the like. The time commitment ranges from the occasional training event to fellowships which encompass an entire year. Of the interviews conducted, 9 programs fit this category (24% of all interviewed). The stipend amounts range from \$600-\$7,500 per fellow.

PROFILE

Safe Return Project



The **Richard Boyd Empowerment Pathway Fellowship** places four fellows at Safe Return Project, a Richmond-based organization engaging in legislative and electoral advocacy, aimed at ending the mass incarceration of black people and people of color, and re-enfranchising individuals and communities that have been disenfranchised by criminalization. Safe Return's overarching goal is to empower and increase the visibility of all those that have been impacted by the criminal justice system. The fellows are full-time staff with salary and benefits. The program includes a robust training curriculum with the goals of developing life skills, engaging in community organizing, and creating self-sufficiency pathways.

"[We want to build a] workforce of our people, not just for criminal justice organizations, but to equip formerly-incarcerated people to be hired in every organization."

— Tamisha Walker, Executive Director of Safe Return Project

Fellowship Selection Process

The recruitment and selection process varied widely, depending on the length of the fellowship commitment, amount of stipend/payment, organizational responsibilities, and other factors. Recruitment of fellows was largely dependent on the capacity of the host organization. Smaller organizations with fairly new programs tended to identify fellow candidates from a pool of past participants of in-prison or community-based programs. As organizations and programs become more established, the application process becomes more broadly disseminated and available to a wider set of formerly-incarcerated people. The fellow selection process differed within each fellowship model:

- Participants in statewide or national cohorts may be chosen based on their geography as well as alignment with their host organizations' community organizing strategies.
- Stipended opportunities that enable formerly-incarcerated people to participate in political programs, speaking engagements, or community outreach are more flexible in terms of time commitment, and therefore often have less stringent application and interview processes.
- Internships may provide temporary or event-specific assistance for staff. Since these engagements are short term, people already associated with the organization will often be selected so as to provide a leadership development opportunity as well as minimize need for orientation to the work.
- Fellowships offering full- or part-time employment generally involve a competitive process with a written application and multiple rounds of interviews.

Fellowship Program Benefits

The benefits of these fellowship programs are far reaching to individual participants, their host organizations, and more broadly, movements for social change and criminal justice reform. The majority of the programs included in this report are hosted by organizations led or primarily staffed by formerly-incarcerated people. These organizations' environment and culture are especially conducive to recognizing and supporting recovery from the trauma of incarceration. In addition to a supportive environment some of the programs provide life coaches and regular counseling.

Assistance in adjusting to the outside world after prison for formerly-incarcerated people is crucial. Many fellowship programs offer the benefit of reentry referrals and services in addition to trainings and skills building for their fellows. Individuals participating in these programs learn that their experiences and opinions are valuable to the host organization and their communities. As returnees develop skills and become more self-confident, they are further empowered to take on leadership roles in their organizations and communities. This personal empowerment can result in immediate and long lasting change for them and their families. Even when a fellowship doesn't lead to employment with the host organization, fellows have nevertheless received valuable job experience and skills and build their networks.

Critically, fellowships provide current employment and stability, and enhance future employment opportunities. A fellowship opportunity that includes living wage employment translates into stability for individuals and families directly impacted by mass incarceration and may even create the basis for family reunification. Employment is generally a condition of parole or probation after serving a prison sentence, so a fellowship will fulfill this requirement. Employment also has a direct and positive effect on the self-es-



team of people who have been marginalized and criminalized by our society. Unfortunately, only a few of the fellowship programs reviewed were able to provide healthcare benefits and salaries and stipends are generally fairly low. Providing a living wage and benefits to fellowship participants was commonly stated as a goal of the host organizations.

Organizations working within movements for social change and criminal justice reform reap tremendous benefits when people coming out of prison or jail become skilled in communicating their ideas and implementing campaigns for change. The insights and perspectives of directly-impacted people are invaluable in creating solutions to problems within any specific system, whether it be criminal justice, foster care, or immigration. Their direct experience brings unmatched insight and passion to justice reform efforts. Organizations devoted to equity and community service could benefit from the perspective of people who have been in prison or jail; yet formerly-incarcerated people are still rarely represented on staff of nonprofits or community councils. The fellowships offered by organizations in this report provide a significant opportunity to augment the diversity of employees in nonprofit organizations and to increase employment opportunities overall for people with conviction histories. Including directly-impacted people on the staff of social change nonprofits will inform these organizations about the life experiences and needs of people who are or have been incarcerated as well as their families, enabling organizations to better address the needs of the communities and people they serve.

Fellowship Program Challenges

One of the major challenges expressed by multiple organizations is the need for fellowship programs to be flexible in accommodating fellows with diverse needs.

A fellow's unique needs are influenced by a multitude of factors including amount of time served in detention, time since release, education level, financial stability, and family relationships including children, health and mental health, and histories of trauma, among others.

The challenges confronted by people recently released from any form of detention should not be minimized. Mass incarceration is the product of decades of racial and economic discrimination that people often still experience after imprisonment. Unresolved trauma from an abusive childhood or intimate relationship may contribute to a person being incarcerated in the first place. Incarceration then compounds original trauma(s), which may go unrecognized and untreated even after release. The stigma of incarceration and the scarlet letter of a conviction history are permanent.

People coming out of prison have to conquer their own post-traumatic stress in addition to acquiring skills they have not as yet learned (e.g., positive behavior patterns, interpersonal communication skills, job skills, basic life skills, etc.) in order to succeed and ultimately thrive post-release. Personal challenges may include difficulties in meeting parole or probation requirements because of a simple lack of transportation, for example. Reuniting with one's partner and children requires considerable adjustment, time, and energy. Many people have never worked in a formal work environment, so learning new skills may seem overwhelming because of a lifetime of trauma and low self-esteem. The pressure to pay off court ordered debt creates stress while trying to avoid fines and fees that may be imposed, and child support debt may be virtually unpayable. It may be difficult for people to make quick decisions after years without the opportunity to make choices. These are among the many challenges faced people released from imprisonment. Organizations sponsoring fellowship programs must recognize the many forms trauma can take and respond with trauma-informed solutions, compassion, support and care.

Another major challenge pertained to philanthropic and nonprofit cultures and practices. Each fellowship is designed to respond to the people and communities it serves, generally to build individual transformation, develop job skills, and cultivate community power. The process of personal transformation and political empowerment is slow and often difficult to quantify. Organizations expressed being challenged with funder expectations to collect data and describe specific outcomes, given that truly quantifying the many benefits and the value of fellowships can be laborious, costly, and ultimately add little value in terms of understanding impact. Spending valuable time on completing funder surveys and reports often distracts from engaging in the work itself. Grant requirements may also restrict the potential activities of fellows or include an inflexible timeline to achieve lofty goals. Additionally, symptomatic of many grassroots nonprofits, the host organizations and staff members interviewed for this report were often overworked and reported insufficient time to fully provide the desired level of training and skills-building for their fellows.

In response to a question about challenges faced in offering fellowships for formerly-incarcerated people, the interviewees¹⁰ responded as follows:

- *“Formerly-incarcerated individuals have obstacles based on their status. Built in supports and preparing for relapse are instrumental program elements. The small obstacles when managed can be immediately remediated.”*
- *“Don’t assume that everyone needs the same thing. Each person is really different. While one might struggle with social connection, someone else may struggle with learning different computer programs. The best thing we’ve done is to really be attentive day by day...I don’t think fellows need a manual or a curriculum, but real(ly) close relational connections, walking with them as they build their own projects, and being attentive to the specific needs that come up in the moment.”*
- *“There’s been a lack of general support funds for organizations to invest time into training fellows who they plan to hire as full time staff. Having a small portion of senior staff with lots of experience can create burn out.”*
- *“Being contacted by other organizations looking to tap the fellows as a resource creates a situation where the housing organization is left wary of possible exploitation and feeling protective of the fellows and their time. This is addressed by being very frank about these types of conversations, the feelings that arise around feeling exploited, validated, and the need to maintain a safe and earnest and emotional container, especially in such a fast moving field. Not losing sight of support and relationship building, community, and the holistic support people need.”*
- *“You must be sensitive to those in reentry, especially after serving long sentences, as they try to navigate reentry and new job challenges. Even traveling to Sacramento proved to be a challenge when dealing with parole, which has led us to being more thoughtful about doing more local policy work.”*
- *“The desires of funders to program, track, monitor every moment of fellowships.”*
- *“Allowing for time to organically grow long-term relationships with positive peers also in the work. For many it’s the first time traveling so there are a lot of extra logistical considerations, for example, how will a person with \$5 in the bank get to the airport to attend the retreat or how will they eat while they travel. Many had never been out of state so providing time for them to go grab a momento meant the world to them, which grounded many of us running the in-person gatherings. Dealing with probation officers and issues of parole was also a challenge...this is a challenge that demands flexibility.”*

¹⁰ The quotes reflect the opinions of fellowship program supervisors and staff members at host organizations with fellowship programs.



Anti-Recidivism Coalition Apprenticeship Cohort

KEY RECOMMENDATIONS

Invest in Fellowships: This research strongly makes the case for strategic investment in fellowships for formerly-incarcerated people in criminal justice reform organizations as well as other sectors. The benefits to the fellows, host organizations, and to the broader justice reform movement are clear. Investing in fellowships for formerly-incarcerated people is timely and strategic strategy for the funding community to adopt.

- **Provide Support for Fellowships:** Commit to investing a portion of grantmaking portfolios to support organizations hosting fellow; provide living wages, benefits, training, and networking opportunities to fellows; and to build a statewide network.
- **Considerations:** Additional considerations for funder are detailed in the next section below.

Opportunities for Statewide Collaboration: Several of the organizations already offer regular opportunities to build stronger relationships among their fellow cohorts via convenings, conference calls, and peer-to-peer mentorship. Some programs also connect their fellows with larger national cohorts or other fellowship programs. The relationship building and networking opportunities offered by these occasions is rich and invaluable for the individual fellows as well as the host organizations. This could be augmented by the creation of a more formally network.

- **Form a California Formerly-Incarcerated Fellows Network:** Great benefit could be derived from connecting formerly-incarcerated fellows statewide in California through a fellows network with a platform to share resources and facilitate connections with each other. Educational webinars, in-person trainings, along with site visits and exchanges could be provided as resources for host organizations and fellows to access. Such a network and platform could reduce the duplication of efforts and lessen the work of program supervisors who are often already stretched thin. A network might also offer statewide convenings and regional gatherings centered on connectivity, collective strategizing, joint trainings and identifying common goals. The network could also solidify working relationships among newly-emerging leaders and increase opportunities for effective collaborations.

Hiring Formerly-Incarcerated People: Organizations, including foundations, that intentionally include formerly-incarcerated individuals as staff will reap major benefits, including: increased capacity to more deeply reflect on and transform their own practices regarding equity; investments and priority setting; their relationships with the communities served; and the integrity of their missions. Formerly-incarcerated people on foundation staffs can contribute their lived experience and nuanced understandings of the criminal justice system to guide the process of allocating funds and strengthening the more community-based movement for justice reform.

- **Hire Formerly-Incarcerated People:** Funders working to advance justice reform and to support the leadership of formerly-incarcerated individuals should strongly consider hiring returnees. This report demonstrates that a large number of systems impacted individuals are receiving a variety of trainings through fellowship programs and are poised to meaningfully contribute to a wide range of sectors, including philanthropy. Employing individuals who have lived experience in the criminal/legal system can strengthen strategies and the authenticity of funding directed toward justice reform.
- **Learn More:** An excellent resource for the philanthropic community is the recent “Ban the Box / Fair Chance Hiring Toolkit for Philanthropic Organizations” report.¹¹

11 “Fair Chance Hiring in Philanthropy: A Step by Step Guide”, published by the Leadership Council of the Formerly-Incarcerated & Convicted People & Families Movement, the Executives’ Alliance for Boys and Men of Color, and the National Employment Law Program, <https://www.nelp.org/publication/fair-chance-hiring-in-philanthropy-a-step-by-step-guide>.

A POTENTIAL ALIGNED GIVING STRATEGY

Funders have been expressing interest in strategically supporting fellowships for individuals who have been incarcerated as part of a broader strategy to advance justice reform.

The CCJFG hopes that this research and report will inspire its members and other funders to collectively invest in efforts to elevate the leadership of formerly-incarcerated people through paid fellowships, both within the criminal justice reform movement as well as in other social justice sectors in California.

Potential Investment Strategy: One pathway for collective impact is an *Aligned Giving Strategy for Fellowships*, in which the CCJFG would support funders to invest as a community in existing fellowship programs and/or to seed new fellowships for formerly incarcerated people. In an aligned strategy, funding would go directly to host organizations providing fellowships through grants from individual donors and foundations. The CCJFG would track overall investments in fellowships in California, administer the project, engage in evaluation, foster collective learning, and support fundraising for the strategy (but not collect or distribute funds). The collective learning component would enable host organizations, fellows, funders, and other partners to come together annually to reflect on lessons learned, share best practices, and refine efforts going forward. Funding partners in the aligned strategy would determine a budgetary goal for the amount invested in fellowships across the state annually, with grants going to a range of host organizations serving a diversity of fellows. A longer term goal could be to direct a significant amount of funding through aligned giving for fellowships over the next few years; and to eventually establish a well-endowed pooled fund housed at the CCJFG to support fellowships statewide in an ongoing manner.

The overarching goal, objectives and elements of the proposed aligned giving strategy, along with a range of funder considerations, and next steps are outlined below.

Aligned Giving Strategy Overarching Goal: The goal is to enable under-resourced grassroots organizing groups (led by system-impacted people), as well as criminal justice focused nonprofits, to hire formerly incarcerated individuals and provide them with living wages, job skills, and training as well as organizing, advocacy and networking opportunities. Fellowships would change the fellows' personal economic circumstances, allow them to gain valuable work experience and skills, and enable them to participate in the broader movement for change.

Objectives: The objectives of the *Aligned Giving Strategy* are as follows:

- Increase capacity of community-based organizations working to end mass incarceration by supporting the leadership and professional development of formerly incarcerated people.
- Offer full- or part-time employment to people who have been incarcerated and want to develop their employment skills and be organizers within their communities.
- Ensure that those who are most impacted by the criminal/legal system gain skills and opportunities to increasingly lead the charge to create solutions for change in justice reform movements.
- Increase the number of grassroots organizations that host fellowship programs for formerly-incarcerated people.
- Support movement building for criminal justice reform that includes those most impacted by the problem through lived experience of mass incarceration, criminalization, and policing.

Strategy Elements and Next Steps: The CCJFG urges interested funders to:

- Commit to supporting fellowship programs for formerly-incarcerated people by joining the CCJFG's *Aligned Giving Strategy for Fellowships*.
- Review the organizations offering fellowship programs for formerly incarcerated people (listed in Appendix A of this report) to consider potential grants.
- Reach out to potential grant partners to learn more about their work and fellowships.
- In addition to soliciting proposals, if possible, talk to fellows, visit the host sites, and cultivate meaningful relationships.
- Make grants directly to organizations to support fellowships.
- Commit a specific and significant amount of funding to support fellowship programs for formerly-incarcerated people through the *Aligned Giving Strategy* led by the CCJFG.
- Provide funding to the CCJFG to support the administration of the *Aligned Giving Strategy*, including the collective tracking and evaluation of fellowship programs supported by funding partners, as well as the planning and hosting of an annual convening for host organizations, fellows, funders and other partners to learn from experiences, surface best practices and opportunities, and improve future programming.
- Support a *California Fellows Network* to convene and connect fellows who are formerly-incarcerated to provide greater peer support, professional/skills development, and shared learning among the fellows and fellowship programs, and to strengthen the reform movement.
- Consider developing fellowships or hiring formerly-incarcerated people at your foundation or institution.
- Reach out to the CCJFG to join the planning team to advance this effort.

FUNDING CONSIDERATIONS

The research surfaced some important recommendations for funders to consider when investing in fellowships for formerly incarcerated people:

- **Multi-Year Funding:** Offering multi-year, flexible, and substantial support ensures that programs can be fully developed, fellows are paid living wages and benefits, and host organizations have the capacity to improve on programming over time. This provides greater sustainability for fellowships and reduces fundraising needs. Multi-year funding can allow organizations to develop a full-scale program with comprehensive services for fellows.
- **Relationship Building & Site Visits:** Meeting with fellows and host organizations through site visits are essential steps toward funders assessing and understanding the nature and value of fellowship programs and to enable relationship building.
- **Associated Costs:** Fellowship programs are time intensive and require a large investment for host organizations to implement. It is important to consider the full range of costs (e.g., supervisors salaries, staffing to provide trainings, office space costs, professional development, travel, meals, and lodging, life coaches, therapists, etc.) associated with successful fellowship programs when making grants.
- **Flexibility in Launching Fellowships:** Flexibility in the first few years of fellowships, as they are being designed and launched, is critical. Fellowship programs are unique, time intensive, and lack a one-size-fits-all structure. The first year should be considered the pilot year in which the host organization can work with the fellows to refine and strengthen the program as needed. The research reveals that it generally takes organizations about two years before a program really solidifies its structure.
- **Funding for Equity:** Fellowship models rarely fit into a defined mold and are ever evolving in response to the people and communities they serve. The personal transformation, community power and political empowerment that come with fellowships are often slow and difficult to quantify. Funders can address this by developing thoughtful, flexible, and responsive grantmaking and evaluation practices in the pursuit of greater equity and justice.¹²
- **Support for Policy Advocacy:** The research revealed that some groups are frustrated with grant restrictions on lobbying and policy advocacy, as those strategies are often core to the work and it may be difficult for organizations to track lobbying versus non-lobbying work. When not restricted by law, foundations should consider providing intentional support for programs that enable their fellows to engage in movement building, legislative work, and policy advocacy.
- **Appropriate Evaluation:** Consider creative, qualitative evaluation of programs as strictly quantitative evaluation requirements can be counter-productive and cumbersome. In-person meetings and report backs, when possible, are preferred to written progress reports that are often time consuming for host organizations.

12 “Shifting Grantmaking and Evaluation Practices In the Pursuit of Equity”.

- **Collaborative Grantmaking:** Consider collaborative funding mechanisms, such as the CCJFG’s *Aligned Giving Strategy for Fellowships*, to support fellowships. Grantmakers may be able to fund a wider variety of fellowship programs through collaborative grantmaking initiatives. Such joint funding vehicles may alleviate restrictions by some foundations due to program scope, grant size, and lobbying restrictions. Successful initiatives, such as Solidaire Network’s aligned giving strategy¹³ to support the Movement for Black Lives, can serve as examples of the wide impact and opportunities for collective giving.

CONCLUSION

Formerly-incarcerated people and their families are uniquely well positioned to provide leadership, wisdom, and strategy towards setting the agenda for the criminal justice reform movement and securing change in California.

Providing fellowships for people returning to their communities after incarceration or otherwise affected by the criminal/legal system, is an important strategy to support the development of skills and leadership by formerly-incarcerated people through paid, meaningful employment. Fellowships also serve to elevate the voices, expertise, and vision of those directly impacted in our shared efforts to advance justice reform in our state. Fellowships are thus critical pathways for building leadership, capacity, and community power. It is important that fellowship programs be adequately funded to offer meaningful employment and benefits for individuals who have been incarcerated, and to also provide additional resources to support the leadership, personal, and professional development needs and aspirations of the fellows.

There is great potential for funders to collaborate and create collective impact by taking fellowships for formerly incarcerated people to a broader scale in California. The California Criminal Justice Funders Group hopes that a wide range of foundations and donors will join the CCJFG’s *Aligned Funding Strategy for Fellowships* to advance meaningful change in partnership.

¹³ Solidaire Network’s Aligned Giving Strategy.

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Linda Evans has been an advocate for social justice throughout her life, starting with organizing to end the U.S. war in Vietnam in the 1960's. Active in the women's liberation movement and a leader of the John Brown Anti-Klan Committee, she fought against white supremacy and the KKK. In 1985, she was sentenced to 40 years in federal prison for actions protesting U.S. government policies. She completed both her B.A. and M.A. degrees in prison. In 2001, she won a Presidential pardon and was released from prison. Shortly after her release, she received a Soros Post-Graduate Fellowship. With others, she co-founded All of Us or None, a grassroots civil rights organization of formerly-incarcerated people and our families. Linda was the national coordinator of the "Ban the Box" campaign, which has eliminated the conviction history question from public employment applications in 29 states, including California. She is currently an active member of California Coalition for Women Prisoners, a member of several Advisory Boards, and working with immigration defense efforts in Santa Rosa.

Project Advisors

The following CCJFG members conceived of this project, advised on the research design and process, and contributed to the report writing: Anuja Mendiratta (Race, Gender and Human Rights Fund), Jidan Terry-Koon (The San Francisco Foundation), Melanie Havelin (John M. Lloyd Foundation), Kathryn Snyder (Tides/Tides Advocacy), and Yolanda Alindor (The San Francisco Foundation).

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For more information about the report, the *Aligned Giving Strategy for Fellowships*, or to become a member of the California Criminal Justice Funders Group (CCJFG), please contact: CACriminalJusticeFunders@ncg.org.

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APPENDICES

APPENDIX A. Fellowship Snapshots

Appendix A includes a snapshot of the 38 organizational fellowship programs included in this research. Please note that this summary is not intended to be a comprehensive list of available programs, but rather is a broad overview of fellowship opportunities available throughout California. Each fellowship program is profiled here using the following format:

#. Organization Name		website
Status	Existing, Planned, or Aspirational Fellowship Type	
Mission	Mission statement of the organization	
Model Type	Participant Training, Internship, or Part- or Full- Time Staff Position	
Leadership	Reflects % of the organization's leadership that is directly-impacted by incarceration	
Fellowship Description	Provides a description of the fellowship program	
After Program	Describes what the organization offers to the fellow after completion of the fellowship program	
# of Fellows	Number of fellows per cohort or year	Length Length of the fellowship program
Target	Describes specific populations the fellowship program is designed for	
Funding	Provides an estimate of costs to sustain the fellowship; these are ballpark figures only	

1. Ahimsa Collective (AC)

ahimsacollective.net

Status	Aspirational		
Mission	The Ahimsa Collective works in deep community with all sides of the fence – with people who have committed an act of violence, survivors of violence, families impacted by violent crime, and law enforcement. They use a restorative justice practices and a peacemaking approach. Ahimsa intersects with various movements: the restorative justice movement, the anti-oppression and racial justice movement, the anti-sexual violence movement and the criminal justice reform movement.		
Model Type	Part-time staff position (\$25,000-35,000 salary + benefits; \$30/hour 16-20 hours/week)		
Leadership	50% of staff is directly-impacted		
Fellowship Description	A re entry fellowship program offering real jobs in restorative justice, transformative justice, and healing justice. The program focuses on an intense amount of nurturing, job training, building people's skills and capacity and having agency to start their own projects/grow their work and be supported by the Ahimsa family. The program will be supervised and mentored by two formerly-incarcerated staff who paroled in 2018, and who can help fellows navigate socially, professionally, and personally. It's a job and also a support system. Fellows would be selected from a pool of former participants of the Ahimsa in-prison programs at California Substance Abuse Treatment Facility and State Prison, Avenal State Prison, and Valley state prison (will begin working at women's facility in 2019).		
After Program	Ahimsa will help fellows find employment in restorative justice, transformative justice, or healing justice work, within the criminal justice community, or any employment that meets the fellow's interest. If funds allow, they will offer a position on the Ahimsa staff.		
# of Fellows	2-4	Length	1 year
Target	Recently released Ahimsa participants		
Funding	\$200,000/year - to support four fellowships a year, plus benefits and (2) staff time to manage program.		

2. Anti-Recidivism Coalition (ARC)

antirecidivism.org

Status	Existing (Launched 2016)		
Mission	ARC changes lives and create safe, healthy communities by providing a support and advocacy network for, and comprised of, formerly-incarcerated men and women. To accomplish this mission, ARC provides services, support and opportunities to currently and formerly-incarcerated individuals, and advocates for fair policies in the juvenile and criminal justice systems.		
Model Type	Internship or Apprenticeship (\$5,400 stipend)		
Leadership	Directly-impacted staff in leadership roles		

Fellowship Description	In partnership with the LA Trade Technical College (LATTC) and the LA Federation of Labor, this is a 12-week construction apprenticeship program. Fellows receive 2-week soft skills training at ARC after which they transition over to LATTC to learn hard skills in the building and construction trades. ARC provides fellows a life coach who leads the soft skills training, organizes visits to union halls, oversees program graduation and helps connect program participants to labor unions. In addition, participants have access to the full array of trauma-informed programs offered at ARC, including counseling services, housing support, other life coaches, and a supportive community of formerly-incarcerated individuals. Applicants are taken from the ARC membership pool, membership is open to all.		
After Program	During and after the training, participants are selected to join union apprenticeships which have lead to careers with following unions: Electricians, Laborers, Carpenters, Sheet Metal Workers, Ironworkers, Pipefitters/Plumbers, Operating Engineers, Cement Masons, and Painters. Alumni also maintain contact with their fellowship life coach.		
# of Fellows	4 cohorts/year	Length	12-weeks
Target	Formerly-incarcerated men and women in the Los Angeles region		
Funding	\$1M/year (\$250,000 per cohort)		

3. Asian Law Caucus (ALC)

advancingjustice-alc.org

Status	Existing (Launched 2016)		
Mission	Asian Americans Advancing Justice – Asian Law Caucus (ALC) promotes, advances, and represents the legal and civil rights of API communities. Recognizing that social, economic, political and racial inequalities continue to exist in the United States, ALC is committed to the pursuit of equality and justice for all sectors of our society with a specific focus directed toward addressing the needs of low-income, immigrant, and underserved APIs.		
Model Type	Full-time staff position (\$22.40/hour + benefits)		
Leadership	Not led by directly-impacted individual		
Fellowship Description	The Yuri Kochiyama fellowship was created to empower formerly-incarcerated Asian Pacific Islander immigrants to lead advocacy bridging movements against prisons and deportation. The program places a fellow within ALC who works with the ALC Immigrant Rights and Criminal Justice Reform programs on policy advocacy, campaigns against deportations and jail expansion, and provide support to individuals in prison and detention centers. Prior experience in advocacy and willingness to take part in public speaking is desired. The fellow will engage in policy development/advocacy, community organizing and base-building, and strengthen research skills. The program also emphasizes leadership development, building skills and building confidence.		
After Program	Would be open to hiring fellows after graduation if funding is available. Will help to connect fellow with employment opportunities.		
# of Fellows	1	Length	1 year
Target	Formerly-incarcerated Asian Pacific Islander immigrants		
Funding	\$75,000/year		

4. Asian Prisoner Support Committee (APSC)

asianprisonersupport.com

Status	Existing (Launched 2017)		
Mission	To provide direct support to Asian and Pacific Islander (API) prisoners and to raise awareness about the growing number of APIs being imprisoned, detained, and deported.		
Model Type	Model A: Full-time Position (salaried) Model B: Internship (\$600 stipend)		
Leadership	Led by directly-impacted person		
Fellowship Description	<p>The programs are intended to be a prison to re-entry to workforce pipeline through community immersion, relationship-building, and strategic partnerships.</p> <p>Model A Ambassador Program: a 12-month fellowship done in partnership with Asian Health Services (AHS) in Oakland-Chinatown. Ambassadors are responsible for a range of duties - early morning street and sidewalk cleaning, mail delivery, facilities and maintenance work, staff safety escorts, involvement with APSC reentry committee. The position involves a hybrid of work between the AHS and APSC. Fellow recruitment has been targeted to those who have come through the APSC ROOTs program at San Quentin, which allows for a sense of trust to be built on the inside. Aim is also to reach out to those who are recently released to provide immediate job access.</p> <p>Model B Part-Time Ambassador Program: 4-5 entry level fellowship positions that involve activities such as speaking at workshop and engaging in opportunities to participate and attend any actions that APSC is involved with. Intended to be an option for those just coming out.</p>		
After Program	Would be open to hiring fellows after graduation if funding is available. Will help full/part-time ambassadors connect to employment opportunities. Part-time ambassadors may transition into full-time ambassador program.		
# of Fellows	Model A: 1/year; Model B: 4-5/year	Length	1 year
Target	Formerly-incarcerated Asian Pacific Islander immigrants		
Funding	\$75,000-80,000/year		

5. Beat Within (BW)

thebeatwithin.org

Status	Aspirational		
Mission	To provide incarcerated youth with consistent opportunity to share their ideas and life experiences in a safe space that encourages literacy, self-expression, some critical thinking skills, and healthy, supportive relationships with adults and their community. Outside of the juvenile justice system, The Beat Within partners with community organizations and individuals to bring resources to youth both inside and outside of detention and act as a bridge between youth who are locked up and the community that aims to support their progress towards a healthy, non-violent, and productive life.		
Model Type	Full Time Position (salaried)		
Leadership	Not led by directly-impacted individual (high level of directly impacted people involved in leading community programs)		

Fellowship Description	This fellowship would be for a full-time organization staff position responsible for: aiding in development of publications, engaging with the community through writing workshops, helping to manage 100+ volunteers, and engaging in speaking opportunities. Currently, Beat Within pays stipends to formerly-incarcerated adults who help facilitate community workshops or who guest speak at the program in juvenile centers, testifying and encouraging young people to have a voice.		
After Program	Unknown		
# of Fellows	3	Length	1 year
Target	Formerly-incarcerated individuals		
Funding	Unknown		

6. California Coalition for Women Prisoners (CCWP)

womenprisoners.org

Status	Existing (1998)		
Mission	A grassroots social justice organization, with members inside and outside prison, that challenges the institutional violence imposed on women, transgender people, and communities of color by the prison industrial complex (PIC). CCWP sees the struggle for racial and gender justice as central to dismantling the PIC and prioritizes the leadership of the people, families, and communities most impacted in building this movement.		
Model Type	Model A: Internship (\$500-\$1,000/month @ 20 hours) Model B: Speaker on Speakers' Bureau (stipended \$100/engagement)		
Leadership	Led by formerly-incarcerated people and their family members		
Fellowship Description	<p>Both fellowship models foster an environment for personal support via collective work style, ongoing meetings, and individual mentorship.</p> <p>Model A Policy & Programmatic Fellowship: fellows are specifically recruited from applicants who have interest or prior background relevant to the work. They are then placed with existing committees within CCWP. About 40% of their time is spent on training and 60% on staff responsibilities. Typically this position is about 20 hours a month.</p> <p>Model B Spitfire Speakers' Bureau Fellowship: This Bureau is anchored by formerly-incarcerated women, transgender, and gender non-conforming people who educate the general public about the realities of life inside prison and the challenges of reentry. Fellows are trained using an existing training curriculum.</p>		
After Program	Could potentially add fellow to staff if funding expands, otherwise will provide help finding positions with other organizations.		
# of Fellows	Several throughout the year for both models	Length	Model A: 1 month+; Model B: ongoing
Target	Formerly-incarcerated women, transgender, and gender non-conforming people		
Funding	\$20,000/year		

7. Californians for Safety & Justice (CSJ)

safeandjust.org

Status	Existing (2019)		
Mission	Working with Californians from all walks of life to replace prison and justice system waste with common sense solutions that create safe neighborhoods and save public dollars. Through policy advocacy, grassroots mobilization, public education, alliances and support for local best practices, they promote strategies to stop the cycle of crime, reduce reliance on incarceration and build healthy communities.		
Model Type	Participant Training (\$4,800+ stipend)		
Leadership	Not led by directly-impacted individual - 25% of staff identify as directly impacted (CSJ defines "directly impacted" as crime survivors and/or people who have had prior experiences with the justice system)		
Fellowship Description	A yearly cohort of fellows who participate in four 4-day intensive leadership training sessions. The training content will fall into four main categories: (a) Criminal justice and crime policy; (b) Campaigning strategies; (c) Communications strategies; (d) Trauma-informed leadership development. Sessions will provide a space where people can learn from experts, get opportunities to build relationships with one another, and get the space, time and support needed to reflect, connect and grow.		
After Program	Ongoing communication and engagement for each cohort after completion of the program will be facilitated, so participants can maintain connections and mutual support with one another for years to come.		
# of Fellows	30	Length	1 year
Target	Directly-impacted - crime survivors and/or people with prior experience with the justice system		
Funding	\$750,000/year		

8. Communities United for Restorative Youth Justice (CURYJ)

curyj.org

Status	Existing (2017/18)		
Mission	CURYJ unlocks the leadership of young people to dream beyond bars. They look to young people to lead the way by transforming their community and investing in their healing, activism, and aspirations.		
Model Type	Model A: Internship (6-10 hours/week @ \$15/hr) Model B: Part-Time Staff Position (.5 FTE @ \$20/hr)		
Leadership	Majority of staff is formerly-incarcerated		

Fellowship Description	<p>Programs work with youth coming out of juvenile hall and adult prisons to build capacity for advocacy, movement building, and community organizing. Together they build soft job skills, capacity for grassroots participatory research, and support the restoration and transformation of trauma from prison and the streets.</p> <p>Model A Homies 4 Justice Internship Program is an opportunity for high-school aged individuals to receive trainings around political education, community organizing, power mapping, engaging elected officials, and statewide/regional/national campaigns.</p> <p>Model B Dream Beyond Bars Fellowship is a one-year program for a half-time staff position at CURYJ. Fellows will attend conferences & meetings, engage in policy discussions with elected officials, organize advocacy days and grassroots town halls, create participatory research surveys, and develop a number of soft job skills through the work.</p>		
After Program	<p>CURYJ will continue to engage alumni through other campaigns and projects. They also offer assistance in accessing other Fellowship and training opportunities such as: tech internships learning to code, P2P fellowships, Oakland Rising/Bay Rising communications Fellowship, and opportunity for Homies to move into the Dream Beyond Bars program.</p>		
# of Fellows	Model A: 15-25/year; Model B: 5-10/Year	Length	Model A: Quarterly; Model B: 1 Year
Target	Formerly-incarcerated youth		
Funding	Model A: \$500,000/year; Model B: \$250,000		

9. Communities Works West (CWW)

communityworkswest.org

Status	Aspirational		
Mission	To empower people impacted by incarceration through translational justice, interrupting and healing the far-reaching impacts of incarceration and violence to advocate for a more humane criminal justice system..		
Model Type	Full-time staff position (\$30,000-\$40,000 + benefits)		
Leadership	Not led by directly-impacted individual		
Fellowship Description	<p>For many years this group has hosted interns and hired former participants as facilitators or administrators for their programs. No formal fellowship program has been established due to a lack of funding. The proposed fellowship is for staff positions as restorative justice facilitators. Fellows would be recruited from past participants of their in-prison programs. This model would include a full time supervisor who would support the fellows, coordinate weekly meetings and find various ways to provide them with apprenticeships with different organizations. CWW would pay the fellow, but another organization would employ them and with CWW provide them with the supports they need. This model has already been piloted with Five Keys and the Sheriffs department.</p>		
After Program	Unknown		
# of Fellows	1-2/year	Length	6 months - 1 year
Target	Former CWW participants		
Funding	\$90,000/year (includes cost of supervisor and 1 fellow)		

10. Congregations Organized for Prophetic Engagement (COPE) & Inland Empire REBOUND (IER)

copesite.org | ierebound.webs.com

Status	Aspirational		
Mission	<p>COPE To train and develop the capacity of religious and lay leaders in congregations and across the Inland Empire to protect and revitalize the communities in which they live, work, and worship.</p> <p>Inland Empire Rebound Envisions integrating recently released individuals back into society by fostering growth through proactive re-entry practices in the Inland Empire and its sphere of influence.</p>		
Model Type	Part-time staff position (hourly pay)		
Leadership	Inland Empire Rebound is led by a formerly-incarcerated person		
Fellowship Description	<p>This program is a partnership between COPE and Inland Empire Rebound which builds off a current partnership they have with the county of San Bernardino. Fellows will take an hourly paid position with Inland Empire Rebound, simultaneously complete required certification through a probation approved provider, and also learn through observation and experience professional development skills such as: anger management, conflict resolution, critical thinking, domestic life skills, and social life skills. COPE will also provide soft and hard skills training in job readiness and life skills.</p>		
After Program	Adequate effective fellowships would be prime candidates for retention into staff. Will match fellows with gainful employment through partnerships post-completion.		
# of Fellows	Unknown	Length	Unknown
Target	Formerly-incarcerated people living in Inland Empire region		
Funding	\$100,000/year		

11. Dignity & Power Now (DPN)

dignityandpowernow.org

Status	Existing (2013)		
Mission	<p>To build a Black and Brown led abolitionist movement rooted in community power towards the goal of achieving transformative justice and healing justice for all incarcerated people, their families, and communities.</p>		
Model Type	Participant Training Model (Stipend)		
Leadership	Fellowship program is led by formerly-incarcerated person		
Fellowship Description	<p>Forever Rooted Program: 7-week program for grassroots leadership development through storytelling. Fellows address the acute harms of the carceral system through transformative justice. By sharing their stories and experiences, they are able to tie their knowledge to the work of DPN and as community organizers. Some of the skills learned include power mapping, understanding reform, and political education.</p>		
After Program	Opportunity for further engagement with DPN. After completion of the program, participants receive a \$700 stipend.		
# of Fellows	120/year (estimated)	Length	7 weeks

Target	Formerly-incarcerated people based in Los Angeles
Funding	\$100,000/year

12. Ella Baker Center for Human Rights (EBC)

ellabakercenter.org

Status	Existing/Planned (2019)		
Mission	To organize with Black, Brown, and low-income people to shift resources away from prisons and punishment, and towards opportunities that make our communities safe, healthy, and strong.		
Model Type	Full-time or part-time staff position (Salaried \$15,000)		
Leadership	Not led by directly-impacted individual		
Fellowship Description	The Nelson Mandela Fellowship for leaders impacted by mass incarceration is meant to develop the leadership of a directly impacted person in order to build the capacity within the community of those who have been harmed by mass incarceration. This fellowship is intended to build both skills and relationships with formerly-incarcerated individuals and those with criminal backgrounds. On-the-job training will focus on communications skills, organizing and policy skills: legislative analysis, negotiation, power-mapping, developing escalation plans, etc. The program values social/emotional learning, restorative justice, and trauma-informed practice and will include that training.		
After Program	The fellows will be added to the Ella Baker Center Alumni network upon completion. Staff growth projections can accommodate a fellow being hired by the Ella Baker Center. Time and assistance will be provided to fellows seeking employment in their target field.		
# of Fellows	2019: 1; 2020: 2	Length	In 2019, the program will be a six-month fellowship program offering \$15,000 to one fellow. In 2020, the program will expand to two fellows for for 9-12 months at \$30,000 per fellow.
Target	formerly-or currently incarcerated people who live in the Bay Area		
Funding	Year 1: \$25,000 (pay, benefits, and training) Year 2: \$75,000 (pay, benefits, and training x2)		

13. Essie Justice Group (EJG)

essiejusticegroup.org

Status	Existing/Planned (Launched in 2018, will not run in 2019, but plan to relaunch in the future)		
Mission	To harness the collective power of women with incarcerated loved ones to end the harm to women and communities caused by mass incarceration.		
Model Type	Full-time staff position (Salaried \$48,000 + benefits for fellow and children)		
Leadership	Led by directly impacted family member. 1/3 of staff are formerly-incarcerated; over 3/4 of staff are people with incarcerated loved ones.		

Fellowship Description	The Organizing Fellows program is a means to provide an on-ramp for Essie Justice Group member leaders to join the staff. It is a focused year-long program for 2 full-time Essie sisters -- 1 in Los Angeles, 1 in Bay Area. The fellowship involves building organizing skills sets to allow employment at Essie Justice or sister orgs. It is a leadership development and coaching program rooted in hard skills -- facilitation, office skills, membership base-building, as well as political education.		
After Program	Fellows will be incorporated into Essie Justice staff or find employment at sister organizations.		
# of Fellows	2	Length	1 year
Target	Bay Area and Los Angeles		
Funding	\$175,025/year (2018 costs: salary, benefits, professional development training, travel, etc.) \$215,000/year (Future budget: cover above costs in addition to staff-time for supervision)		

14. Fathers and Families of San Joaquin (FFSJ)

ffsj.org

Status	Existing (2018)		
Mission	To promote the cultural, spiritual, economic and social renewal of the most vulnerable families in Stockton and the greater San Joaquin Valley.		
Model Type	Full-time staff position (\$15/hour)		
Leadership	Led by formerly-incarcerated individual		
Fellowship Description	An individual-centered program, this fellowship opportunity trains formerly-incarcerated youth to provide healing and recovery work with youth referred from the probation department. One goal of the program is to provide tools to reduce disparities, to learn about racial justice, and to learn the skills needed to organize and help others. Training includes computer literacy, research skills, public speaking, presentation, lobbying, and advocacy. Each fellow has their own project which is self led and created. Tremendous personal support and mentoring is offered as well as access to FFSJ therapists. The program is an opportunity for personal healing and recovery, and training for youth that teaches them they have a valuable voice.		
After Program	Continued involvement with FFSJ, assistance in achieving next steps		
# of Fellows	1	Length	1 Year
Target	Formerly-incarcerated youth in Stockton or San Joaquin county		
Funding	Unknown		

15. Homie Universidad Popular (Homie UP)

homieup.org

Status	Existing (2012)		
Mission	Homie UP works to develop critical consciousness and affirm the cultural and political identity of individuals who are politically and socially disempowered in the United States through education and who are or have been incarcerated.		
Model Type	Internship (Stipend - pay varies by assignment)		
Leadership	Led by formerly-incarcerated individual		

Fellowship Description	The fellowship program provides opportunities through mentorships and on-the-job development in a safe and friendly environments. The program offers extensive professional development and job support from searching for future employment and internship opportunities. Using a holistic and intensive educational curriculum designed to significantly increase reentry success, the foundation of the program is built on consistent and organized activities, attention to the development of relationships and support systems, and culturally competent and supportive educators. The curriculum focuses on the following six (6) goals: (1) academic enrichment; (2) life skills and emotional literacy; (3) career development and employment readiness; (4) wellness; (5) civic engagement; (6) cultural enrichment.		
After Program	Goal is to hire fellows as staff and/or refer them to partner groups and organizations who can benefit from their expertise.		
# of Fellows	Unknown	Length	1 semester (16 weeks)
Target	Formerly-incarcerated individuals in North San Diego County		
Funding	\$100,000/year		

16. Homies Unidos (HU)

homiesunidos.org

Status	Planned (Launch in 2019)		
Mission	To defend the inherent right of youth, families and their communities to pursue their dreams and achieve their full potential in a just, safe and healthy society. Homies Unidos presents culturally competent access to alternative education, leadership development, self-esteem building, and health education programs tied to social justice advocacy programs that make a difference in the streets and homes of our community.		
Model Type	Full-time or part-time staff position (\$15/hour + benefits)		
Leadership	Led by formerly-incarcerated individual		
Fellowship Description	This fellowship program will train individuals as staff members of Homies Unidos. Their work will focus on: (1) bringing an end to criminalizing immigrant lifers; (2) ending the deportation of young men and women to countries impacted by violence; (3) continued advocacy for just policies affecting criminalized immigrants; (4) increasing public awareness about oppressive human rights measures in Central America and the U.S.; (5) illustrating the impact of harsh draconian laws affecting immigrant communities. Fellows will receive education around the intersection of the criminal justice system and immigration. They will also be trained in community organizing, event planning, healing practices, and self care.		
After Program	The plan after completion would be for fellows to use their new skills and continue working for Homies Unidos.		
# of Fellows	Unknown	Length	Unknown
Target	Formerly-incarcerated immigrants, Central Americans and Mexicans		
Funding	\$40,000/year		

17. Human Rights Watch (HRW)

hrw.org

Status	Existing/Planned (Active in 2018, interested in relaunching)		
Mission	Human Rights Watch defends the rights of people worldwide. They scrupulously investigate abuses, expose the facts widely, and pressure those with power to respect rights and secure justice. Human Rights Watch is an independent, international organization that works as part of a vibrant movement to uphold human dignity and advance the cause of human rights for all.		
Model Type	Internship (\$7,500 stipend)		
Leadership	Not led by directly-impacted person, 2/3 advisors for the program were formerly-incarcerated		
Fellowship Description	This was a one-time initiative, but due to its success HRW has expressed interest in making it a standing program. Four fellows were hired full-time for a summer and placed in community based organizations (CBOs) located in specific assembly districts where hearts and minds needed changing around a SB 139114. HRW provided stipends for fellows, admin fees for host CBO, and an advisory team to support the cohort. The program created a focus on specific regions where public opinion needed shifting and built up the capacity of CBOs to do policy work. Fellows learned from their host organization about community needs, nonprofit management, and how to lead a community. Each fellow was responsible for a series of goals that worked towards the civic engagement of the community the were placed in.		
After Program	Maintain connection with HRW, community connections, and fellowship cohort		
# of Fellows	4	Length	Summer (3-4 months)
Target	Formerly-incarcerated people in California, preference for those who had been in the juvenile system		
Funding	\$50,000 per cohort (covers \$7,500 stipend for fellows and \$5,500 to host organization)		

18. Initiate Justice (IJ)

initiatejustice.org

Status	Planned (mid-2019)		
Mission	To engage people directly impacted by incarceration to write, pass, and implement California state ballot initiatives focused on divestment from punitive systems and investment in people, communities, and restorative means of reducing harm.		
Model Type	Participant Training (Stipends to cover: travel, living expenses, and foregone wages during trainings)		
Leadership	Led by directly-impacted individual		

14 SB 1391 Juveniles: fitness for juvenile court - prevents juveniles 15 or younger from being transferred into adult court for any crime.

Fellowship Description	The Institute of Impacted Leaders will train currently and formerly-incarcerated people and their loved ones, to lead community organizing and policy work that fights mass incarceration in CA. The program covers a range of topics from basics of community organizing and movement building, to working with legislators and writing policy, to holding lobby days. There are two distinct curriculums, one for currently incarcerated people on leading work from inside, and one for formerly-incarcerated people and loved ones on how to build a movement in the community and interact with policymakers and peer organizations. The Fellowship will be multiple short and high-impact sessions, allowing fellows to put what they learn into practice, and report back at the next session with insight and follow-up.		
After Program	Hope to hire fellows after their experience, will also refer them to numerous criminal justice organizations they work with across California. Fellows will stay connected through regular meet ups and online communication, and as the program grows, past fellows would be paid to lead trainings for new classes of fellows.		
# of Fellows	Unknown	Length	Multi-week
Target	Incarcerated fellows: may be from select facilities located close to staff in Los Angeles and Oakland. Outside fellows: formerly-incarcerated or family members - intend to give a specific focus on organizers of color and communities of color that experience disproportionate impacts from mass incarceration.		
Funding	\$130,000 (Year 1)		

19. JustLeadershipUSA (JLUSA)

justleadershipusa.org

Status	Existing (2015)
Mission	Dedicated to cutting the US correctional population in #halfby2030. JLUSA empowers people most affected by incarceration to drive policy reform.
Model Type	Participant Training
Leadership	Large percentage of directly-impacted people on staff
Fellowship Description	<p>Leading with Conviction: This is an intensive and transformative fellowship program for those impacted by the system to build leadership around themselves and build their own leadership and capacity to effect change. The cohort receives training in breakthrough action leadership, which is based on the principles of self-reflection, feedback, and developing collective leadership. The program includes: 4 forums in New York, 2 webinars, peer coaching, and executive coaching. In 2018, they will launch a train the trainers group made up of 3-5 fellows.</p> <p>Emerging Leaders Training: This program is a snapshot of Leading with Conviction program. A one-day training session held in different cities around the country. This training has acted like a pipeline to Leading with Conviction, where folks are introduced to the program and the breakthrough principles.</p>
After Program	JLUSA hopes to hire some Leading with Conviction alumni, the nationwide alumni network will stay virtually connected and updated on speaking engagements, job opportunities, and op ed requests.

# of Fellows	Leading with Conviction: 15-30/year; Emerging Leaders: varies based on training attendance	Length	Leading with Conviction: 1 Year; Emerging Leaders: 1 Day
Target	Formerly-incarcerated people 3 years post-release with track record of leadership, advocacy, and community organizing.		
Funding	\$750,000 for both Leading with Conviction and Emerging Leaders program (nationwide). \$20,000-\$25,000 per Leading with Conviction fellow		

20. Justice Now (JN)

justicenow.org

Status	Existing (2012)		
Mission	Justice Now partners with people in women's prisons, in communities impacted by imprisonment to promote human rights and social justice. They are working towards a safe, compassionate society that invests in strong communities, not prisons and policing.		
Model Type	Full-time position (\$15/hour)		
Leadership	Led by directly-impacted person, who was once a fellow of this program		
Fellowship Description	The Fellowship program is designed for women who are returning citizens back into the community, from Central California Women's Facility-CCWF and California Institution of Women-CIW or who desire to work in the social justice and restorative justice movement. Fellows work under the supervision of an attorney to provide clients with direct legal services case management for women inside of the California judicial system. They will learn office skills, computer skills and are involved in organizing, policy, and public education campaigns to end society reliance on prison as a response to social problems. Interns collaborate with people in CAs women's prisons and communities outside to challenge prison expansion and promote alternatives to the prison industrial complex.		
After Program	Justice Now will hire as many Fellows as funding allows. If no positions in the office are available they will find them a position in the community that is apart of the social justice, restorative justice movement.		
# of Fellows	5/year	Length	1 year
Target	Formerly-incarcerated women		
Funding	\$225,000/year (\$45,000 per Fellow)		

21. Legal Services for Prisoners with Children (LSPC)

prisonerswithchildren.org

Status	Existing (2016)		
Mission	LSPC organizes communities impacted by the criminal justice system and advocates to release incarcerated people, to restore human and civil rights and to reunify families and communities. They build public awareness of structural racism in policing, the courts and prison system and advance racial and gender justice in all their work.		
Model Type	Full-time staff position (\$18/hour + benefits @ 40 hours/week)		
Leadership	Led by directly-impacted person		

Fellowship Description	The fellowship program hosts 2-4 fellows for an intensive year-long fellowship program that teaches grassroots organizing, legislative and administrative advocacy, and other strategies to run local and state campaigns with the goal of elevating the leadership of formerly-incarcerated people in criminal justice reform. During the program, fellows will work to advance the right and responsibility of incarcerated and formerly-incarcerated people to speak and be heard, transform lives and communities, and fully participate in all aspects of society, develop a critical understanding of the root causes of mass incarceration, and develop critical skills and experience necessary for a full-time position as an organizer or criminal justice advocate.		
After Program	Fellows will become part of the alumni network.		
# of Fellows	2-4/year (2019 will have 3 fellows)	Length	1 year
Target	Formerly-incarcerated people, especially young adults age 18-24		
Funding	\$250,000/year (Covers cost of 4 fellows, travel, and salary for supervisors)		

22. Motivating Individual Leadership for Public Advancement (MILPA) & Center on Juvenile and Criminal Justice (CJCJ)

milpacollective.org | cjcj.org

Status	Existing (2017)		
Mission	MILPA: To cultivate change makers for the next seven generations by improving the health and well-being of the most impacted communities. CJCJ: To reduce society's reliance on incarceration as a solution to social problems.		
Model Type	Participant Training (Lodging and \$300 for travel costs)		
Leadership	MILPA is led by directly-impacted person		
Fellowship Description	Next Generation Fellowship (NGF): a leadership development and policy advocacy training focused on ending mass incarceration with an emphasis on promoting healthy, safe communities. Fellows will leverage their personal and professional experiences to drive transformative change in the justice system. Over three 2-day sessions, participants will take part in culturally-relevant activities intended to foster effective storytelling, civic participation, and strategic advocacy. Fellows will recognize their lived experience as a form of expertise that can influence policy-making and strengthen campaigns for justice reform. NGF brings together a community of advocates and mentors to provide ongoing support and connect fellows with opportunities for leadership in the justice reform field.		
After Program	Fellows continue to be part of the larger social justice community and movement.		
# of Fellows	2017: 11; 2018: 15	Length	6 months
Target	formerly-incarcerated or justice-involved individuals in California. Monterey County and Salinas are prioritized.		
Funding	Unknown		

23. National Center for Youth Law (NCYL)

youthlaw.org

Status	Planned		
Mission	The National Center for Youth Law is a non-profit law firm that helps low-income children achieve their potential by transforming the public agencies that serve them.		
Model Type	Model A: Full-time staff position (Salary & Benefits) Model B: Participant Training		
Leadership	Not led by directly-impacted person, does have systems-impacted people on staff		
Fellowship Description	<p>Model A Young Professional Advocacy Fellowships: Full-time 2-year long staff position for young leaders to be strategically engaged within each NCYL campaign. Fellows will be integrated into critical decision-making forums, report directly to a senior staff most aligned with their interests, serve as liaisons to youth-led and youth organizing organizations, help campaigns develop and support youth engagement strategies, and be responsible for designing and leading a body of work of their choosing. The fellowship program will create active and meaningful engagement between young leaders and NCYL's senior leadership, resourcing new partnerships with youth-led organizations, and seeding the development of new campaigns designed and prioritized by youth.</p> <p>Model B Young Leaders Summer Institute: 8-week intensive summer program for incoming youth advocacy fellows and summer youth fellows. Structure and design of the institute will be led and driven by a team of 8 leaders: 3 NCYL staff, 2 leaders from youth led partner organizations, and 3 young professionals. The institute will have the following components: (1) knowledge building and curriculum that is substantive by topic and strategy; (2) peer learning between summer institute participants and NCYL staff; and (3) young leaders will design and conduct an evaluation to identify which NCYL practices need to change to be truly aligned with youth.</p>		
After Program	Hope is the fellowship program acts as a pipeline to graduate programs in law, public policy, public health, or furthers the fellow's career by forming strong ties with state legislature, and helping to build their resume.		
# of Fellows	Model A: 8/year; Model B: 10/year	Length	Model A: 2 years; Model B: 8 weeks
Target	Youth advocacy fellows will be recent college graduates, between the ages of 21-26 and include youth with 2-year or 4-year degrees. The program will engage youth who possess lived experience in the child welfare and/or juvenile justice system, who are survivors of trafficking, possess youth organizing experience, especially in the education or immigration fields, and youth with experience as a named-plaintiff in impact litigation.		
Funding	\$1,800,000/year (initial launch budget - future plan is to build fellowship costs into their program budgets)		

24. National Institute for Criminal Justice Reform (NICJR) nicjr.org

Status	Existing (2018)		
Mission	To provide technical assistance, consulting, research, and organizational development in the fields of juvenile and criminal justice, youth development, and violence prevention. NICJR provides consultation, program development technical assistance and training to an array of organizations; including government agencies, non-profit organizations, and philanthropic foundations.		
Model Type	Participant Training (Stipend + costs for travel and participation)		
Leadership	Is not led by formerly-incarcerated person		
Fellowship Description	Young Professionals of Color Fellowship - a leadership development opportunity for mid-career professionals and emerging leaders working to transform marginalized communities through a public health and safety approach to community organizing, violence reduction, and criminal justice reform. Fellows will participate in a series of 4 quarterly as well as learning engagements and have the opportunity to network with and learn from a variety of leaders in the fields of violence prevention, criminal justice reform, community organizing, education, philanthropy, and more. The inaugural fellowship will have the opportunity to shape the content and programmatic elements of the fellowship for future fellowship cohorts to come.		
After Program	Inaugural cohort has been invited to be mentors for the next cohort, will also become connected to a larger alumni cohort.		
# of Fellows	5-10/year	Length	1 Year
Target	21-35 years old, identify as a person of color, resident of the San Francisco Bay Area, and currently working in the areas of criminal justice reform, youth and community development, violence prevention/reduction, community organizing, and/or social justice.		
Funding	Unknown		

25. Opportunity Institute (OI)

theopportunityinstitute.org

(In collaboration with the California Community Colleges Chancellor's Office, Stanford Criminal Justice Center, and Underground Scholars at UC Berkeley)

Status	Existing (2019) - Limited, this may be a one-time project		
Mission	To promote social mobility and equity by improving outcomes from early childhood through early career. They focus on education, which plays a critical role in opening opportunities, and the related social policies that make true opportunity possible.		
Model Type	Participant Training (Travel costs + \$150 honorarium for each in-person training)		
Leadership	Is not led by directly-impacted person		

Fellowship Description	Leadership Institute Fellowship - This program is dedicated to developing, implementing and institutionalizing on-campus support services for formerly-incarcerated students. 15-20 selected colleges will identify 3 participants: a senior administrator, a faculty/staff member leading the work on campus, and a formerly-incarcerated student. The Institute will offer 3 in-person trainings on building actionable skills and strategies. In between trainings, facilitated webinars will be offered on subjects such as trauma responsiveness, data collection, advocacy, meeting students' non-academic needs, and strengthening partnerships with community and criminal justice organizations. Targeted professional development and individual mentoring from UC Berkeley Underground Scholars will be provided.		
After Program	No formal network in place, but hope the students continue as campus leaders		
# of Fellows	15-20/year	Length	Spring and Fall semester (8 weeks)
Target	Formerly-incarcerated college students who have completed at least one semester		
Funding	\$425,000 (one-time budget) *If this project decides to continue, costs may be reduced if participating colleges offer to cover some costs such as travel/lodging.		

26. Partnership for Re-Entry Program (PREP)

prepla.org

Status	Aspirational		
Mission	Seeking ways of improving the successful re-integration of parolees back into the community by providing inmates with pre-release self-help modular correspondence courses.		
Model Type	Full-time staff position		
Leadership	Directly-impacted staff in leadership roles, all of staff are former "lifers"		
Fellowship Description	This fellowship is an opportunity for professional development through on-the-job training for a full-time position as the PREP art show coordinator, co-facilitator for in-prison workshops, or coordinator for the housing and employment program. The art show is a unique showcase of art created by incarcerated individuals. It helps to sustain the organization and advocates for supporting those who are purposefully changing their lives in prison. The in-prison workshops are (2) 2-hour sessions that teach a 48-week curriculum comprised of various PREP lessons created by currently and formerly-incarcerated individuals. PREP would also like to expand their housing and employment program for those in reentry, a fellow would be in charge of expanding this program purposefully and efficiently.		
After Program	If funding available, will bring onto staff. If not, will help to identify and secure higher level employment		
# of Fellows	1	Length	1-2 years
Target	Formerly-incarcerated individual in Los Angeles (preference to former "lifers")		
Funding	\$100,000/year		

27. Peer2Peer Exchange - Social and Environmental Entrepreneurs (SEE)

saveourplanet.org/p2pfund

Status	Existing (2018)		
Mission	To empower, encourage, and catalyze projects to collaborate and facilitate progressive change in areas of social and environmental justice.		
Model Type	Participant Training		
Leadership	Is not led by directly-impacted person		
Fellowship Description	Network of Emerging Leaders - An invitation-only fund for transformative justice movement building centered around survivors of incarceration, violence and community organizations building alternatives to police, jails and state surveillance. 20 sites received general support grants and travel and training resources for young leaders to connect nationally with peers to exchange frontline expertise and tactical support as they design local responses to violence using transformative justice approaches. The program was formed by community organizers, transformational justice practitioners, funders, and community leaders seeking ways to drive investment into communities most impacted by the criminal punishment system who are actualizing transformational spaces of healing and care.		
After Program	Unknown		
# of Fellows	20	Length	1 Year
Target	Invitation-only: includes those directly-impacted by state violence		
Funding	\$500,000/year		

28. PICO

picocalifornia.org

Status	Existing (2018)		
Mission	To build a world where everyone belongs, everyone thrives, and has agency over their lives. PICO California supports grassroots organizing which enables people of faith to build power to reshape their lives and their communities. Their network of organizations trains leaders and equips them with tools to fight racism and build a more equitable and just society.		
Model Type	Internship (\$500/month stipend)		
Leadership	Is led by formerly-incarcerated individual		
Fellowship Description	Peacemakers Fellowship - An annual program that places 3 fellows in host-organizations in 5 cities across the state: Riverside, Fresno, Stockton, Oakland, and Sacramento. The program seeks to provide healing, education, and capacity building that empowers fellows to create systemic change. Fellows are responsible for hosting monthly community events with their host-organization. These events are based on regional issues and strengthens relationships with the host-organization and county offices, local programs, or other community based organizations. The program includes two retreats, learning sessions, and healing work. Fellows also receive access to all PICO training events nationally and locally.		

After Program	No formal plan in place yet, but is of priority. Hope that fellows may be able to find and grow ongoing connection, cultivation, and belonging with local organizations.		
# of Fellows	15/year	Length	1 year
Target	Directly-impacted individuals		
Funding	\$360,000 (growing budget to \$600,000 would allow for more compensation to fellows)		

29. Pillars of the Community (POTC)

potcsd.org

Status	Existing (2018)		
Mission	Committed to embracing and celebrating the historic, rich, and diverse culture of Southeast San Diego. They strives to counter the criminalization of their community through community organizing, leadership development, and strategic partnerships. Their vision is for a healthy and thriving Southeast San Diego which reflects the rich and diverse culture of all its members.		
Model Type	Internship (Inside Organizer: \$17/hour; Community Organizer: \$17/hour + benefits)		
Leadership	Is led by formerly-incarcerated individual		
Fellowship Description	Inside/Community Organizer Fellowship Program - this fellowship position is committed to building power and leaders in the community who can continue and maximize the Pillars of the Community mission. Fellows will engage potential voters by educating them on voting laws, voter rights, and how to Vote by Mail. They will also collect data on registered voters and encourages these registered voters to complete their mail in application or vote upon release. Fellows are provided a handbook, a 2-hour training, and at least 5-hours per week of supervision and mentoring. Inside Organizers are individuals who are currently incarcerated in jail, Community Organizers are those who have been released.		
After Program	Ensure that fellows have a transition plan and follow up with fellows for two years after the completion of their fellowship. Many fellows continue to participate in the organization's programs.		
# of Fellows	Unknown	Length	Unknown
Target	Currently-incarcerated and formerly-incarcerated people in Southeast San Diego - is also open to those outside this region, but is critical that they are able to reach people who live or will be living in Southeast San Diego.		
Funding	\$85,000/year		

30. Rockwood Leadership Institute (RLI)

rockwoodleadership.org

Status	Existing (2017)		
Mission	To provide individuals, organizations and networks in the social benefit sector with powerful and effective training in leadership and collaboration.		
Model Type	Participant Training (\$150/day stipend - on a need by basis)		
Leadership	Is not led by a formerly-incarcerated person		

Fellowship Description	The Returning Citizens Fellowship provides leadership development opportunities to emerging leaders who were formerly-incarcerated to transform the stigma of incarceration while upholding the dignity and humanity of all people, regardless of their relationship to the criminal justice system. This fellowship seeks to provide: Support for individuals who may not see themselves as leaders, so they may become thriving social change agents; a rich opportunity for self-reflection and increased self-knowledge; networking opportunities and integration into a larger community of social justice leaders; practices and resources to develop essential leadership skills; increased confidence to step into positive leadership roles in their lives, families, and communities.		
After Program	Each cohort has their own listserv which is self organized. Fellows are also connected to the larger Rockwood community. They are also working on pulling together a reunion of all past Returning Citizen fellows.		
# of Fellows	Range (12-17/cohort)	Length	7 Days (5-day Art of Leadership Training; 2-day Returning Citizens Fellows Retreat)
Target	Formerly-incarcerated individuals 2 years post-release		
Funding	\$200,000 (Has been operating on an underfunded budget of \$125,000)		

31. Root & Rebound (R&R)

rootandrebound.org

Status	Aspirational		
Mission	To transfer power and information from the policy and legal communities to the people most impacted by our criminal justice system through public education, direct legal services, and policy advocacy, so that the law serves, rather than harms, low income communities and communities of color in the United States.		
Model Type	Full-time staff position (salary + benefits)		
Leadership	Is not led by a formerly-incarcerated person (75% of staff is directly-impacted, 3 formerly-incarcerated staff will lead this fellowship program)		
Fellowship Description	Root & Rebound Fellows will support formerly-incarcerated activists as agents of change at the community and state level. Fellows will conduct outreach to other community activists, grassroots groups, and partner organizations to build coalitions for legislative and policy advocacy campaigns. They will serve as community ambassadors, educating the public on legal barriers that they and those in their situation face everyday in reentry. In addition to building coalitions and educating the public at the community level through speaking at events and trainings with partner organizations and stakeholders, the Fellow would speak in front of legislative bodies and testify to the need for specific policy changes, as well as the need to increase investments in the people leaving prisons/jails.		
After Program	If financially possible, would bring the Fellow on as a full time R&R staff member. If not possible, will begin process of supporting them in finding their next job 4 months before Fellowship ends. This involves a transition plan and identifying skills applicable to positions at other organizations.		
# of Fellows	1	Length	1 Year
Target	Formerly-incarcerated people in California		

Funding	\$65,000/year (Covers salary, benefits, office supplies, some supervisor pay, and external trainings)
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32. Safe Return Project (FRP) safereturnprj.org

Status	Existing (2018)		
Mission	Dedicated to supporting people coming home from incarceration. Safe Return engages in community organizing, research, and policy advocacy to build a community that is safe, healthy, and equitable.		
Model Type	Full-time Staff Position (\$16/hour @ 30 hours/week + benefits)		
Leadership	Is led by formerly-incarcerated person		
Fellowship Description	The Richard Boyd Empowerment Pathway Fellowship is a program to create a “workforce of our people, not just for criminal justice organizations, but to equip formerly-incarcerated people to be hired in every organization.” The program includes a robust training curriculum with the goals of developing life skills, community organizing, and creating self-sufficiency pathways. Fellows will “shadow” various staff members for periods of time, and also be involved in the work of the organization -- research, organizing, advocacy. Fellows receive an initial assessment and ongoing evaluation process, with feedback to be solicited from fellows when the program ends. The experience will provide life skills through access to a life coach with an emphasis on recovery from trauma and healing.		
After Program	Safe Return will hire if they have a position available when the Fellowship cohort ends. Six months into the Fellowship, work will begin on “Self-sufficiency Pathways” for each fellow. They will focus on developing a life plan to be implemented after the Fellowship ends. Safe Return has established partnerships and will be able to connect its fellows with other non-profit organizations with job openings. Additionally, Safe Return has cultivated relationships with local colleges and labor unions. These partnerships will assist fellows who want to pursue educational goals or further vocational training.		
# of Fellows	4/year	Length	1 Year
Target	Preference for Contra Costa County residents, and people who have been released from incarceration 24 months or less.		
Funding	The budget for 4 fellows is \$300,000 including salary and benefits for the fellows, staff time for mentoring, a full-time training coordinator, and contracts with the life coach.		

33. Starting Over Inc. (SOI) startingoverinc.net

Status	Planned (2020)		
Mission	Starting Over Inc. specializes in: transitional housing, community services, community health services, post-conviction relief, community living services, and more. They believe all people have equal value and work to overcome homelessness by addressing the immediate and root causes.		
Model Type	Full-time staff position (\$15/hour + benefits + milestone recognition for certain achievements)		
Leadership	Is led by formerly-incarcerated person		

Fellowship Description	This program is for youth and young adults who have or have had an incarcerated care-taking parent. 2019 will be spend conducting research and development for this Fellowship with the first cohort launching in 2020. The program will offer intensive training which will begin to taper off during the first 6 months as Fellows take on more responsibilities and move from training theory to application as they work on projects. On-the-job training includes learning software applications, community organizing, event planning, fundraising, and communications. Trauma services will be included, especially because this program targets youth and young adults who may not have hand the opportunity to address the trauma in their lives. A strong focus will be placed on the need for self care.		
After Program	During fellowship, interviews will be conducted to assist in creating life plans. At end of Fellowship, Starting Over will assist Fellows by placing them with Starting Over as a youth organizer or with other criminal justice organizations in the region.		
# of Fellows	2-4	Length	18 months
Target	Youth impacted by the criminal justice system as children or young adults of incarcerated parents. Riverside County will initially be targeted, with the goal to create a model that can be used throughout our networks, statewide, and nationally.		
Funding	\$155,000-\$265,000 2019: \$45,000 for research, development, and recruitment 2020: Launch of first cohort (4 Fellows) \$220,000 or (2 Fellows) \$110,000		

34. Time for Change Foundation (TFCF)

timeforchangefoundation.org

Status	Existing & Planned
Mission	To empower disenfranchised low income individuals and families by building leadership through evidence-based programs and housing to create self-sufficiency and thriving communities.
Model A	Internship (\$2000-\$3000 stipend for 6 months)
Model B	Full-time Staff position (salaried)
Leadership	Is led by formerly-incarcerated person
Fellowship Description	<p>Model A: Activist Internship Program - this is Time for Change's existing program. Currently any formerly-incarcerated person who wants to make a commitment and participate in campaigns can register for the internships. The internships are part of Time for Change strategy to keep people engaged while people are in transition back to the community. Pay is a stipend for 6 months, sometimes with supplemental gas cards. Interns are trained in policy advocacy for criminal justice reform, research techniques, event production, and running support campaigns. Interns receive training on a variety of skills building activities such as communications, fundraising, grant writing, storytelling, social media and creating content for agency blogs.</p> <p>Model B: Would like to grow the existing internship program into a formal Fellowship program. Goals of the Fellowship program would be to build the capacity of formerly-incarcerated people to be the voice of change for themselves and their communities. The Fellowship would provide a place where people can feel they are wanted, where they belong, and can reintegrate without covering up their past or becoming invisible. Fellows would gain skills necessary to analyze the needs of their communities and become active in asserting their right to get their children back, their right to be free, their right to be part of creating a better world.</p>

After Program	Continuing to be part of Time for Change community; possible staff positions depending on timing and availability		
# of Fellows	2	Length	1 Year
Target	People from San Bernardino County and Southern California are prioritized		
Funding	\$125,000/year (covers 2 fellows, admin, training, travel, and workspace with technology)		

35. Transgender, Gender Variant, and Intersex Justice Project (TGIJP)

tgijp.org

Status	Existing & Planned (2015)		
Mission	TGI Justice Project is a group of transgender, gender variant and intersex people—inside and outside of prisons, jails and detention centers—creating a united family in the struggle for survival and freedom. They work in collaboration with others to forge a culture of resistance and resilience to strengthen for the fight against human rights abuses, imprisonment, police violence, racism, poverty, and societal pressures. They seek to create a world rooted in self-determination, freedom of expression, and gender justice.		
Model Type	Part-time staff position (hourly pay)		
Leadership	Is led by formerly-incarcerated person		
Fellowship Description	This program currently works on 90-day cycles, but would like to be built into a formal program. The Fellowship supports those coming out and transitioning back into a society that has never socially accepted them. Through this fellowship individuals receive political empowerment, understanding of systemic oppression, and understand that they have decision making power over their lives. The program focuses on helping people secure basic needs (medical and mental health, housing, employment, and reentry supports/services. Additionally, the program offers on job training and office skills that build up the fellows' future, the focus of which is dictated by their personal interests. TGIJP is a welcoming and affirming space where people get to explore their expressions and who they want to be.		
After Program	If funds allow, TGIJP will try to bring them onto staff, most fellows will transition into other jobs that TGIJP helps to make connections with.		
# of Fellows	3-5	Length	Currently 90 days, proposed for a year
Target	Formerly-incarcerated people who identify as transgender, gender variant, and intersex.		
Funding	Unknown		

36. UnCommon Law (UCL)

uncommonlaw.org

Status	Existing (2019)		
Mission	To provide access to justice and healing for people impacted by incarceration. They deliver trauma-informed, healing-centered mental health and legal counseling to help provide a safe pathway home for people currently serving lengthy prison terms in California prisons		
Model Type	Full-time staff position (\$50,000 + benefits)		
Leadership	Is led by directly-impacted person, not formerly-incarcerated		

Fellowship Description	UnCommon Law Fellows are “Parole Success Advocates” who work alongside people serving life sentences who are preparing to go before the Parole Board in order to help them navigate that path successfully. They also provide training, advocacy, education and build public awareness about the parole process and through these channels work to engage in parole-success-oriented projects. UCL’s training program for its advocates is robust and ensures that they will be employable for years to come, and will be ready to engage in leadership positions, within UCL or beyond, by the end of their first year in Fellowship with UCL. Built into this job is time for self-care along with specific guidance and/or ideas about how to use that and why. Many of the trainings will be geared toward personal support.		
After Program	UCL envisions this program as an opportunity to grow staff in a meaningful way. After investing this amount of training and support to fellows who have lived experience, they would like to see them become regular full time staff and ultimately leaders in the organization and in this movement.		
# of Fellows	5/year	Length	1 Year
Target	Formerly-incarcerated people, specifically former life-sentenced people.		
Funding	\$375,000/year (\$75,000/fellow. Currently UCL has only secured funding for 1 part-time fellow.)		

37. Young Women’s Freedom Center (YWFC)

youngwomenfree.org

Status	Existing (2018) & Planned		
Mission	To create leadership pathways for system involved and incarcerated women and girls of color to inform and lead their work and to lead the movement for social justice - advocating on behalf of themselves, their sisters, and leading the way towards freedom and liberation of all women and girls.		
Model Type	Model A: Participant Training Model B: Full-time staff position (\$70-80,000 for 18 months; benefits add an additional 24%)		
Leadership	Majority of is formerly-incarcerated		
Fellowship Description	<p>Model A: Sister Warriors Freedom Academy - This is the current fellowship model which occurs in 3-month intervals. First Sister Warrior cohort had 20 women, mostly from CA also NY and MN. Fellows receive at least one monthly check-in call, in-person visits to help develop organizing networks, and access to mentors and consultants in the local area.</p> <p>Model B: This would build off of the current fellowship to create a more robust program. The program would offer 4-day convenings on a quarterly basis, monthly webinars and/or conference calls, monthly one-on-one check-in calls, and focused on issue areas and campaigns to support the Bill of Rights for System-Involved Women and Girls (Bill of Rights). Skills fellows would be focused on are base-building with other women and girls coming out and inside the juvenile system, organizing policy advocacy, community organizing and policy development.</p>		
After Program	YWFC would like to hire all fellows if possible		
# of Fellows	Model A: 20; Model B: 2	Length	Model A: 3 months; Model B: 18 months
Target	System-involved women and girls. Fellows should be strategically located across the state in Los Angeles, San Jose, and Bay Area.		
Funding	\$160,000/year (estimate for 2 fellows)		

38. Youth Justice Coalition (YJC)

youth4justice.org

Status	Existing		
Mission	To build a youth, family and prisoner-led movement to challenge Los Angeles', California's and the U.S. addiction to incarceration and to expose race, gender and class inequality in juvenile and criminal injustice systems.		
Model Type	Participant, Internship, and Staff Positions		
Leadership	All members are currently or formerly detained, incarcerated and/or deported youth and family members of people in the system.		
Fellowship Description	<p>There are six programs in place at YJC that cover a range of fellowship model types:</p> <p>A) Street University - 60 hours of instruction on avoiding further system contact, goal planning, public speaking, research, writing, understanding government, power analysis, public policy development and advocacy, organizing strategies and tactics and direct action.</p> <p>B) Troublemakers - lock-down and resistance movement history, including the tools and tactics used by organizers to heal and liberate communities.</p> <p>C) Constitutional Law and Know Your Rights Legal Education - gives participants the skills and information needed to understand, protect and exert their rights in school, with police stops in schools and on the street, in school disciplinary meetings and in court from arrest through sentencing.</p> <p>D) RealSearch - introduces participants to the history of research and its impact on poor communities and communities of color, builds research skills, and supports the development and distribution of data, system analysis, policy recommendations and program solutions.</p> <p>E) Transformative Justice - builds skills in circle keeping, facilitation and resolving conflict, addressing the root causes of violence, repairing and reducing harm, and healing self, family and community.</p> <p>F) Peacebuilding – trains people in de-escalation and intervention skills to create safe schools, communities and events (rallies and marches).</p>		
After Program	Continued engagement with YJC		
# of Fellows	Varies	Length	Varies
Target	Youth directly-impacted by the criminal justice system		
Funding	Unknown		

APPENDIX B. Additional Fellowship Programs

Given the limited scope of research, this report is not able to include a comprehensive list of worthy place-based fellowships in California and beyond or national programs. Below is a limited list of additional programs that provide fellowships:

- Barrios Unidos | barriosunidos.net
- Center for Community Change Women's Fellowship | communitychange.org
- David Rockefeller Fund (based in New York) | drfund.org
- Robert Wood Johnson Foundation | rwjf.org
- Urban Peace Movement | urbanpeacemovement.org
- Youth Justice Leadership Institute | njjn.org/our-work/become-a-fellow

APPENDIX C. Skills, Training, and Support Offered by Programs

To better understand the benefits, skills, and support provided through the fellowship programs, the following questions were included in the online survey and interviews:

- What types of on-the-job trainings are offered?
- What types of professional development or job-related supports are offered?
- What type of personal support is offered?

The list below highlights the breadth of services and learning opportunities offered through fellowships. It would be worthwhile for host organizations to consider expanding their offerings to incorporate additional skills training and support services, as capacity allows. In compiling responses, it was difficult to clearly differentiate between on-the-job training and professional development. Since fellows come from diverse backgrounds, a range of professional development opportunities - spanning from basic “on-the-job” skills to more advanced trainings in management, operations, and leadership - can be useful.

The Range of On-the-job Training Offered by Fellowships:

- **Communication skills**

- Effective professional communication
- How to engage on social media
- Messaging
- Story telling, narrative work

- **Nonprofit and business operations**

- General management skills
- Grant writing & fundraising
- How to manage, develop, and implement a project
- How to manage volunteers
- How to organize and run a meeting or event
- How to organize a training
- Office management skills
- Safety and security in the workplace
- Training in confidentiality

- **Policy development & advocacy**

- Community organizing and base-building
- How to analyze legislative bills
- How to engage elected officials
- How to mobilizing community through lobbying days
- How to participate in civic engagement
- How to run a campaign
- How to set up town halls
- How to support integrated voter engagement

- **Professional Skills**

- Critical thinking
- Participation in conferences and meetings
- Feedback sessions with supervisor
- How to take on responsibility
- Interpersonal skills
- Interviewing skills
- Job search skills
- Leadership development trainings
- Public speaking
- Resume building
- Strategic goal setting
- Training options with a local organization specializing in professional development
- Workplace etiquette

- **Research skills**
 - How to collect and analyze data
- **Sector specific**
 - Direct services case management
 - Education on roles and responsibilities of union membership
 - Hard skills training for building/construction
 - Restorative justice facilitation skills
 - Site visits: University campuses, aligned community based organizations, State Capitol and legislators
- **Technology skills**
 - Computer literacy
 - Digital photography, film
 - editing, videography
 - How to setup and use an email account
- **Other**
 - Conflict resolution
 - Confidence building
 - Gender justice/sexual harassment education
 - Education about criminal justice and mass incarceration
 - Participation in learning circles
- **Partnerships for training:** Additionally, some organizations noted partnerships formed with outside agencies offering other professional development and training opportunities for their fellows:
 - CompassPoint Nonprofit Services
 - Generative Somatics
 - Women’s Policy Institute (Women’s Foundation of California)
 - Rockwood Leadership Institute
- **Personal Support Opportunities:** As capacity allowed, host organizations also offer a variety of personal support opportunities for their fellows. Mentorship and peer-to-peer learning can provide some measure of personal support, but often organizations lacked sufficient funds and capacity to provide the individualized support needed. More often, emotional and individual support was provided on an informal basis by fellow staff members. Below are examples of personal services and support sometimes built into fellowship programs:
 - Counseling
 - Creating space when something personal comes up
 - Dealing with family reunification
 - Dealing with trauma and post-traumatic stress disorder (PTSD)
 - Domestic life skills
 - Financial literacy tools/education
 - Housing support
 - Incorporating time in schedules for personal check-ins (not focused on job duties)
 - Individual problem-solving
 - Learning the value of one’s voice
 - Life coaching
 - Mental health services
 - On-site therapists available for support, recovery, and personal healing
 - Participation in a healing and supportive community of systems-impacted individuals
 - Peer exchanges & one-to-one mentoring
 - Personal support and mentoring from systems-impacted organizational leaders
 - Practicing self care and work-life balance
 - Social life skills
 - Trauma services and trauma-informed programs

APPENDIX D. Research: Funder Survey Questions

Appendix D includes questions that were posed in an internal survey to CCJFG members to gather initial data on fellowship programs for formerly-incarcerated people throughout California.

2018 CCJFG Member Programming and Structure Survey | ALIGNED GIVING STRATEGY

Some CCJFG members have expressed interest in developing an aligned giving strategy to provide long-term capacity building for community-based organizations working to end mass incarceration by supporting the employment and leadership development of incarcerated individuals to play important roles in criminal justice organizations and the movement on the whole.

Toward this goal, the San Francisco Foundation has generously provided funding for CCJFG to research existing fellowship programs for incarcerated people, funder interest in supporting such programs, and identify community organizations that house or could potentially house such fellows in the state of California. Your responses to the following survey question will inform our research and recommendations.

For our purposes, we are interested in programs that meet the following criteria:

1. Currently existing fellowship program that is looking to expand, or is in the initial stages of launching/planning and needs seed funding
2. Intended to have “movement impact” in the work to end mass incarceration; i.e. organizing, movement building, policy or system change, etc.

In addition, we have a strong preference for programs that are led by people who are systems impacted. Thank you for taking the time to share this information. We will share the results of this research and our recommendations in the fall.¹⁵

1. Does your foundation currently (or recently) fund any fellowship programs for incarcerated people in California?*
- a. Yes
- b. No
2. Which organization(s) house fellows funded by your foundation?
- a. Organization Name:
- b. Contact:
- c. Contact Email:
- d. Website:
- e. Is the organization led by a incarcerated person?
- Yes
- No
- Other:
- f. City:
- g. Geographic area served by the fellowship:

¹⁵ This timeline was shifted to early 2019.

- h. Any additional info to share about this organization?
 - i. Does your fellowship program target specific populations (e.g., women or transgendered people)?
 - Yes
 - No
 - If yes, please specify which populations:
 - j. What is the status of your fellowship program for incarcerated people?
 - Currently exists
 - Currently exists with a desire to expand it
 - In the initial stages of launching/planning a fellowship program
 - k. What is the annual budget for this program?
 - Additional comments:
 - l. Is there another organization that houses fellows funded by your institution?*
 - Yes
 - No
3. Do you know of organizations in California (other than those you already listed) that CURRENTLY house incarcerated fellows?*
- a. Yes
 - b. No
4. Organization Name:
5. Contact:
6. Contact Email:
7. Website:
8. Is the org. led by a incarcerated person:
- a. Yes
 - b. No
 - c. Other:
9. City:
10. Geographic area served by the fellowship:
11. Any additional info to share about this organization?
12. Do you know of another community organization in California that houses incarcerated fellows?
- a. Yes
 - b. No
13. Do you know of community organizations in California that have plans to house incarcerated fellows or have the CAPACITY and WILLINGNESS to house such fellows?*
- a. Yes
 - b. No
14. Organization Name:
15. Contact:

¹⁶ Respondents were given the opportunity to suggest up to five organizations.

16. Contact Email:
17. Website:
18. Is the org. led by a incarcerated person:
 - a. Yes
 - b. No
 - c. Other:
19. City:
20. Geographic area served by the fellowship:
21. Any additional info to share about this organization?
22. Do you know of another community organizations in California that has plans to house incarcerated fellows or could potentially house such a fellow?¹⁷
 - a. Yes
 - b. No
23. Would your foundation consider funding fellowships for incarcerated people in California through an Aligned Giving Strategy with other funders?
 - a. Yes
 - b. No
 - c. Other:
24. If yes, approximately how much money could your foundation invest in this strategy annually?
25. Is there a particular geographic area that would be of interest?
26. Why do you think funders should consider investing in fellowship programs for incarcerated people?
27. Do you have any additional comments?

17 Respondents were given the opportunity to suggest up to five organizations.

APPENDIX E. Research: Public Survey Questions

Appendix E includes questions that were posed in a public survey to gather data on fellowship programs for formerly-incarcerated people from host organizations and other groups throughout California.

2018 CCJFG Fellowship Programs Survey

1. First & Last Name:
2. Email:
3. Organization/Affiliation:
4. Do you know of organizations in California that CURRENTLY have a fellowship program for incarcerated people? *
 - a. Yes
 - b. No
5. Organization Name:
6. Contact:
7. Contact Email:
8. Website:
9. Is the org. led by a incarcerated person:
 - a. Yes
 - b. No
 - c. Other:
10. City:
11. Geographic area served by the fellowship:
12. Any additional info to share about this organization?
13. Do you know of community organizations in California that have PLANS to create a fellowship program for incarcerated fellows and need SEED funding? *
 - a. Yes
 - b. No
14. Potential Fellowships: Organization #1¹⁸
15. Organization Name:
16. Contact:
17. Contact Email:
18. Website:
19. Is the org. led by a incarcerated person:
 - a. Yes
 - b. No
 - c. Other:
20. City:
21. Geographic area served by the fellowship:
22. Any additional info to share about this organization?
23. Do you know of another community organizations in California that has plans to house formerly-incarcerated fellows or could potentially house such a fellow? *
 - a. Yes
 - b. No

18 Respondents were given the opportunity to suggest up to five organizations.

APPENDIX F. Interview Questions and Online Questionnaire

Appendix F includes the questions asked through direct interviews with organizations by phone or answered via an online survey.

Primary Research Questions:

1. Is your organization led by a someone who's been in prison, jail, or juvenile detention, or a family member?
2. Provide a brief description of your organizations Fellowship program and the year it was started
3. What is your criteria for selecting Fellowship candidates? Are specific individuals invited to apply, or is it an open invitation?
4. What does the application process look like? How do you decide on your final selection?
5. Do you have a training curriculum in place? If so, please provide details and an estimate of staff time dedicated to training and mentoring. What skills do you plan to focus on?
6. Do you have contracts with outside organizations to do training?
7. % of time Fellows will be receiving training and % of time required of them for staff responsibilities.
8. What types of on-the-job training are offered?
9. What type of professional development or job-related support is offered?
10. What type of personal is offered?
11. Does the Fellowship target specific regions or specific populations outside of being for formerly-incarcerated people?
12. What type of pay (hourly or salary; pay range) and benefits are offered?
13. What amount of funding would you need in order to begin, grow, or sustain your Fellowship program?
14. Where do you currently receive funding to support your fellowship program? (Please list all sources) What type of funding is it (program restricted, unrestricted, multi-year, etc.)?
15. How do/will you support Fellows after the fellowship ends? Do you plan to add them to your organization's staff?
16. Is there a plan for the Fellow to give feedback and evaluate their experience during the Fellowship?
17. If you have housed fellows in the past, are there any challenges and lessons learned?
18. Please attach a copy of any Fellowship proposals, description, or materials you may have.

THE CALIFORNIA CRIMINAL JUSTICE FUNDERS GROUP
nccj.org/california-criminal-justice-funders