

August 25, 2015 - Report to Taxpayers

**Stop
Punishing
Taxpayers**

**Start
Rebuilding
Community**

America is #1 at incarceration.

**What's the real cost
or hidden opportunity?**

By

Joy Gilfilen and Irene Morgan

on Behalf of the Board of Directors & Members



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Acknowledgements

Thank you to the thousands of citizens who have survived the trauma of incarceration and come forward to share experiences and solutions through testimonials, books, reports and programs in order that the Restorative Community Coalition could extract, condense and synthesize ideas to be implemented in the new economy.

Thank you to the hundreds of local people whose contributions include: thousands of research hours, personal insights and stories of injustice allowing us to penetrate the depth of dysfunction in a way that we could produce this report for the betterment of our community.

Thank you to the Board of Directors for their willingness to step forward and be the voice for the 'silent silo' of citizens who cannot speak for fear of being compromised at work or in their professions, in their personal lives or through their families.

Joy Gilfilen – President
Irene Morgan – Secretary-Treasurer
Debbie David – Board Member
Loren Lundholm – Board Member
Roger Hull – Board Member

We cannot list all the individual citizens and their contributions to this work, at the risk of omitting some, so we wish to acknowledge all Members, Board Members and Advisors who have supported our cause since inception.

*Thank you to Don Kirchner, author of **A Matter of Time**, who inspired Irene Morgan to found the Coalition in 2006.*

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*The Restorative Community Coalition is a 501C3 non-profit corporation
dedicated to ReClaiming Lives since 2006*



Stop Punishing Taxpayers Start Rebuilding Communities

Economic Alternatives = Opportunities for Taxpayers

With over 25% of the world's prisoners, and only 5% of the world's population, America is failing to protect the freedom of our citizens...at great cost to the taxpayers. Over-incarceration, police bias, and lack of prison reform illustrate the need for economic changes in our systems.

It is time to replace the 'profiting on punishment' economy with a 'people on purpose' localized economic engine. In Whatcom County alone, our County spends roughly 65% of our tax dollars on traditional law and justice. Now they are asking taxpayers to compound our costs to build a \$132.5 Million dollar 40-acre regional jail compound – the largest capital expenditure in the history of Whatcom County. It's estimated to cost taxpayers a billion dollars to operate over 30 years. Yet, County officials state that there has been a 25% reduction in serious crime and an 80% reduction in juvenile crime in the past five years!

What's wrong with this picture? Inside this report, the Restorative Community Coalition summarizes why the past model is counter-productive to public safety. It costs taxpayers on many levels. We show how industries profit on punishment, and how citizens can take back control of our freedom by controlling our tax dollars. With vision, knowledge and restorative economic principles we can rebuild our communities to get far better results for the people.

- **Stop bailing out a failed jail economy**
- **Create jobs, not bigger jails**
- **Re-educate rather than incarcerate**
- **Invest in people, not punishment**
- **Help taxpayers get a better return on their tax dollars**

Even though this report seems full, there is still much that is not printed here. This is a concise roadmap created for the layman so we can discuss and address the complex nature of the issues. The solutions presented have been synthesized by professionals with decades of experience in diverse industries. We gleaned wisdom from the experiences of thousands of people - employees, inmates, victims and families - who've been affected by incarceration both inside and outside the walls. It's been supplemented by nearly a hundred students' research. Then it has been cross-examined by local volunteers and professionals. It's written to open eyes and to inspire community action.

Our highest regards,

Joy Gilfilen, President

Irene Morgan, Secretary-Treasurer

Restore Honor and Freedom

Educate Before Incarcerate

Build Jobs before Jails

Invest in People on Purpose!

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Basic Concept:

Restorative Economics Principles

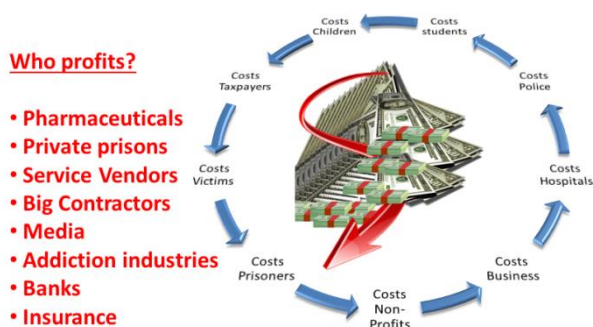
Stop incentivizing the “churn” of arresting, battling and penalizing that powers the punishment system. This current incarceration system is degenerative, depreciating and self-destructive. We redirect it into a restorative economic system that’s regenerative, appreciating and constructive.

By redirecting the flow of people into local restorative programs and businesses, it reduces the flow of money that is siphoned out of our community into the coffers of national corporate jail contractors/vendors. Instead, the money stays local and is used to build jobs, not jails. The money recirculates in a free economy, revitalizing and stimulating the community. The positive investment expands all for mutual benefit.

Restorative Economics is driven by people, not by industry. We replace the attitude of a ‘profit from punishment’ based business model with a ‘people on purpose’ attitude and model.

Regenerative Model: This business operating model restores honor to our systems, builds character in business and empowers people by putting them to work rather than into jail. Accomplished by citizen involvement, this does not require an upheaval of violence, it doesn’t require more money. It costs less, and by choice taxpayers simply redirect how their government spends tax dollars.

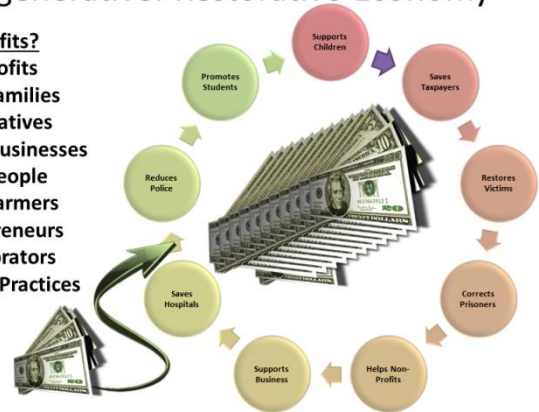
Degenerative: Incarceration Economy



Regenerative: Restorative Economy

Who Profits?

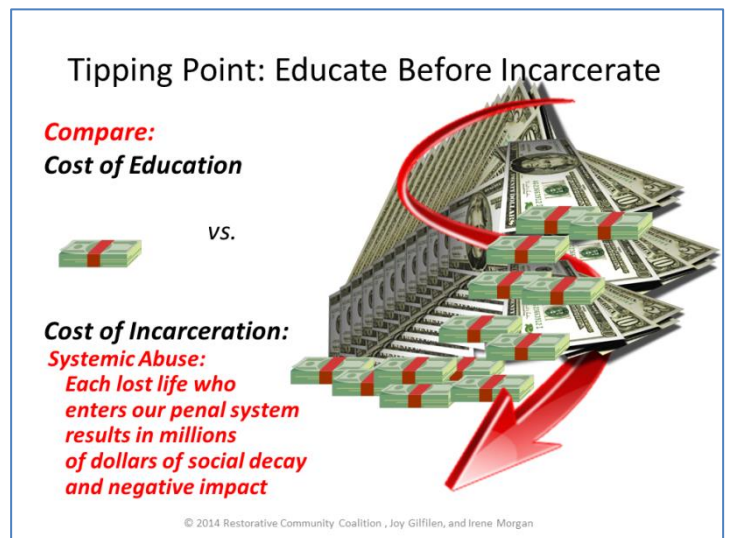
- Non-Profits
- Local Families
- Cooperatives
- Small businesses
- Local people
- Local Farmers
- Entrepreneurs
- Collaborators
- Health Practices



- **Reversing the supply and demand business equation** reverses the flow of money.
- **Saves money, cuts costs, increases fluidity** and provides better results to taxpayers.
- **Improve public safety by taking people out of the jail funnel:**
Rather than teaching abuse and punishment, we put people to work on purpose rectifying failures, rebuilding lives, and strengthening community trust.
- **Builds a strong and renewable local economic base** that reduces poverty, restores freedoms, and promotes collaboration and quality of life.

Key Economic Principle: **Stop Spending Tax Money that's Self-Destructive**

The incarceration and punishment of vulnerable non-violent, mentally ill, addicted, poverty stricken or stressed citizens produces a net depreciating spiral of self-destruction for the community. This spiral devolves into resistance, anger, violence and fear. This is counterproductive as a push backwards, not a move forward system, so it erodes public safety.



What's the economic pivot point for maximum leverage to create change?

1) The choice is to punish or teach.

- The specific point of optimal leverage is at the point of first contact, in schools and families.
- Failing that, it's at the point of first contact with authorities or law enforcement.
- Next, it is at the point of entry into jail and the court systems.

2) The tipping point for effective intervention is BEFORE people enter the jail industry marketing funnel.

This is where tax dollars begin swirling into the conflict and punishment vortex. The funding effort and resources it takes to treat, educate and rehabilitate citizens following the destructive trauma of incarceration by far outweighs what's needed to address these same needs prior to arrest. Prevention and early intervention saves money exponentially.

3) It is a national issue that starts local. We are the point of optimal leverage.

At its very foundation the jail and prison industry economic model is controlled locally – in every town, every county. It is at this point we each have a voice and a choice. We have the choice to spiral downward toward decay or upward towards wellness and safer communities.

To get the best return on time, money and effort invested, we must:

- Localize our planning and make constructive decisions on the frontline of conflict.
- Allow local people more discretion about how to divert violators into treatments and services, and to re-examine laws to improve the long-term health of our community.

Right here, right now is where the rubber first meets the road.

Where does the money go in the “Incarceration System”?

It's likely you've heard it said, “When things don't work...follow the money.”

We did. The Obvious Benefactors – receive direct taxpayer dollars

- Government staff earn their living (and retirement) paid for by tax dollars
- Sheriff and police agencies, prosecutors, defenders, attorneys, and court personnel
- Medical people, psychologists, probation staff, other services
- Bail bonds, tow truck, urine analysis type companies, private investigators
- Non-profit organizations and other groups receive government (tax funded) grants to assist victims and families of inmates.

Secondary Benefactors - receive hidden tax money plus more citizen dollars

A lesser noticed and misunderstood group are the private jail lobbyists, building and service industries locally and nationally who make money based on the growth of the prison real estate industry and on the volume and flow of people processed and recycled through the system. It is powered by the “churn” of human resource capital and paperwork through the law and justice system, which perpetuates the supply and demand equation.

- Jail planners and consultants, environmental consultants, attorneys
- National and multi-national contract corporations like the food vending company Aramark Industries, phone and video conferencing companies, and security industries like the national electronic home monitoring company.
- Companies like Amazon.com get exclusive authorization to deliver books to the jail.
- Large building and public infrastructure contractors and private sub-contractors build jails, roads and utilities.

This is a systems process and failure...at the net expense of people.

Taxpayers fund the jail and the entire criminal justice system. Then friends, neighbors and children are entrapped, penalized and consumed by the business model and pay for years.

The challenge of this business model: There is no incentive to divert people out of the system. One convicted person is worth between \$25,000 to \$50,000 a year in taxpayer revenue to the “incarceration system”, not including secondary costs and penalties. Over 20 years that can expand to millions that can churn through the courts and jails. It can take a dozen people working full time to pay for one inmate for one year. This is the hidden tax bondage.

This may look like jobs, business and public safety. However, as the cycle deteriorates, all people lose. It becomes a predatory system that implodes.

This is why the Coalition has concluded that the prison industry is failing nationally, and prison reform is headlines. It's why **James Comey, Director of the FBI**, stated after the Ferguson riots, that “police bias” must be addressed with “hard truths” conversations in cities across the nation. And why **Eric Holder, Director of the Justice Department**, stated that “police revenue generating” is a serious problem that must be addressed. It is time for a new economic operating model.



Section A: Administrative Actions

“Jail Crisis” Emergency Intervention

Reduce Jail Overcrowding - Three Immediate Actions **Correct Unsafe and Inhumane Conditions**

The Restorative Community Coalition began studying the local and national issues that cause over- incarceration as a taxpayer’s economic problem in 2006. We believe that the current crisis in the jail does need to be addressed immediately.

- We must bring the unsafe jail into compliance, and relieve the inhumane conditions. We can do this with existing buildings and resources.
- Or, we can build a smaller jail for violent or high security offenders, while others are better released or housed in a lower security facility that have mentors and support to get people back into the work force.

Waiting to pass a tax to build a bigger jail that also excludes municipalities **and** that won’t be ready for years, doesn’t solve the crisis problem.

What does solve the current crisis is reducing the number of people incarcerated through reallocating resources using alternative programs such as mental health, recovery, and education. Then more sales taxes would not be needed.

Action Step 1:

To Cut Costs / Save Taxes: Review current administrative practices

In Whatcom County, we can choose to review arrest, jailing and court practices to see where the County could improve its processes. The purpose would be to look for ways to reduce excessive jailing that could be causing unnecessary over-crowding and increased demand for beds. Since 2006, the Coalition has identified fifteen troublesome areas in Whatcom County administrative, judicial and police practices that indicate possible over-incarceration patterns that could be adjusted. Estimated reduction of jail population: 15-20% of non-violent and legally innocent people.

1. **Arresting the homeless and poor** in sweeps, and for being unable to pay fines
2. **Stacking of charges** where people are arrested on 1 charge, then extra charges are added
3. **Excessive continuances** caused by Prosecutors not signing papers or doing their work
4. **Prosecutors** change the nature and terms of plea bargains already negotiated prior to court
5. **Excessively high plea bargain rates** (and low dismissal rates) for the Prosecutor
6. **Excessively high bail amounts** that make it next to impossible for people to release on bail
7. **Reduced use of Blue Ribbon Drug Court** – administration, rules and policies were changed
8. **No facilities for Substance Abuse Treatment** that allow self-admission, so arrests increase
9. **Automatic jailing, prosecution** of at least one person on any callout for Domestic Violence
10. **High percentage of arrests** for driving with suspended license (1st violation = jail time) vs. non-violent misdemeanor named No Valid Operating License (no jail time)
11. **Witnesses not being interviewed** in a timely manner (sometimes not until a year later) which increases number of court appearances, harassment and punishment

12. **Decreased ‘good time’ by 50%** (by administrative decision) that increased jail bed stays
13. **Inadequate/ineffective de-escalation techniques** (where law enforcement was called to improve safety, instead escalation occurred)
14. **Excessive problems with mental health patients** with people taken off legal meds cold turkey, causing trauma and additional problems with stress, abuse, exacerbated detention
15. **Minimal social services available** that would downsize the jail occupancy load for those who are non-violent, have had trauma from an accident, or other reasons to not be jailed when they pose no flight or public safety risk

Action Step 2:

To Stop Losses / Liabilities: Expand mental health, rehab, detox and crisis care

While some of these programs exist, it is clear that they can be expanded or implemented immediately to cut costs and reduce occupancy of the jail. The State has mandated improvements.

It is clear from our review that our County should not be the “de facto” mental health facility. This is the most expensive and ineffective housing option. Therefore there is a large, unfulfilled opportunity for mental health, detox, rehabilitation and other addiction recovery services. Increasing these services saves taxpayer dollars and is a high return on investment option that diverts people out of the jail system. Estimated reduction of incarcerated people: 15 - 20%.

Action Step 3:

To Repair Damage: Fund cost-effective programs like the RestoreALife Center

At far less cost and with budget re-allocations, current non-profit organizations can expand programs to hire staff, provide housing, and develop the mentorship prevention programs that would provide immediate alternatives for people at risk.

The RestoreALife Center is a proposal our Coalition has submitted to work with the releasing populations. It is based on the DeLancey Street project in San Francisco that has an 85% success rate for keeping people out of jail and getting them back into the work force with skills.

These programs become self-reliant, and fulfill the need for prevention, intervention and reentry. Our community officials can build on programs such as the LEAD Program, the Smart Justice Program and Restorative Justice Programs, among many. Estimated reduction: 10-20%.

Your Notes Here



Section B – Community Service Agency Actions

Phase 1 – Restorative Economics Action Plan Nine Opportunities for Collaboration

Vision becomes Reality. “What you invest in, you get more of.” Why envision and invest in a bigger jail that incurs high construction costs, adds to fear, and then burdens the taxpayer with ongoing, unsustainable operating costs? Why focus on perpetuating failure at the expense of success?

RCC’s critical analysis of the jail industry’s own statistics indicates that building jails is contraindicated to public safety. After a decade of ongoing study in understanding the local issues and the root problems, we have concluded that the most effective way to improve public safety is to invest in communities: To invest in the people first so they get help going to work, not into jail.

‘Vision becomes reality’ is not a leap of logic, but a committed initiative that applied with compassion and practical business practices produces strong and sustainable cities and communities within Whatcom County.



Phase 1 – Restorative Economics Action Plan **Expanding the Choices and Opportunities**

Our research has yielded many alternative choices for Whatcom County taxpayers and organizations. These first nine help reduce liabilities to staff and increase inmate safety by reducing overcrowding. They increase local economic multipliers. They significantly reduce the jail population, reduce jail bed stays, and provide space to renovate the current jail.

Why not research and implement a higher ROI restorative economy strategy?

- Highest ROI: Stop trauma at earliest leverage point, to reduce costs, interrupt cycle
- Safety: Restorative justice methods strengthens relationships, encourages rapid recovery
- Economics: Regenerative economic options build community strength, increase multipliers
- Tax Base: Invigorates small business, local industries, consultants, freelancers
- Vitality: Reduces waste, increases margins, revitalizes local economy
- Root: Community trust is repaired from trauma, misfortune, poverty, illness

Rather than investing hundreds of millions in a jail, **why not invest tens of millions in building people and investing in community business models?** This interrupts the cycle of self-destruction at its core leverage point, supports numerous community social service partners, and returns a higher Internal Rate of Return to the taxpayers over time.

Nine Opportunities for Collaboration

1. **Crisis Care Center:** Protects/Interrupts emotional trauma by using healing arts, intervention services
2. **Detox /Mental Health Center:** Replace high expense emergency care with lower cost intervention
3. **Wet Houses:** Allow high cost chronically addicted people to live safely in community with supervision
4. **24/7 Activity Center Downtown:** Provide artisan tools, expressive arts, physical activity center
5. **RestoreALife Center:** Provides reentry safe housing, job reskilling, recovery, functional literacy
6. **Phoenix Housing Facilities:** Drug and alcohol free living/learning homes with case management
7. **Veterans/Homeless/Tiny Home Communities:** Each one/teach one facilities promoting upward mobility
8. **Sustainable Farm/Food Education:** Community Housing/ Food & Farm Literacy / Preparedness
9. **Animals/Natural Therapy/Anger Understanding Center:** Effective intervention and rehabilitation

Benefits to Taxpayers:

Why not solve problems and gain in community, as leaders, as business owners?

1. **Liability issues** – Implement quick redirect of non-violent offenders to lower cost/higher return-on-investment (ROI) housing
2. **Civic Potential** – Pilot the transformation of community business models to regenerative economic models that enhance quality of life
3. **Collaborative Model** – Work with other leaders from Thurston County, Seattle, Burien, San Francisco to reduce errors, costs and increase efficacy
4. **Supports Social Service Agencies** – Especially early childhood education, mental health, crisis center and other recovery services
5. **Emergency Services support** – Helps WAHA, St. Joes Hospital, Fire and Rescue, Preparedness organizations
6. **Parks & Rec Support** – Reduces waste, increases respect of nature, encourages conservation, education about life cycles
7. **Downtown Business Support** – Enhances commerce, reduces costs of crime, increases conflict resolution skills, increases profit margins
8. **Jail Overcrowding** – Reduce load, reduce hostility, repair SWAT relationships with community, reduces stress
9. **Urban Renewal** – Retraining the poverty class reduces losses from disrespect, reduces taxpayers costs, increases tourism, increases investor confidence and multipliers on every level. Provides a win, win, win for business by increasing safety and business flow while reducing costs downtown.

Each of the following suggestions, while they may be similar to current models, are upscaled in some way to integrate the best self-sufficiency business models possible. Ideally they are not designed to increase bureaucracy. They are designed to be locally controlled, more mentor guided, social capital funded, project driven, and produce a community ‘whole benefit’ result. They are designed to be implemented with cross sector support and the collaborative organizations are designed for private and public participation.

They work in tandem with community non-profits, philanthropic organizations, and with various agencies and officials as necessary. The goal is to increase community cohesion through collaboration and sharing of resources, which increases effectiveness and sustainability. They could be fairly easily implemented relative to the return on investment of time, money and resources that it takes to get them started. They work independently and synergistically to magnify returns.

Phase 1-1: Crisis Care Center

Cycle Interrupt: By immediate intervention, we can stop escalating violence in its tracks. Goal is to stop the costs at crisis inception point. Address immediate issues to de-escalate legal, financial and personal conflict. This reduces the potential for increasing high cost litigation and incarceration. This extends the physical crisis care to Emotional Trauma Care and Intervention for the purpose of restorative justice and for recovering relationships as soon as possible in the cycle.

- **Snapshot:** Provide immediate help, housing and a place for victims and people at risk for violence or who have experienced a traumatic incident. Provide mediation, conflict resolution, restorative justice tools and recovery services to those who caused the trauma, and those who have been victimized, their families, and people who have had family members traumatized. Use skilled emotional trauma care personnel to redirect the ripple effects of any trauma caused by accident or violence. Use healing therapies along with restorative justice intervention at the first possible point of conflict/trauma to interrupt, de-escalate and calm down the reactivity pattern.
- **Cost Benefit:** High cost savings for emergency care, police, court and other services, when people in highly charged emotional upheavals can be interrupted in escalating damage from violent behavior.
- **Models:** Implement the latest arts of conflict resolution, trauma intervention, and emotional resilience from many sources. There are many healing arts and trauma therapy authors, as well as organizations: <http://www.tipnational.org/home1.htm>
<https://commcc.org/our-programs/act/action-program/>
<http://www.tipoflasvegas.org/#!advisory-board/c4oy>
<http://nnhvip.org/network-membership/violence-intervention-program-baltimore-md/>
- **Impacts:** This would enhance, support and expand upon the services and work done by our hospitals and emergency services, Womenscare, Dorothy House, Brigid Collins House, Lydia Place, DVSAS and others who are currently stretched for resources. Constantly upgrade and implement the latest and most effective ways to resolve conflicts and problems to stop the cycle ASAP.

Phase 1-2: Detox and/or Mental Health Center

Cycle Interrupt: Prior to or at Emergency Point to limit high cost ripple effects from escalating unwitting violence or damage caused by intoxication, mental health imbalances, or medical issues.

- **Snapshot:** Voluntary and holistic patient centered facility specializing in short-term stabilization for people dealing with mental health issues, under the influence or dealing with addictions to alcoholic and mind-altering intoxicants. The Center is designed to be a stable and safe environment during overnight or multi-day withdrawal for chronic users who have not committed a crime.

This is a regulated center that must meet legal standards, yet ideally this could also serve as a voluntary short stay mental health center for people who know they are having trouble stabilizing, and are willing to admit themselves for treatment.

- **Cost Benefit:** Reduces the costs of utilizing high expense critical care and Emergency Services at local hospitals and medical treatment centers. Shifts chronic users to detox facility via a checklist for ambulance workers and 1st Responders.

<http://gladwell.com/million-dollar-murray/>

http://articles.chicagotribune.com/2012-11-28/health/ct-x-1128-health-briefs-20121128_1_detox-center-patients-drunks

- **Model:** Penrose-St. Francis Health Services, Woodman Road, Colorado Springs, CO.
- **Impacts:** Service / care providers and 1st Responders including organizations such as EMT, Ambulance Companies, social service agencies, law enforcement, crisis care and clinic workers. Ripples out to affect Urban Blight, Tourism, Parks and Recreation.

Phase 1-3: Wet Houses for Chronically Addicted

Cycle Interrupt: Create Safety 1st homes that allow people to go there to “sleep it off” replacing the need to book people into the hospital for high expense Emergency Care.

- **Snapshot:** Provides housing and shelter for chronically addicted or alcoholic citizens. By safely housing them to dry out, it increases public safety while protecting chronic users of alcohol, drugs and intoxicants from harming themselves or others. The shelter’s staff does not force alcoholics into rehab requiring abstinence, or into spiritual recovery. Instead they provide monitoring and counseling in a safe place to foster recovery. People do not have to cycle and “hit rock bottom” and cause damage to others to redirect and change.
http://www.huffingtonpost.com/2012/02/15/wet-houses-san-francisco_n_1279755.html
- **Cost Benefit:** Reduce the risk of damage to others, and the use of incarceration and hospital emergency services by providing a safe place for people to recover their emotional equilibrium so they enter recovery safely.
- **Model:** Downtown Emergency Service Center (DESC), 1811 Eastgate, Seattle.
<http://www.desc.org/>

Impacts: 1st responders, EMT and St. Joes Hospital, Peace Health, Law enforcement, Ambulance Companies, service organization and clinic workers. Ripples out to affect Urban Blight, Tourism, Parks and Recreation.

Phase 1-4: 24/7 Creativity and Activity Centers (All towns)

Cycle Interrupt: Provides safe respite for at risk youth, people who are stressed, and those without safe shelter. Center provides a safe nighttime shelter with a focused and productive outlet for excess energy. To maximize resources, this center could work cooperatively with the next project if it were located in the right area – and could serve as a resource hub for consolidating the flow of information between organizations and services to reduce redundancy.

- **Snapshot:** This model is designed as a safe, monitored Adult/Teen 24/7 drop-in center that provides musical instruments, artisan material and tools to promote self-expression through diverse art modalities including visual art, music, and theatre.

The center would provide a supervised physical and learning activity model that serves as a warm and dry place to access computers, library, and work out equipment. They can play table tennis and board games and establish a mail-box and small personal storage lockers.

Mentors, life coaches, and trainers will be available on site for counseling, instruction, trauma intervention, crisis counseling, and community services information. Volunteer action boards allow people to get involved in community activities that promote self-learning, leadership and contribution.

- **Cost Benefit:** Cuts the costs of losing at-risk, unprotected and displaced adult/teens, as well as the homeless from being victimized or going into the incarceration funnel. Redirects them towards positive community activities while building wellness and healing through the arts and physical outlets.
- **Philosophical Model** to examine: Implementing restorative Justice in schools or at the facility – Good example: <http://richmondconfidential.org/2014/12/13/restorative-justice-offers-richmond-high-students-alternatives-to-suspension/>
- **Locational Models:** Boys and Girls Clubs, [Children’s Creativity Museum, San Francisco](#); Lazarus Center, Seattle - http://ccsww.convio.net/site/PageServer?pagename=homeless_lazarus Roaddawgz, San Francisco <http://home.roaddawgz.org/stories/> Orion Center, Seattle http://orion.interagency.seattleschools.org/modules/groups/integrated_home.phtml?gid=2330689&sessionId=880547139e68ba0b618a142c74fd904c
- **Location:** Vacant buildings in downtown like the Federal Building, or in other neighborhoods
- **Impacts:** High community impact on urban blight, tourism, real estate investors, small businesses, Parks and Recreation. Law enforcement, community neighborhoods. Reduces property crime, vagrancy and reduces costs for City of Bellingham; enhances the Community Partners Plan

Phase 1-5: RestoreALife Center*

Cycle Interrupt: Provide safe housing, immediate employment and mentorship by providing redirection/reentry services for people who are newly released, striving to reenter the workforce from incarceration. Stops high cost recidivism by interrupting the job failure cycle.

- **Snapshot:** A safe housing, job training/employment and recovery center(s) for formerly incarcerated offenders and other at-risk individuals that has built-in businesses where “each one/teach one” is the process. Business model includes enterprise solutions for the community. This is specifically designed to provide case management for up to two years, education, life skills instruction, vocational job training, marketable skills training, anger understanding classes, recovery treatment, and functional literacy training.
<http://gladwell.com/million-dollar-murray/>
<http://www.reportingonhealth.org/resources/lessons/million-dollar-homeless-patient>
- **Cost Benefit:** Directly reduces offender recidivism. In Washington State 2/3 of most offenders go back to prison within 3 years. At \$36,500 to \$100,000 annually this is expensive and unsustainable. Delancey Street (below) has an 85% success rate over 40 years in business. Their model has duplicated and is self-sustaining. Prepares the client for employment, or for social entrepreneur development and restores the client to full taxpayer and self-sufficiency status.
- **Model to examine:** Delancey Street Foundation: San Francisco, Los Angeles, New Mexico, North Carolina, New York, Stockbridge (MA).
<http://www.delanceystreetfoundation.org/> Including San Francisco:
<http://www.delanceystreetfoundation.org/www.delanceystreetfoundation.org/facsf.php>
Los Angeles: <http://www.delanceystreetfoundation.org/facla.php>
New Mexico: <http://www.delanceystreetfoundation.org/facnm.php>
N. Carolina: <http://www.delanceystreetfoundation.org/facnc.php>
New York: <http://www.delanceystreetfoundation.org/facny.php>
Stockbridge: <http://www.delanceystreetfoundation.org/facma.php>
Canlyuk, Alaska: http://www.delanceystreetfoundation.org/circle_rep_der_ak.php
And there are other resources there of similar nature.
- **Impacts:** Removes the high cost barriers for people to reenter society from the jail system. Repairs economy and replaces costs with revenue for the city. The community restores at every level, providing true economic recovery, rebuilding from urban blight, providing cross over retail businesses, services, job training, skilled workers, and so much more.

***Note: The Restorative Community Coalition has a business plan and vision to implement this project immediately.** The RCC is seeking initial funding for a facility that could almost immediately accommodate 48 currently incarcerated non-violent and low level offenders – which could relieve overcrowding of the current jail. Contact: impeace2@comcast.net for more details.

Phase 1-6: Phoenix Option Housing*

Cycle Interrupt: Creates several safe housing and mentoring homes to break the recidivism pattern. It transforms cycles of addiction into responsible living situations which promote functional productivity.

- **Snapshot:** A safe and sober Re-Entry community that provides evidence-based services including protective and affordable housing, case management, community classes, functional education, chemical dependency and substance abuse counseling, employment training, wellness and mental health education, behavior modification therapy, healing arts, and family reunification services. Access to the services is through recommendation and qualifying interview process. The Phoenix Option works with numerous service providers, both faith based and community based, including Community Corrections to empower those who are returning to society from incarceration. <http://www.urban.org/projects/reentry-portfolio/housing.cfm>
- **Cost Benefit:** Direct cost savings from successful reentry, potentially becomes a jail diversion service reducing the high costs of incarceration, reducing court failure to appear frequency, and other court and litigation costs.
- **Models:** The Phoenix House, California
http://www.phoenixhouse.org/locations/california/?mm_campaign=84E818376C647EC3848A27AF25C5FE&keyword=phoenix%20house%20california&utm_source=Google&utm_medium=CPC&utm_campaign=CA&gclid=Cj0KEQiAwuSkBRC7qKq8rr7796sBEiQA5VnSuPvTkSXqDbpKoQ3zXMh_fRWeZCqEux1dpsR_6aTIHm4aAh2Z8P8HAQ
Buckner Campus Foster Care, Texas <http://www.buckner.org/our-work/dallas-fortworth/>
Delancey Street, San Francisco (see above)
- **Impacts:** Restorative Community Coalition directly, for we are working in collaboration. We will collaborate with other local safe and sober housing to provide more services. Direct benefit to Community Corrections; Oxford Houses; Opportunity Council, and Work source among others.

***Note: The Restorative Community Coalition is working directly with the Founder of the Phoenix Housing Program. They have a specific business plan that could house 100 offenders or people at risk virtually immediately. Once funded it reduces liability to the County.**

Contact: impeace2@comcast.net for a complete project PDF.

Phase 1-7: Housing Veterans/Mental Health/Homeless/Tiny Homes*

Cycle Interrupt: Provide cluster community housing, organized shelter to protect those who are potential victims; who are at risk from poverty, homelessness, and mental illness or otherwise less able to function in our current society. These provide a “bridge” to connect people with customized services, so they can become functional and as self-sufficient as possible over time.

- **Snapshot:** Self-Reliance learning based group living style communities where people learn as they earn their way. The goal is to provide restoration of social mobility pathways. Each community has centralized toilets/showers/laundry/kitchen/large gathering hall/activity area. All are self-maintained so people learn how to live in community and in responsible relationship with others.

Tiny Home Community structures may be tents, yurts, travel trailers, and tiny houses as appropriate to the need and the area of the city/county. Each community is case managed, with the each one/teach one model. People have intakes and learning goals, mentorship and coaching to move from whatever level they start towards freedom and independence.

- **Cost Benefit:** Reduce impacts from extreme homelessness. Centralizes services to reduce costs. Stops high cost incarceration for vagrancy, nuisance, and loitering violations. Reduces other social costs like camp cleanups, policing, and emergency services. Urban blight issues are reduced. It converts the focus of homelessness into a learning environment so people learn how to be respectful, contributory. They learn community cycles, how to self-regulate and become productive citizens. This directly benefits all our Parks and Recreation locations, tourism and downtown business development.

**Note: Five local homeless models have already been developed by the two groups of WWU Service Learning Program students for Bellingham neighborhoods. That report is available through the college professors Instructors: Nicholas Zaferatos and Arunas Oslapas, Western Washington University or through this organization. Contact us at 360-384-3653 for more.*

Additional Models:

<http://www.opportunityvillageeugene.org/>

<http://whnt.com/2014/11/06/fraternity-trying-to-create-tiny-home-village-for-homeless-vets>

<http://www.microhomesforthehomeless.org/>

<http://mlf.org/pave-the-way-home/>

<http://quixotevillage.com/>

<http://www.opportunityvillageeugene.org/>

www.facebook.com/operationeagleslanding

Impacts: All sectors of our community, especially the City of Bellingham, Homeless Coalition, Hearts towards Home, Veterans Alliances, 1st Responders, law enforcement. Then we add the Veterans Coalition of Whatcom County; Bellingham Veteran Center and more.

Phase 1-8: Sustainable Farm / Food Education Center*

Cycle Interrupt: Puts people in direct contact with nature, the essential life cycles and the real world of accountability. Bridges learning gaps between nutrition, food supply chain dynamics and how this connects to healthy living, employment, jobs and community. Teaches food preparation, recycling, living buildings, earth homes, waste management.

- **Snapshot:** A hands-on integrative environment for learning sustainable farming practices; small vegetable garden development; animal husbandry; nutrition, food preservation. Connects this to the economic impact of Food to Table initiatives, professional culinary certificate training; Whatcom County Fresh Fruit and Produce Markets, the Food Bank and more. <http://njaes.rutgers.edu/health/farmtofork.asp>
- **Cost Benefit:** Improves emotional, physical and mental health, directly reducing health costs while improving overall community health. Improves waste and recycling. Increases functional job skills which reduces recidivism, encourages economic development and enterprise. Produces food for feeding at-risk populations, provides skill sets for preparedness and community living.
- **Models:** Farm to Table Programs; Veterans Gardens; Shelton Prison Gardens http://www.seattle.gov/humanservices/children_families/nutrition/farm_to_table.htm
- **Impacts:** Collaborators could include Cloud Mountain Farm; Food Bank; Master Gardeners Program; Skill Share Faire; Sustainable Connections; Self-Reliance Park; Habitat for Humanity; Reclaim Store; Farmers Market and Community Gardens groups <http://www.grownorthwest.com/2013/11/growing-veterans/>

**Note: The Restorative Community Coalition has located a prime sustainable farming site that is already identified as exemplary for rapid implementation of this program once funded. It is reclaimed acreage and wetlands in a critical area on a salmon creek, owned by a Whatcom County resident, with barns, greenhouse, and some housing. We invite funding and collaboration.*

Phase 1-9: Animals / Natural Therapy Farm / Adventure & Leadership Center

Cycle Interrupt: Directly accomplish prevention and diversion through addiction interruption and recovery. People who are recovering from trauma, stress and violence in their lives benefit greatly from therapy classes in anger understanding, achievement and leadership skills. This provides a high leverage point for reducing community costs and redirecting it towards productivity.

- **Snapshot:** Help expand our locally successful blue ribbon Animals as Natural Therapy type programs into more holistic day treatment and adventure program facilities. Support projects that include interaction with horses, chickens, rabbits, pigs, cats, and dogs where hands-on training and experiential programs offer reconciliation techniques, sensitivity training, anger understanding, conflict management. Expand with leadership adventure programs, climbing and ropes courses, Zip Line, and then into conservation and wilderness adventure or reclamation projects. Different programs can be targeted to teens, veterans, addicted groups, handicapped and other specialized groups.

<http://www.animalsasnaturaltherapy.org/>

http://www.winona.edu/counseloreducation/images/stephanie_renon_capstone.pdf

- **Cost Benefit:** Direct reduction in violence and failures caused by PTSD, emotional upheaval and stress. This increases community and individual safety. Improves relationships that impacts personal to business to community wellness. Reduces costs associated with chemical dependency, replacing or reducing pharmaceuticals used in trauma treatment; increases levels of natural hormone, oxytocin by increasing trust and overcoming paranoia. Efficacy is high. Ripple effects are substantial.
- **Model:** Animals as Natural Therapy program/ Conservation Corps/ Adventure and Leadership Camps / Kelly Road property, Warrior Canine Connection
- **Impacts:** Animals as Natural Therapy, WWU, Veterans organizations such as our locally inspired Hearts Towards Home, Brigid Collins House, Therapeutic Community, Big Brothers/Big Sisters and Boys & Girls Clubs, 4-H Clubs, Wounded Warrior organizations.



Section C – Community Business Actions

Phase 2 – Restorative Economics Action Plan Marketplace Choices

The economic opportunity today is to strengthen the community from the inside out while fulfilling a previously hidden marketplace demand. When stakeholders come together, we can easily identify market niches, develop businesses, cooperatives and coaching programs that build emotional resilience, reduce stress and trauma, and increase adaptability - that all improve public safety.

The programs listed below are different forms of entrepreneurial mentorship in the emerging marketplace. They promote learn-by-doing or hands-on apprenticeships.

The nature of our upcoming 21st century communities requires adaptability in our homes, organizations and in our business world. There is a high demand for skilled workers who know how to collaborate and how to adapt to fast-changing conditions.

To inspire people, new ideas require a team of stakeholders to team up and work together to build models and get started. Just as in any 4-H or leadership club, people need leadership. We can build a new business culture and eco-system that is based on collaboration. Finding ways that our local governments can invest in different kinds of capital projects is critical to the transformation of our economy.



Phase 2 – Restorative Economics Action Plan

Marketplace Choices

Phase 2-1: Enterprise Technology and Innovation Centers

Cycle Interrupt: Many people going into jail are creative people. People coming out of incarceration often end up lagging way behind the marketplace and become unemployable. Yet, they may be eager and well-suited to becoming exceptional independent entrepreneurs when they can bridge the gap to the modern world of high speed internet, or find new options.

Snapshot: Build Holistic Business Collaborative with Other Creative People

- **CoWorking Center.** Provide coworking location with volunteer coaches/mentors for business development, visioning together with an Entrepreneurship Education and Mentorship Program. Teach networking, ethics, community and free enterprise teamwork, business cooperation and contribution by providing simple resources that are necessary to do business today. Micro-lending small distribution and cooperative models will be encouraged.
- **Team Technical Support.** Teach marketable skills certification training in simple Computer 101, MS Office software, Basic web design, how to build a simple web site, doing social media, marketing a small business, creating a small business plan. Include a multi-media support studio as part of the Cooperative, so that all people working on their businesses could work in tandem with other recording artists and movie makers. Create a whole area for multi-media development.
- **Business/ Leadership Mentoring:** Hands-on cooperative marketing, leadership, business coaching, finance and tech support services so people achieve functional business skills to increase profitability in business. We use small business coaches to support industrious people to get social media, leadership and free enterprise jobs skills and/or to identify gaps in the community, so they can build independent small businesses that are distribution, service or technology related. Bridge the technology, funding, systems gaps that block people from becoming taxpayers – so they can enter the workforce productively.

Cost Benefit: By reducing costs of doing business, removing barriers to startups, reducing overhead, and by teaming people up in small working pods we increase the success rates of people getting into small free enterprise business successfully. This expands our taxpayer base, and cuts the costs of unemployment, welfare and many other social services. It takes people out of the recidivism cycle for good. Ripple effects are immeasurable.

Model: Workspace.com, City Clubs, numerous business cooperatives, Food Coop and others. Mondragon Cooperative in France has been a highly successful cooperative.

Impacts: Reduces loss of human potential with creative hands-on types who need teamwork to thrive. Builds every sector of society, teaches free enterprise. We can have small cooperatives in every city and help each city increase its local services to other free enterprise people.

Phase 2-2: Craftsman’s Caves / Clubs

Cycle Interrupt: This whole idea is to bring older craftsmen and tradesmen together with our younger and unskilled generations to share and teach handyman type skills. High numbers of the people incarcerated are people who are naturally creative, entrepreneurial and would thrive if they learned a trade. We can help high school students and drop outs bridge the gap to employment, and help people who are coming back from incarceration get through the reentry process faster to find jobs they can do.

- **Snapshot:** Establish a couple Community Drop-in Centers around the County for vocational training and Do-It-Yourself (DIY) Workshops and training. People could be mentored in any of the following kinds of skills, which would serve dual purposes to help them save money and to build a potential income:
 - construction techniques
 - automotive maintenance and repair
 - yard and handyman repair
 - furniture repair and restoration
 - welding, sheet metal fabrication

We can build it by encouraging the community elders to contribute equipment, buy universal insurance to cover the liabilities, encourage the each one/teach one method of learning so there is mentorship and support. Habitat for Humanity and other self-reliance groups could work with the Centers to get more things done, and to perhaps volunteer services to seniors and homeless communities.

- **Cost Benefit:** Builds skilled labor and solid worker pool. Groups could be used to do repair of community facilities, clean up and repair from rivers, parks, local areas. Use for helping senior citizens. Build local small business opportunities, reduce homelessness, creates marketable job skills; provides awareness for Hire an Offender Programs...and this allows businesses to test and evaluate new hires.
- **Models:** Delancey Street Foundation: San Francisco, Los Angeles, New Mexico, North Carolina, New York, Stockbridge (MA).
<http://www.delanceystreetfoundation.org/enterprises.php> Mondragon Cooperative:
<http://www.mondragon-corporation.com/eng/co-operative-experience/our-principles/>
- **Impacts:** There are multiple impacts in the community from this. It redirects the focus of people who are aimless and do not know how to get started into things that they can touch and feel, and see. This allows them a way to relearn how to work, to produce results to stop treading water and wasting time. They can find a purpose while they are rebuilding their self-esteem, and it gives them a way to take care of themselves and their families. It gives them a place to go, to find purpose, to learn by doing.

Provide multi-generational mentors. This allows people to work in the old Grange Hall style. Builds communities, stops wasting old craftsmen’s tools. Recycles equipment. Provides a place where old farmers and laborers can give back to the youth and unskilled workers.

Phase 2-3: Transitional Business Startups/ Cooperatives / Job Education Center

Cycle Interrupt: Direct startup support for specific hands on business development for non-profits and individual people who have their own business ideas, and need more formal help to build their cooperatives, incubations. They can use solid mentorship, micro-lending, leadership and small business coaching. They need to move from business planning into doing the business development, finding community partners, establishing businesses, get through start up hassles and into profits.

Snapshot: Not just a coworking space, it would be a Certificate University that trains individuals in full-time vocational trades and business development skills, or helps them build a full company in fields such as the following:

1. The Reclaim Store (Restorative Community Coalition retail business plan) that is designed to repurpose and retrofit furniture) – Draft business outline already available.
2. Small appliance repair company
3. Culinary arts and nutritional food program
4. Industrial overstock brokerage and reselling company
5. Auction sales
6. Recycling
7. Citywide or Countywide package / express services delivery
8. Taxi or cooperative carpooling service company
9. Home repair and maintenance company or yard maintenance
10. Permaculture and xeriscape landscaping business, or water conservation consulting company

Participants can be bonded and work in cooperatives to provide services to the community and business sector.

Cost Benefits: Builds locally based, grassroots skilled labor pool for other businesses, or fills in marketplace gaps with local company startups. Community economic development will help reduce recidivism and restore families of former incarcerated offenders. Increases sense of community and social pride, increasing multiplier effects from local businesses working with other locals.

Models: Delancey Street Foundation: San Francisco, Los Angeles, New Mexico, North Carolina, New York, Stockbridge (MA); Mondragon University Cooperative (Spain)

Prison Entrepreneurship Program: <https://www.pep.org/who/>
<http://www.timeshighereducation.co.uk/features/inside-a-cooperative-university/2006776.fullarticle>

Impacts: People/organizations and groups in every city in the County. Increase demand for recycling and support and collaborate with organizations like ReUse Works, ReSources, the environmental and ecological waste repurposing companies. Support organizations and groups such as senior facilities, handicapped people who need help and the homeless. Increase our services sectors which would improve local quality of life in neighborhoods. Use to rebuild communities from the grassroots up. Work with veterans and other groups.

Phase 2-4: Cultural Healing Arts Center

Cycle Interrupt: Bridge the gaps between different cultures, art and music, crafts and skills in community healing, dances, and diverse food and nutrition gifts. Builds honor and respect in heritage and creates a connection to community. Take advantage of our local array of artisans to create an authentic tourism and education center at the foot of Whatcom Creek, where we can teach about salmon, environmentalism, native dance and arts. Especially work to link the understanding of life cycles from native elders, with modern food chain sciences, and organic farmers to help our culture understand the sensitive and critical nature of our ecosystem.

- **Snapshot:** Build a cultural arts and healing trauma therapy center offering diverse modalities from all the cultures in the region, while improving the center of Bellingham. Intentionally build a community arts and creativity toolbox for restoring cultural and community healing through ceremonial healing circles, energy and functional medicine arts, alternative medicine, spiritual and cultural dancing, ancient wisdom learning. By showcasing different skills, and providing a location for events, the community is enriched and revitalized, and this could become a mecca for diversity appreciation and education.
<http://ctb.ku.edu/en/table-of-contents/culture/cultural-competence/culture-and-diversity/main>
- **Cost Benefit:** Reduction of cultural bias, racism, and conflict; while simultaneously becoming a tourist destination linking the waterways to the historical museums, our performing and creative arts and music scene, authentically with our natural heritage in a downtown central location for diversity. Replaces urban blight with urban renewal...increasing revenues across the boards.
- **Models:** Examine the healing building in San Francisco; potlatch; salmon environmental education; Daybreak Star, Seattle; Land Conservancy; Planetarium; Performance Hall; Marine Heritage Park; Community Centers for environmental and native healing.
<http://www.artsglenallen.com/>
<http://www.culturalartscenteronline.org/>
<http://www.greensboro-nc.gov/index.aspx?page=3036>
<http://www.unitedindians.org/daybreak-star-center/>
<http://www.attpac.org/your-visit/venues/dallas-city-performance-hall/>
<http://www.kianalodge.com/main-gallery>
- **Impacts:** We can embrace diversity and healing for people and groups of all cultures, ages, classes and types in all cities and our bio-region. This could become a marketable economic and tourism draw for the area. It would yield multiple benefits as a community healing center and make Whatcom County, as a destination, authentic and enduring.

We could embrace all cultures and healing/artistic groups. This would give people their area of pride, building core strength among and with the Lummi, Nooksack, Stillaguamish, Snohomish, Salish Sea Marine Sanctuary, Swinomish, Western European, Dutch, Latinos, Swedes, Norwegians, and Eastern European, E. Indian, Russians, Ukrainians, Polish, CAIR, Society of Friends, People of Color, various religious groups.

Section D: Our Vision

5 Community Projects



Example: How \$5 Million Can Save Hundreds of Millions

Our unique contribution to Whatcom County is a deep understanding of the nature of the incarceration issue, in that we intend to trailblaze and pioneer extraordinary solutions. We have concluded from our research that this is a broad-based socio-economic-civic systems failure. It can no longer be denied and requires each of us to take personal responsibility and accountability for bringing forward solutions to create a whole systems change in our community business models.

Each business project listed below is based on successful working models, requiring only startup investment of basic capital in the business plan. Each project would be collaborative, self-sustaining and self-propelling as each develops. This removes the private for-profit factor, and removes the codependence on government subsidies and grants.

- **Restorative Community Coalition** Estimated Cost: \$250,000.
For business operations to manage public education conferences, communications programs; client based educational, mentorship and training programs; hire an Executive Director and establish an office space to work with clients, manage projects.
- **RestoreALife Center** Estimated Cost: \$2,000,000.
Community housing for roughly 150 at risk residents in multiple locations using an each-one teach-one model with health and addiction recovery, functional literacy, life skills training, community living and job retraining, case management, relationships and for restorative justice circles.
- **Freedom Farm** Estimated Cost: \$800,000.
Build a Sustainable Farm with housing where hands-on learning helps people discover their connection to nature and to the land. Programs include organic farming, food preparation, water and solar programs, environmental resources training, animal husbandry, various farm jobs and craft programs.
- **ReClaim Business** Estimated Cost: \$1,450,000
Our first skilled labor apprenticeship and work skills training program would be in the field of furniture reclamation and distribution. Then we can implement other business cooperatives and subsequent skilled trades programs for people at risk.
- **Enterprise Center** Estimated Cost: \$450,000
Build an online and in-person entrepreneurial incubation center with support services, business coaching, and a mentorship university. The model is to support industrious people to start their own business successfully in today's challenging marketplace, or to help them become an employee, sales or distribution agent for other small businesses.

Summary: Community Bottomline – Stop the Crisis, Start Rebuilding

Together we can interrupt the cycle of punishment - economic decay, paralysis and stagnation - to replace the ‘punishment for profit’ economic model with the ‘people on purpose’ economic model.

Virtually everyone interviewed in our research agree that we are overwhelmed with challenges and confusion in our communities. We know our government and civic systems are stressed. Many leaders and business owners feel powerless to change things. Others are in a state of denial which perpetuates confusion, fear and chaos in the community.

People are deeply concerned and they know that our economy is in dire straits. It is a common theme that it is time for substantial change, yet piecemeal solutions are not working.

In all of known human history, humanity has not been faced with the quantity and speed of changes, the size of threats, nor the urgency to adapt as we are today. People feel the effects from an emotionally terrorized economy. Our country stands for freedom, yet we are increasing incarceration. This is counterproductive and is a signal of grave dysfunction.

Only citizens themselves can change course. The marketplace is driven by citizens choosing where to spend their money and time.

In this document, we have shared a very large picture view of how we can, by working in community, directly replace our co-dependence on a self-destructive business model that is costing taxpayers dearly with a better option: the people-on-purpose model.

We can downsize and de-escalate the situation. We can create a different economic recovery program. This is not necessarily easy, for it will take leadership ingenuity to figure out how to solve all the problems. Once we turn the corner on the possibilities, people will learn to see many more opportunities. People’s innate nature is to team up, collaborate, have fun and work together.

Therein lies the greatest individual and community business opportunity of this century: Working together, we can choose to help each other create businesses that build a better world, strengthen our communities, heal ourselves and our planet.



RestorativeCommunity.com ~ WhatcomRec.org
Email: impeace2@comcast.net ~ 360-354-3653