Theory of Change



The Change We're Driving Toward

Far fewer people behind bars – especially from communities of color and low-income communities – and more people who've been justice-involved living with dignity, stability and purpose in the community.

How We Drive Change

Ending mass incarceration takes more than well-meaning programs. It takes a bold, unified strategy that fuses diversion, reentry, social enterprise and advocacy into one powerful engine for transformation. Our social enterprise model gives us the independence and agility to pursue deep, connected solutions – free from fragmented funding and outdated systems.

DIVERSION SERVICES

We keep people out of jail by offering community-based alternatives that center treatment, healing and accountability – not punishment.

ADVOCACY

We fight to dismantle systems that harm, push for policies that heal, and demand investments in real safety, equity and opportunity.

END MASS INCARCERATION

REENTRY SERVICES

We tackle the barriers people face after incarceration and build long-term stability through trusted relationships, access to resources and meaningful purpose – reducing recidivism and restoring opportunity.

SOCIAL ENTERPRISE

Our mission-driven businesses generate revenue that fuels impact and create real jobs for people shut out by incarceration, poverty and systemic racism.

Impact That Matters

We measure success by the outcomes that move the needle – not just for individuals but for entire communities and systems.



Fewer people caught in the justice system



Higher levels of well-being and self-sufficiency



Reduced risk factors linked to incarceration



Policies that address and reverse racial inequities

Greater job satisfaction and personal growth

Scaled-up community-led approaches to public safety



Stronger pathways to lasting careers