

LOOK

# AT WHAT THE LORD HAS DONE

Fiscal Year 2021 Annual Report



PRISON  
FELLOWSHIP

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The Lord has done this, and it is marvelous in our eyes.

—Psalm 118:23



# A WORD FROM OUR CEO

James J. Ackerman • Annual Report 2021

We've faced some remarkable times in the last year, and yet we know that nothing is a surprise to the Lord. Following His lead, Prison Fellowship® has been able to pivot in creative ways to reach the men and women we serve. We are emerging stronger than ever because of His goodness and your faithful support. Thank you for joining us in the journey!

I am honored to mark five years since coming on board as president and CEO. In that time, thanks to your prayers and support, Prison Fellowship has seen historic growth and expansion in ministry. We've finished a record fiscal year, and Prison Fellowship is poised for even greater work. Thanks to our dedicated ministry partners like you, contributions increased 41% to \$61.7 million. And for this, we praise God!

For the last five years Prison Fellowship also has become an increasingly virtual organization, with many staff members working remotely. As you may know, Alliance Defending Freedom (ADF) purchased our

headquarters in Lansdowne, Virginia. While the transfer is bittersweet, we are thrilled that ADF will operate on the same property that Chuck Colson, our founder, dedicated to the Lord.

We have welcomed new partnerships, maximized our existing programs, and developed new avenues of ministry. New Prison Fellowship Academy® sites are being planted across the country. Floodlight™ is providing hope-filled content digitally to prisons in 49 states. Over a hundred thousand of copies of the easy-to-read *Inside Journal Life Recovery Bible* are bringing God's Word into prisons. Through it all, we've had the highest operating revenue in our history, making the most of the opportunities entrusted us by the Lord.

When prisons were closed to outside volunteers and conventional in-person programs, hope still found a way in. We provided modified, "outside-in" Hope Events, setting up a stage outside the security fence while prisoners gathered, socially distant, to experience music

and a presentation of the Gospel. And Floodlight, our new online platform for free, high-quality video content, provides recorded Hope Events and other uplifting resources to prison TV systems and devices nationwide. In facilities that allowed them, Prison Fellowship Academy participants met virtually over Zoom, helping men and women continue to seek transformation in Christ-centered community.

Beyond the prison gates, Prison Fellowship Angel Tree™ once again provided a gift, the Gospel, and a personal message to hundreds of thousands of children on behalf of their incarcerated parents. We launched a virtual delivery platform for Angel Tree Christmas as an effective and optional way to serve families, and our partner churches and organizations got creative, too, with drive-thru Angel Tree parties and more!

It's an exciting time to be a part of what God is accomplishing in this journey to restore those impacted by incarceration, and I am honored to share that The NonProfit Times recognized Prison Fellowship as sixth in the Top 50 Best nonprofits to work for in the United States. This wouldn't be possible without you.

Looking to the year ahead, Prison Fellowship will continue to follow the Lord's leading in turning the

cycle of crime into a cycle of renewal. We believe in the journey ahead because we believe in restoration. And we believe in the transformative power of Jesus to set people free, no matter where they've been before.

As you peruse this annual report, I hope you can sense the anticipation for our next chapter. Together, let's press on toward the goal ahead of us with renewed vigor and gratefulness.



James J. Ackerman  
President and  
Chief Executive Officer



# KEEPING HOPE EVENTS ALIVE

More than **38,100** incarcerated men and women attended Hope Events this year.

When every day is identical to the one that came before it, hopelessness often is not far away. For incarcerated men and women, a Prison Fellowship Hope Event™ is a break from the repetitive loneliness of prison life. A chance to hear moving music and compelling speakers. A chance to consider a new way of life, built on the hope of the Gospel.

The pandemic forced the cancellation of hundreds of Hope Events as prisons shut down to visitors. But despite the complications COVID-19 presented, Prison Fellowship held 379 Hope Events in 35 states. Some of these were outside on prison yards. Others were held “outside the fence,” with speakers and musicians positioned just beyond the perimeter of the facility. And still other Hope Events were experienced virtually, thanks to live streaming and recorded events. We rejoice that more than 38,107 men and women experienced the love of Christ, and 2,449 responded to the Gospel.

Holy Week traditionally is the high point of the year for Hope Events. Despite lingering pandemic precautions still in effect, we were blessed to reach even more prisoners and facilities than our typical Easter week. We presented three in-person Hope Events, including one in Columbia, South Carolina, where Grammy-winning musical artist Lecrae performed his Christ-exalting rhymes. Another, at a women’s facility in Tennessee, featured Christian singer Kari Jobe.

In addition, we debuted Hope Event watch parties during Easter Week—100 in 18 states, reaching approximately 11,000 prisoners. To God’s glory, we held 29 watch parties in Spanish.

We believe that no life is beyond God’s reach. No matter what hurdles the future holds—and how we may need to innovate—we trust that God will continue to make a way as we carry the truth of His redeeming love to men and women behind bars.

## FY21 HOPE EVENTS

TRADITIONAL HOPE  
EVENTS

23

MODIFIED HOPE  
EVENTS

53

LIVE-STREAMED HOPE  
EVENTS

22

WATCH PARTIES

281

MORE THAN  
38,100

PRISONERS ATTENDED HOPE EVENTS THIS YEAR





“I loved the Hope Event. It was something I so needed today for such a time as this. I rededicated my life to Christ today. I’ve been struggling with a lot and after today, I felt the peace of God. Thanks a lot for the music and sharing the word of God.”

—LATOYA, Hope Event attendee, California

“Words cannot describe the joy you have given me. You changed my life.”

—JOSE, Hope Event attendee, Virginia, who gave his life to Christ at the event

## ACADEMY GRADUATE SHARES GOSPEL HOPE

One night, when he was 14 years old, Jeff Walker found himself surrounded by flashing red and blue lights. It was the first time the police caught him selling drugs. After his mother’s death, grief drove Jeff deeper into the arms of the streets, and by 18, he faced serious prison time.

While in jail awaiting trial, Jeff received a letter from the mother of his infant daughter. In it, she wrote, “Only God can save you now.”

When Jeff asked his Christian cellmates if it was true that God could save him, they shared the Gospel, but he didn’t fully understand it. Then, at a Bible study, Jeff learned about Jesus’ resurrection. As his tears began to flow, Jeff realized he needed to be saved from much more than a prison cell.

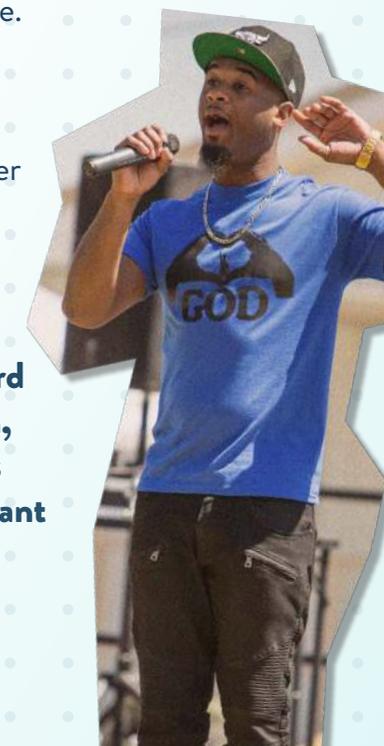
Jeff was baptized in prison. He attended Prison Fellowship Bible studies, and, as his release day

neared, he joined the Prison Fellowship Academy. The Academy community helped mold Jeff into the man he wanted to be—a man who loved and followed God—and a man who could bring a message of hope to others.

Since his release from prison in 2019, Jeff, a talented writer and performer of Gospel hip-hop, has become a regular performer at Prison Fellowship Hope Events. In 2021, Jeff returned to the old prison yard he had left behind for an Easter event with Grammy-winning artist Lecrae. Together, Lecrae and Jeff brought the hope of Christ to incarcerated men through music.

At every event, Jeff wants prisoners to encounter the living hope he once found in a jail cell.

**“I hope people are inspired to change—to give their lives to God,” he says. “I’m hoping that even the young guys, the hard cases—and there’s a lot of them in prison, trust me—I want them to see that there’s something behind that Jesus stuff. ... I want them to know there is hope.”**



# SHINING INSPIRATION & INSTRUCTION INTO 49 STATES

A Reflection on Prison Fellowship's Newest Platform – FLOODLIGHT

Though the pandemic continued to hinder in-prison programming, Prison Fellowship still sent God's love shining into the lives of men and women in prison through Floodlight.

Originally started last fiscal year as a divinely inspired detour around prison closings and visitation restrictions, Floodlight's free, downloadable content is shown directly on prison TV systems and tablets across the nation.

Thanks to your prayerful and generous support of Prison Fellowship, we are attracting stellar content partners such as ALPHA, Celebrate Recovery, Fourth Purpose, Purpose Driven Life, and Compass, to name a few, to provide educational and inspirational content with a potential reach of more than 550,000 men and women behind bars.

Floodlight helps prisoners on their journey to restoration stay hopeful and productive—to not just serve time, but to use the time in service of their transformation.

FACILITIES WITH  
FLOODLIGHT ACCESS

375

POTENTIAL VIEWER  
ACCESS

569,451

**“You were SO ahead of the curve making this resource available to us so early in the pandemic. I cannot express enough gratitude for your services.”**

– Corrections official, Menard Correctional Center, Chester, Illinois



We are bringing uplifting and educational video content to cells, day rooms, and hallways around the country.

# OFFERING CHAPLAINS A BIGGER & BETTER INSIDE JOURNAL—and More

Inside Journal, Prison Fellowship’s full-color quarterly newspaper for prisoners in men’s, women’s, and Spanish editions, reaches more than 850—and counting—correctional facilities of all sizes, security levels, and types (county, state, federal, military, addiction recovery, and more) in all 50 states and Mexico.

There are nearly 250,000 copies distributed each quarter, with well more than one million copies of the quarterly and specialty editions printed and distributed each year.

And starting this fiscal year, Inside Journal became SUPERSIZED, doubling its content from four pages to eight pages and adding new recurring features, such as a devotional tear-out and a recipe

corner with prisoner-submitted dishes made from commissary items.

The specialty editions of Inside Journal (such as those distributed at evangelical Hope Events and during “R&O,” reception and orientation onboarding of new prisoners) continued to expand, as well.

This fiscal year, Hope Events editions couldn’t fly off the printer fast enough, and we published a first-ever Spanish-language Hope Events edition.

The Chaplain Storehouse, our online home to free resources especially for in-prison chaplains, also continued to expand, offering special Bibles, devotionals, Gospel rapper Lecrae’s latest book, *I Am Restored*, and more.

Although the pandemic still led to the cancellation of many prison chapel services and Bible studies, thanks to the ongoing commitment of supporters like you, God used Prison Fellowship to distribute to men and women behind bars 126,450 copies of the large print *Inside Journal Life Recovery Bible*, which is available in English and Spanish!

INSIDE JOURNAL LIFE  
RECOVERY BIBLE

126,450

PATHLIGHT BIBLE

2,144

ADVENTURE BIBLE

11,333

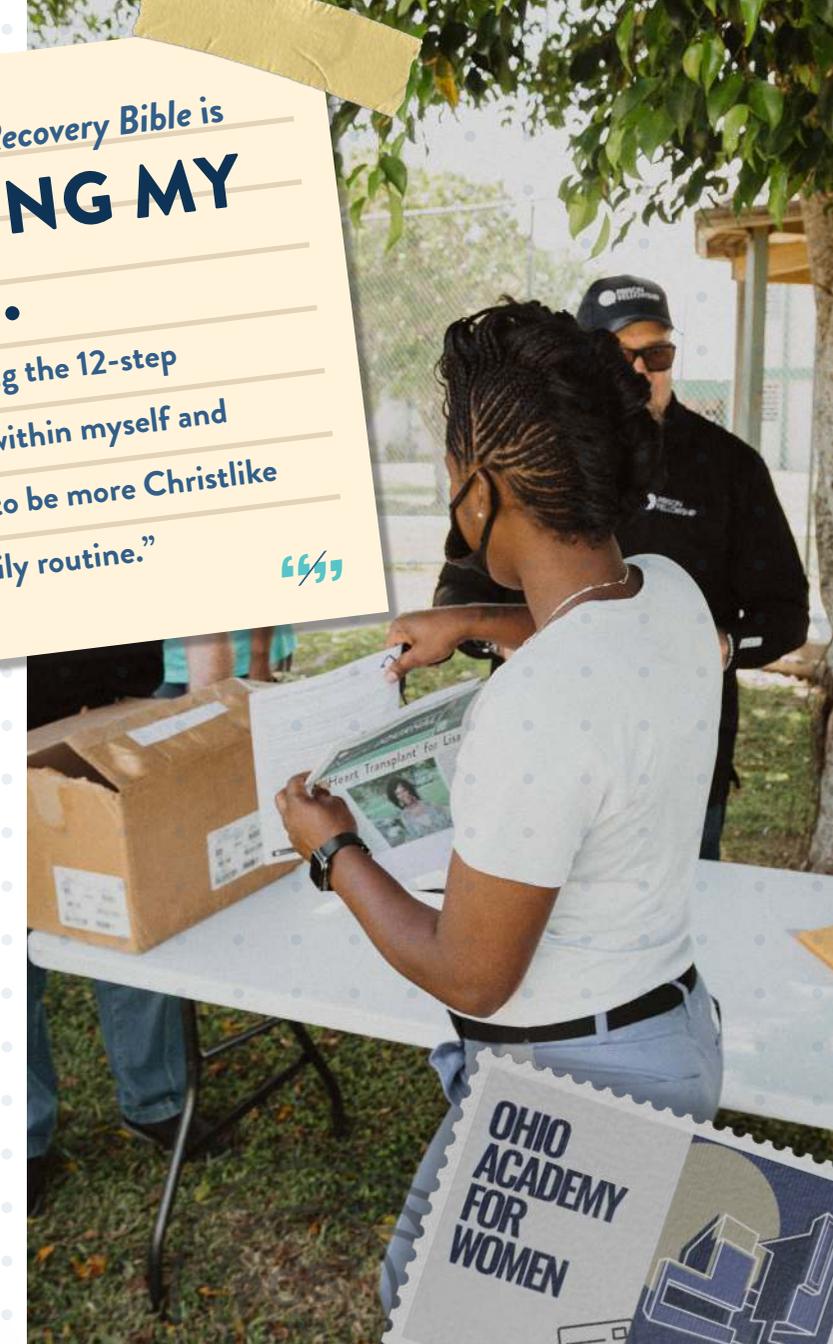
TOTAL

139,927

“This Life Recovery Bible is  
**SAVING MY  
LIFE.**

I’m working the 12-step  
program within myself and  
learning to be more Christlike  
in my daily routine.”

“”



# MODELING THE VALUES OF GOOD CITIZENSHIP

FY21 Participants: 2,299: 1,876 Men & 423 Women

Despite frequent openings—and closings—of prisons across the country for much of the fiscal year, Prison Fellowship Academy continued to build restorative communities based on biblical Values of Good Citizenship™: community, affirmation, productivity, responsibility, restoration, and integrity.

With the inspiration of the Holy Spirit, Academy staff, volunteers, and the men and women in prison they serve found new creative ways to advance and apply these Christian concepts of community and personal responsibility. Using livestreamed and prerecorded class sessions, they continued providing targeted curriculum, compassionate coaches, and restorative community to guide men and women behind bars in breaking the cycle of destructive thinking and behaviors that led to their incarceration.

Because of God’s grace and your steadfast support, for nearly a quarter of a century the Academy has worked to disrupt this insidious cycle. In its yearlong journey of transformation, the Academy addresses the crucial question facing thousands of individuals released each year and millions of others who will ultimately walk free: Is this returning citizen equipped to succeed before they exit prison?

Prison Fellowship prepares Academy graduates to take on the challenge of changing the culture within the prison walls and to take their places as productive and positive contributors to their communities inside and outside of prison.

Although some of the 119 Academy sites across 31 states reopened by fiscal year end, many were forced to rely on the newest innovations to deliver this vital in-prison instruction.

The inaugural Academy cohort at Lincoln Correctional Center (LCC) in Nebraska is a case in point. COVID-19 shut down everything: Classes were canceled. Volunteers who had been leading discussion groups could no longer enter the prison.

Academy managers, determined to continue somehow, consulted with the facility’s IT staff, and together they came up with a plan: They would use the online platform Zoom. This allowed the four volunteer class leaders to facilitate from their homes, and Academy participants, masked and distanced from one another, completed the curriculum. Then, on April 8, they graduated with Prison Fellowship staff on hand and Academy volunteers “attending” via Zoom.

In the end, COVID-19’s forced virtual experiences worked together for the good of the Academy, creating options that didn’t exist before. For instance, in the past, inclement weather would shut down classes. But now, Academy meetings can go on even when volunteers are unable to travel.

God’s faithfulness, expressed through devoted staff, volunteers, and partners like you during this most unusual season, inspires us all the more, come what may, to remember those in prison.

TOTAL COHORTS

128

TOTAL STATES

31

FY21 PARTICIPANTS

2,299

1876 MEN & 423 WOMEN

“You really feel that you accomplished something. Being able to know that you completed something really means a lot in here.”

— DANIEL, Academy graduate, Lincoln Correctional Center, Nebraska





## PRISCILLA DISCOVERED HER TRUE WORTH IN PRISON

The last time Priscilla came back to prison, she was in denial about what brought her there.

“I still didn’t understand why,” she explains. “It was still everybody else’s fault.”

But as time went on, Priscilla began to question what her pride and broken promises had cost her, her children, and her grandchildren. As she took inventory, she realized that no amount of money made by selling drugs could make up for the broken relationships in her life.

Priscilla decided she was ready to change. She stopped making excuses and enrolled in the Prison Fellowship Academy.

In the Academy’s supportive community, Priscilla learned new skills that would help her follow a different path. “Throughout my life, there were so many things

that I was lacking,” she says, “so there was a lot of tools that I needed to learn.”

Most beneficial, she says, has been learning how to set healthy boundaries. “I have a big heart,” she explains, “so I tend to want to try to help people and rescue people.” Once, that tendency led her into codependency. Now, she is finding ways to help others without compromising her own values.

Though they have seen her at her worst, the members of Priscilla’s family have noticed the genuine transformation in her life. “By the grace of God, I have a wonderful relationship with my kids and my grandkids. There’s time when they’re like, ‘Mom, we’re proud of you’ ... because they know that I’m doing something with myself. I’m not just sitting there.”

Recently, Priscilla faced a situation that tempted her to veer off-course. But thanks to what she learned in the Academy, she had the tools to weigh her choice wisely. She thought, *If I even take that one step back [in that direction], that can just take me back down to a road I’m not willing to take no more.*

Knowing she deserves better than the unfulfilling life she once had, she said no. She explains, “I understood my worth as a woman and understood just my worth, period.”

“See, I am the Lord,  
the God of all flesh;  
is anything too hard  
for me?”  
—JEREMIAH 32:27

# WOMEN'S MINISTRY ISN'T ONE SIZE FITS ALL

The Gospel is for everyone, but Prison Fellowship hasn't adopted a one-size-fits-all approach to ministry. Men and women have different needs. Although men outnumber women in the prison population, Prison Fellowship continues to ensure women are seen and loved. We assure them God has a purpose for their lives and that He can heal them from the brokenness beneath their bad choices. But without gender-specific resources, events, and targeted programs, our mothers, daughters, and sisters in prison would continue a destructive cycle exacerbated by feelings of shame, guilt, and hopelessness.

One such program developed especially for incarcerated women, Create: New Beginnings®, is a series of restorative, faith-based art workshops. We welcomed 64 women who attended two 10-week, in-prison sessions. Participants individually and collectively worked toward healing and personal growth in an atmosphere of community and creativity.

But we didn't stop there. We took the program beyond prison walls to Covenant Church in Naples, Florida. There, women learned about prison ministry and processed critical emotions, something from which all women—in prison and out—can benefit.

We also launched three new Prison Fellowship Academy cohorts at women's prisons—all during the COVID-19 pandemic. A new Academy opening at Julia Tutwiler Prison for Women in Alabama, where Prison Fellowship Angel Tree founder Mary Kay Beard was incarcerated, is home to one of the new cohorts.

And during a season of social distancing, we pivoted our offerings to include virtual Academy programs. Despite not graduating any women's cohorts during fiscal 2021, we still celebrated the resilience of staff, volunteers, and participants. Care packages were distributed to Academy attendees at Mabel Bassett Correctional Center in

Oklahoma, and we held staff appreciation events throughout the country.

Women-focused Hope Events were also a source of inspiration, restoration, and celebration. The number of our women's Hope Events nearly tripled as COVID-19 restrictions were relaxed and watch parties were introduced. Then, to help women stay spiritually uplifted, we distributed 149,900 copies of Inside Journal's women's edition. Additionally, the *Women's Devotional Bible* and *Inside Journal Life Recovery Bible* continued to be highly requested items.

Whether an incarcerated woman reads a passage from a Bible she requested, attends a Hope Event that ministers to her specific needs, or confronts past struggles and dark secrets in Create: New Beginnings workshops, she can be assured our ministry has her in mind.

**"I have never discussed my abuse much before, but I realize through this art that I have been in this dark place all these years. Doing this art project has helped me to see that I can be in a better place, a brighter place, and that's what I want to work towards."** – Create: New Beginnings participant, Minnesota

**"This is the first time in my entire life I have ever done art. I have never even colored with crayons."** – Create: New Beginnings participant, California



ACADEMY SITES  
FOR WOMEN:

30

CREATE: NEW  
BEGINNINGS  
PARTICIPANTS:

64

# SERVING FAMILIES ALL YEAR LONG:

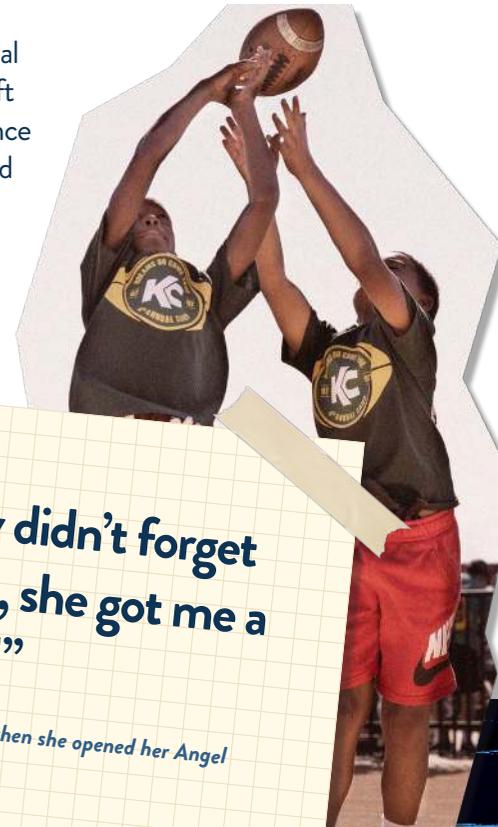
Prison Fellowship has been caring for children with a parent in prison since 1982. The 1.5 million children with a parent in prison in our country face unique challenges but have God-given potential to thrive—especially when offered year-round support, encouragement, and hope. In this spirit, we have made an important shift this year to affirming Prison Fellowship Angel Tree as a multi-faceted, year-round program.

Angel Tree® Christmas, our original and best-known component, creates a pathway to reconciliation between incarcerated parents and their families. This year, despite challenges related to COVID-19 and thanks to thousands of partner churches and other organizations, more than 200,000 children received a gift, the Gospel message, and a personal message of love on behalf of moms and dads in more than a thousand U.S. correctional facilities. COVID-19 presented unique roadblocks and—by God’s grace and your support—led the ministry to unprecedented innovation. Rather than host traditional

Christmas parties to distribute gifts, some churches held drive-thru parties or smaller, socially distanced gatherings.

In addition, Prison Fellowship Angel Tree rolled out a virtual delivery option, accepting donations online and mailing gift cards to families who couldn’t be served in person. And once again, we saw bonds strengthened between parents behind bars and the families who miss them.

But because the need for caring connection doesn’t end after Christmas, Prison Fellowship Angel Tree also provides ongoing support to families—primarily through the manifestation of Christ’s body here on earth, the Church. Enfolded by local congregations they met through Angel Tree Christmas, families impacted by incarceration are drawing



“Mommy didn’t forget us! Look, she got me a gift card!”

—EMMA, AGE 10, when she opened her Angel Tree envelope

strength and encouragement from support groups, children’s and youth ministries, and the friendship of brothers and sisters in Christ.

“Angel Tree has helped remind me that I’m not alone and that I have a support system standing behind me,” said Amber Frost, who attends a church-based group for caregivers of children with an incarcerated parent.

Angel Tree also supports families by providing scholarships for kids to attend Christian camps where they receive encouragement, learn new skills, and hear the Gospel.

Though COVID-19 closed most in-person overnight camps last summer, Prison Fellowship staff mailed out care packages containing a grocery store gift card, a sports ball, a Gospel presentation, and a Bible—just to remind Angel Tree camping families that they were not forgotten. This summer, many overnight camps were back in full swing, and more than 3,300 kids in 47 states experienced the love of God in the great outdoors.

“The camp has surely made a good impact on my life,” beams 15-year-old Savannah, who was baptized at Angel Tree camp and credits it with helping her deal with the trauma of her parents’ addictions and frequent incarcerations. “I’ve learned more about love.”

Angel Tree sports camps are one- and two-day events where kids who might not otherwise have a chance to attend a day camp get to learn from seasoned college players and former professional athletes, as well as hear about God’s life-changing love. In June, 100 Angel Tree kids had the chance to hone their football skills with members of the Dallas Cowboys and special teams coach John Fassel. Each child went home with a free pair of sneakers, a Bible, and memories of encouragement and fun.



## A CAMPER FINDS THE POWER IN HIS STORY

DelTon Alexander always felt like a “bad kid.” He missed his incarcerated dad, and his anguish came out in all the wrong ways. He got into fights and was suspended from school. His grandma took him to church, but DelTon wasn’t interested.

All that changed when he started going to an Angel Tree camp with help from Prison Fellowship donors. At camp, DelTon let go of anger. He loved playing games, going swimming, and feeling accepted unconditionally. “At camp, you’re able to be yourself, and all the counselors will continue to love you for who you are,” he explains.

He remembers long summer days of joyful singing, engaging talks about the Bible, and counselors whose passion for God inspired him. Camp became a yearly tradition for DelTon. Sometimes his faith would waver over the school year, but at camp, he could find fresh stores of

encouragement. DelTon remembers a camp song that had a profound impact on him as a teenager. The lyrics were about taking off the chains that Satan puts on us and being free in Christ. DelTon had been struggling with anger that he didn’t have a dad around and jealousy of other kids who did.

“I felt like I took that weight off my shoulders,” he says. “Once you look towards Christ for all you do have, you’re able just to breathe and take it all off.”

After that, DelTon started reading the Bible more consistently. He kept in touch with camp counselors all year to stay strong in his faith. In high school, he became a camp counselor, pouring into the lives of younger campers. For the first time, he saw himself as a leader.

DelTon recently finished his freshman year of college. He is studying elementary education so that he can keep improving the lives of children. “[I want to make] their life better through my life,” DelTon says. “I have a story, and every kid has a story. I want to find those kids with those stories and those struggles, and just be there for them.”



See, I am  
doing a new  
thing! Now it  
springs up; do  
you not  
perceive it?  
—ISAIAH 43:19

# STAYING ON THE WALL:

## A Year of **Uninterrupted** Advocacy

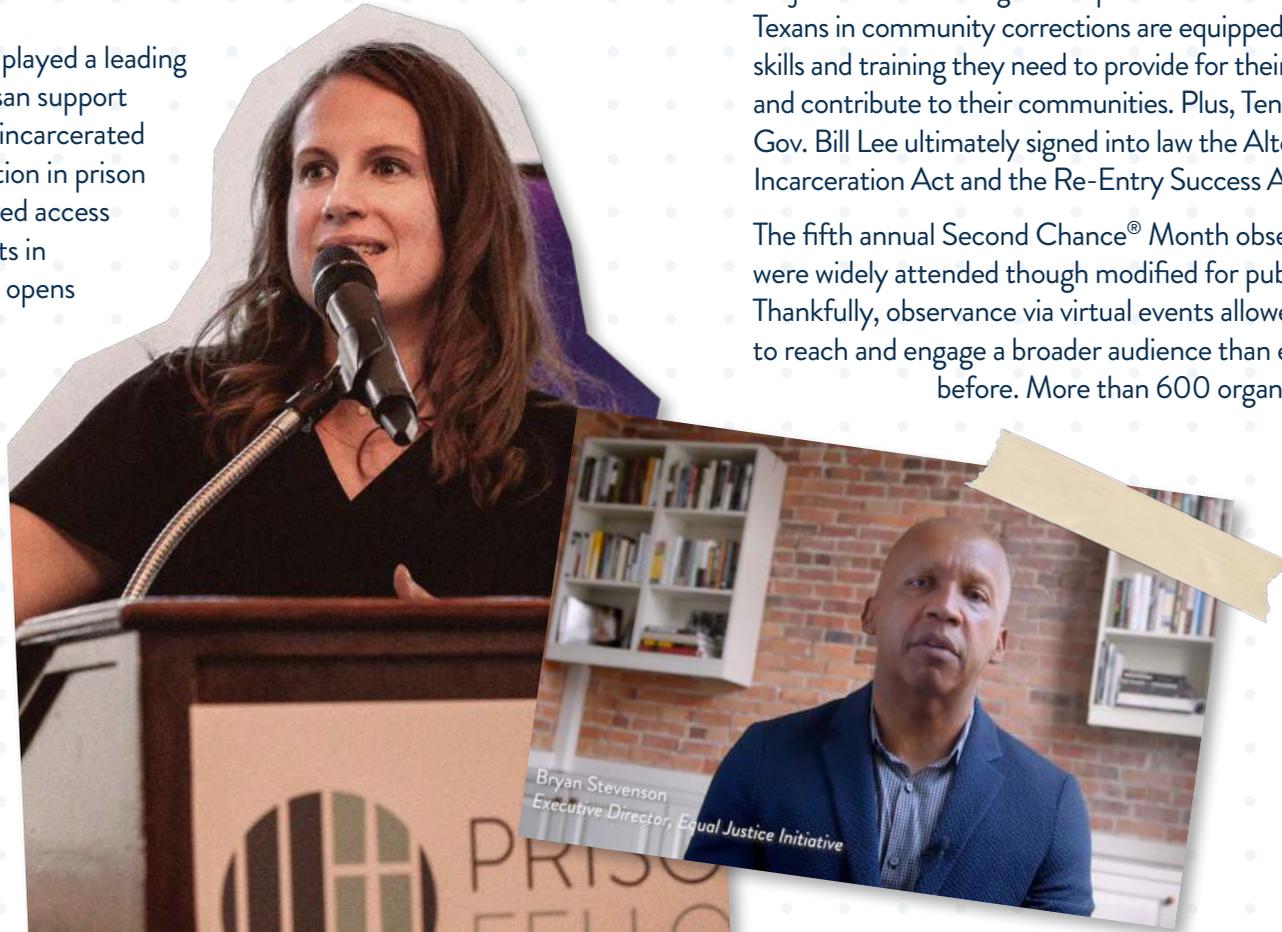
In a year packed with political transition and volatility, Prison Fellowship's advocacy team kept the interests of incarcerated men and women atop the agenda of cultural concerns.

With more than 40 years of experience helping to restore men and women behind bars, Prison Fellowship is the leading faith-based voice shaping the public debate on justice. We mobilize Christians and equip policymakers to advocate for criminal justice reforms on the federal and state levels, advancing proportional punishment, constructive corrections culture, and second chances.

From COVID-19 relief for prisoners to higher education behind bars, a virtual army of justice advocates stayed on the frontline, despite the challenges and uncertainties of the pandemic as well as the changes that came with a new president and new administration. Because of these efforts, several criminal justice reform bills have either passed or have moved forward in states across the nation.

At the federal level, Prison Fellowship played a leading role in building unprecedented bipartisan support to reverse a policy that has prevented incarcerated students from accessing higher education in prison for a quarter century. Congress restored access to Pell Grants for incarcerated students in December 2020. This historic reform opens a window of hope for federal and state prisoners that will pay back dividends in the form of safer communities for decades to come.

Together we celebrated many victories on the state level. To name a few: In Virginia, legislation passed the General Assembly as a first step to restore voting rights to Virginians who have paid their debt to society. Oklahoma lawmakers voted YES on



House Bill 1795, limiting suspension of a driver's license to infractions that endanger others and providing flexibility to Oklahomans who are working in good faith to pay off their court fines or fees. In Texas—where justice advocates sent more than 1,200 letters to lawmakers to advocate for justice reform—legislation passed to make sure more Texans in community corrections are equipped with the skills and training they need to provide for their families and contribute to their communities. Plus, Tennessee Gov. Bill Lee ultimately signed into law the Alternatives to Incarceration Act and the Re-Entry Success Act.

The fifth annual Second Chance<sup>®</sup> Month observances were widely attended though modified for public safety. Thankfully, observance via virtual events allowed us to reach and engage a broader audience than ever before. More than 600 organizations,

congregations, and businesses joined Prison Fellowship as official Second Chance Month partners. This diverse spectrum of partners worked together to create brighter futures for the approximately 70 million Americans with a criminal record.

Continuing to lead this nationwide campaign to unlock second chances for the tens of millions of Americans with a criminal record who have paid their debt to society, we were blessed to host acclaimed public interest lawyer and New York Times bestselling author of *Just Mercy*, Bryan Stevenson, who served as keynote speaker at the 2021 Second Chance Month Gala.

“These reforms transform those responsible for crime, while at the same time validate victims and encourage communities to play a role in creating a safe, redemptive, and just society,” says Heather Rice-Minus, senior vice president, advocacy and church mobilization. Through it all, our commitment to justice that restores didn't falter; and we have you to thank for your unwavering support.

**MORE THAN**  
**13,600**  
**PRISON FELLOWSHIP ADVOCATES CONTACTED**  
**LAWMAKERS IN ALL 50 STATES IN FY2021**

# WARDEN EXCHANGE

An Immersive, Engaging, Transformational Leadership Program

Warden Exchange®, Prison Fellowship’s immersive, highly engaging, transformational leadership program, equips corrections officials to reimagine and build safer communities inside and outside of prison.

We believe prisons can be transformed into places where people can learn and practice good citizenship. As leaders, wardens are unique in their ability to shape the culture of their prisons. Since 2014, Warden Exchange, the nation’s premier correctional leadership development program, strives to shift the paradigm around prisons from a “lock and feed” mentality to a truly rehabilitative environment.

This year Warden Exchange logged many milestones, including five cohorts during the year, which is our largest annual total to date. For the first time in its history, the program hosted participants from the middle management ranks of corrections, professionals who report to wardens and deputy wardens. And, FY21 brought Warden Exchange’s

largest total number of participants, largest number of international participants (correctional officials from the United Kingdom), largest number of private prison participants—and lowest attrition rate ever, all in the midst of a pandemic. We couldn’t be more grateful for God’s blessings and your prayerful support.

Finally, in March 2021 Prison Fellowship welcomed our new Warden Exchange National Director Chris Hendry, who takes the helm as the program’s long-time leader, Sam Dye, retires.

RESIDENCY PARTICIPANTS

18

ONLINE PARTICIPANTS

96

**“It gives you inspiration to keep challenging yourself to make a difference.”**

**– Warden Exchange residency participant**



# WORKING TOGETHER FOR A WORLD OF GOOD

We believe partnerships possess enormous potential to bring like-minded organizations together to create the change necessary to transform the criminal justice system. To that end, we've embarked on developing a public-private partnership roadmap for a state-by-state restorative approach to incarceration that creates safer communities.

We're mobilizing to bring corporations, churches, state governments, other nonprofits and organizations, and departments of corrections

together to help rebuild families, empower kids, and prepare men and women to return to society.

## WE'RE PROUD TO HAVE CONTINUED OUR PARTNERSHIPS:



Celebrate Recovery  
A CHRISTIAN-CENTERED RECOVERY PROGRAM

continues its restorative in-prison work within Prison Fellowship Academy, and its groups outside the walls are serving prisoners' children through Angel Tree Christmas.

### HOBBY LOBBY

a faithful and committed donor, provided a \$1.5 million grant to help us serve the men and women of Oklahoma through the Academy, Hope Events, Warden Exchange, Create: New Beginnings, Angel Tree, and advocacy initiatives.



70 MILLION JOBS

a key collaborator in helping men and women find employment after leaving prison, is among a growing number of reentry partners who come alongside our Academy graduates to help them successfully transition back into our communities.



The Salvation Army's Western Region Addiction Recovery Centers are receiving Academy graduates upon their release, and several other locations are providing housing for women reentering our communities in Pasadena and Denver and hosting Create: New Beginnings for the women in their care.



Save money. Live better.

generously provided \$450,000 in seed funding to help us launch our Opportunity Kids collaborative, a collaboration of like-minded individuals and organizations with the goal serving children aged 18 and under who, through no fault of their own, may struggle to flourish.

### JUSTICE ACTION NETWORK

served alongside Prison Fellowship as our Champion sponsor for this year's Second Chance Month.



invested \$660,000 to double the impact of our Warden Exchange program through expanded online programming from 50 to more than 100 participating wardens.

**“WHEN PEOPLE COME TOGETHER TO UNITE ON AN ISSUE, IT’S INCREDIBLE WHAT CAN BE DONE COLLECTIVELY BECAUSE WE CAN DO THINGS COLLECTIVELY THAT NONE OF US CAN DO INDEPENDENTLY.”**  
*– Steve Green, Hobby Lobby CEO*

# FINANCIALS

**OUR MISSION:** Restore those affected by crime and incarceration.

## OUR BOARD

**CHAIRMAN OF THE BOARD**  
**CARL F. DILL, JR.**  
 Managing Director, TriCour Partners  
 Naples, FL

**VICE CHAIRMAN**  
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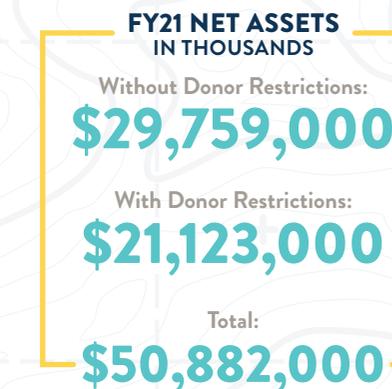
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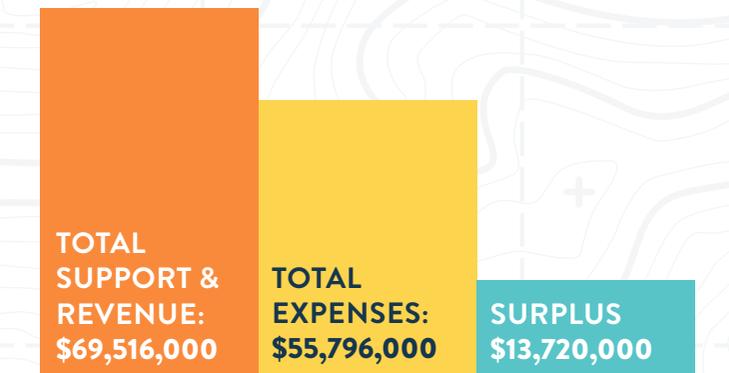
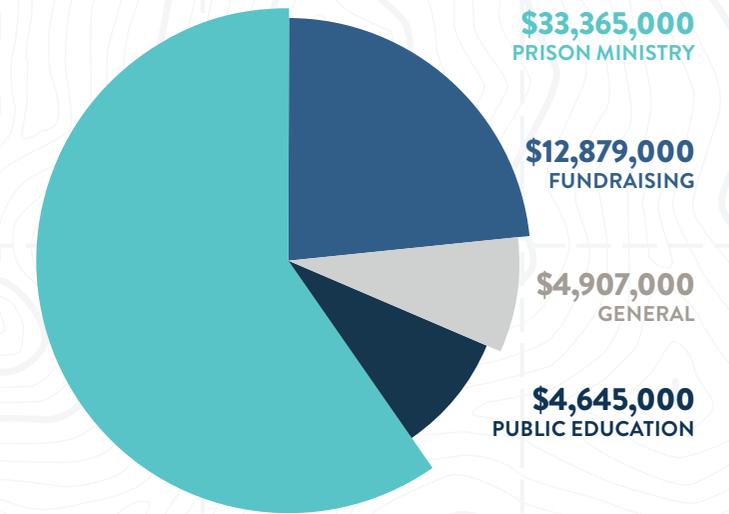
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**THOMAS J. USHER**  
 Former CEO, U.S. Steel  
 Pittsburgh, PA

## TOTAL SUPPORT & REVENUE



## TOTAL EXPENSE BREAKDOWN



To see complete audited financials, go to [prisonfellowship.org/resources/financials](https://prisonfellowship.org/resources/financials). Prison Fellowship ended FY2021 with a \$7.8MM operating surplus.  
 \*Gain on sale of assets represents \$17.5MM sale of the Lansdowne building net of the book value.

Fiscal Year 2021 Annual Report



PRISON  
FELLOWSHIP