

12 Appendix 3: Sample Business Plan [8 November 2020]

Positive-Cooperative Justice & The Center

Location of Community Positive-Cooperative Justice and Wellness

101 Any St. Your-town, USA

Website URL:

Email address:

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Note from the Author

Please feel free to use this plan as a starting point to develop a plan for your community. The ideas here are not to be used to develop any private for-profit institutions.

I. Executive Summary

The Center will be a first of its kind proof of concept for a new understanding of justice, one which seeks only to improve situation which have gone bad. This concept of Positive-Cooperative Justice (PCJ) will be designed to bring healing first to the most aggrieved communities by nurturing what is good in all of us and what can be done better.

We will provide a wide array of services to people of all stripes with particular attention to reducing violence of all kinds and levels, and to helping those who have been harmed to overcome and thrive. Our doors will be open for anyone from the community who needs any kind of help getting their lives pointed in the right direction and developing the skills needed to live in peace among others. We will also welcome non-community members who are able to pay the expenses of treatment or contribute beyond that level, and work with other communities to develop their own centers.

The Center will position itself through positive means, working with all community stakeholders to replace all elements of the current punitive justice model. We will actually work *with* our competitors in this area to the greatest possible extent to ensure that this transition benefits all concerned. PCJ is a justice which leaves no one out in the cold.

The Center's first efforts will be split between ending homelessness in the community and diverting the maximum number of community members caught up in the criminal justice system at all levels into our care. We will aim to obtain the permission of the courts to utilize our own civil conflict resolution and mediation system, based on concepts of fairness and restoration, while using scientific understanding to guide our decisions. Our nonviolent community outreach and conflict disruption teams will aim to replace combat-oriented policing.

At the same time, we will welcome all problems, whether they be personal or interpersonal in nature. Anyone in need of help with their direction in life, or who

is afraid that they are on the verge of causing harms can come in to stay for as long as they feel the need. Any set of individuals or groups seeking to resolve a conflict will be able to utilize our mediation services.

Any person who has been compelled to reside at the Center due to harms already done, will be given a nurturing environment in which to develop positive change, and will be transitioned out of restrictions and supervisions as their behaviors and measurable changes prove them capable. As a major component of moving into these kinds of personal transformation, we recognize that it is crucial that people take ownership of the harms they have done. To this end, we will work with individuals not just to make restitution to those they have harmed, but to make so doing a process with meaning.

The Center will use only what can be shown likely to work through rigorous scientific study, and will keep only what is demonstrated to be of sufficient value. We will use everything that is proven to have a significant positive effect. Above all, we will do our best not create harm, and hold ourselves to the same standards in this as those we treat.

Our initial efforts toward the above ends will be to build grassroots movements in potential host communities with the aims of raising funds, support and awareness. Once these elements are in place we will seek partnerships with research universities and any organizations, including businesses with compatible aims and resources to contribute toward building the Center and making it work.

The Center will be owned by no one and by everyone in the community it serves, and who contributes their time and energy to its mission. We will serve and exist only for the benefit of the greater good. The Center will also act as a place for community and cooperative gatherings of people and resources. We will provide community and cooperative business development and space. We will aim not to cost the community, but generate profits to fund further community development, and sustainability.

II. Company Description

Business Name	The Center – Location of Community Positive-Cooperative Justice and Wellness
Company Mission Statement	Our mission is to build a safe, happy, and stable community of the people from whom it is defined.
Company Philosophy/ Values	<p>Our core values are community and inclusion. Our belief is that the greatest happiness lies in feelings of belonging and mutuality, and that when people are able to see the value in these kinds of feelings <u>with all</u>, impulses to do harm, naturally diminish.</p> <p>We define community along economic and geographical lines, not ethnic and cultural divisions.</p>
Company Vision	We dare to imagine a world which does not rely on the use of harms to answer harms done, a world where one lost eye, tooth or life is seen for the tragedy it is. A world which works to move always forward toward mutually beneficial solutions, forever reducing the harms people do to each other through anger or indifference.
Goals & Milestones	<p>1. To build a semi-residential community justice, wellness, and training and service center which ultimately eliminates the needs for punitive institutions, remotely located treatment centers, and the need to abandon one's home to find economic security.</p> <p>2. To create a non-violent security force comprised of community members which replaces the need for combative or invasive policing tactics.</p> <p>3. To use empirical observations to refine these services into the most effective solutions to interpersonal and community dysfunction, toward effecting the replacement of all punitive and destructive mechanism for such needs</p>
Target Market	Initially, one or more aggrieved and fractured communities for initial proof of concept, data collection and fine tuning of model. Ultimately to assist all communities which struggle with interpersonal violence and dysfunction toward the adoption of this or compatible models while preserving autonomy.
Industry/ Competitors	<p>1. Police agencies, Criminal Courts, Prisons and Jails.</p> <p>2. Vendors of security hardware, goods and services which capitalize on the existence of the above.</p> <p>3. For-profit mental health, drug-treatment, educational and vocational training centers.</p>

Legal Structure/ Ownership	<p>We will employ a mixed model, employing aspects of Cooperative Societies and Community Ownership, with short-term investment opportunities for entrepreneurs pending transition to full community ownership. Community members, as defined geographically by place of residence will be automatically granted a certain number of shares. Co-op members will have share types which confer certain additional benefits and decision input rights above and beyond non-invested community shareholders. Outside, non-resident investors, will be allotted shares which confer certain limited voting rights and which may be set to be sold back to the community upon reaching a certain date or set of conditions. Shares will not be traded on the open market. There will also be both charitable and profit based service sub-models designed to generate revenue for operations and ultimately financial benefit to stakeholders. This will be accomplished by registering many of the various functional units as separate businesses owned by the center or other community based cooperative utilizing the legal structure best suited to each and then aligning all parts through partnerships as necessary.</p> <p>We will also seek to create strategic partnerships with locally owned businesses of all types and businesses which provide the kinds of equipment and services necessary to the functions of the Center and its satellite operations.</p>
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III. Product & Service Description

Business Name	The Center – Location of Community Positive-Cooperative Justice and Wellness
Product/ Service Idea	<p>The center will provide a graduated set of secure and supervised environments for residential and non-residential evaluation, treatment and management, of destructive behavioral issues of all varieties, mental health and wellness services, physical wellness and medical needs for residents and first aid for all, community service and involvement, training in life skills, social skills, and job skills.</p> <p>Our Focus will be on the residents of our parent community. The border of the community will be delineated by existing convention, typically as some well-defined, municipally named section of a city, with a center or downtown are in common, in other cases a town, in rural areas a group of towns or county which have some kind of recognized central area which the average resident might frequent.</p> <p>For treatment of destructive behaviors including addictions and violence, we will offer the best proven array of state-of-the-art treatment technologies and evaluation methods for cognitive states and tracking of neurological and other biological factors which may underlie areas of both destructive and positive behavioral adaptation. Our treatment plans will include taking baseline measurements of brain function or impairment and ongoing monitoring of areas of behavior related brain changes (neuroplasticity).</p>

Special Benefits	<ul style="list-style-type: none"> • Will reduce crime and other harms by allowing for non-threatening means of access to services aimed at addressing psychological and behavioral problems which have the potential to lead to harm. • Will provide safe and healthy environment to those who must be kept under supervision, which also allows regular interaction with family, friends, and community. • Will contribute to community autonomy and intercommunity relations by ceding control of issues which impact a community directly to that community. • Will confer direct economic and quality of life benefits to those who have been harmed and their communities.
Unique Features	<ul style="list-style-type: none"> • Treatment and supervisory services will be on an as-need basis, and will incorporate both residential and non-residential solutions. At the Center, we will accept both walk-in self-referred individuals and those compelled by legal action or agreement. Self-referred persons will be allowed to quit residency and supervision at any time. • Security features will be setup on a graduated and flexible basis within the facility. These features will be as dynamic and unobtrusive as possible without sacrificing practical concerns. They will avoid creating an atmosphere of oppression or humiliation. All spaces will be as inviting and as possible and will provide access to creative materials and positive leisure activities. • All supervision and restrictions will be on an as-needed basis. Individuals will be given clear guidance toward whatever is required of them to demonstrate in order to lift any given restriction or element of supervision. At all times, the staff of the Center will seek to cultivate autonomy and self-discipline among its residents and other service participants. The environment of the Center will also be carefully designed and maintained to support the end goal of positive adaptation toward cooperation and functional autonomy among those who spend time within it. We will always be seeking ways to improve every aspect of what we are and what we do.
Limits and Liabilities	<p>In assuming custodial responsibilities for people with destructive tendencies or habits, we will be taking on a great deal of risk. We will be faced with challenges on an ongoing basis, and, however well problems are managed, there are certain to be issues wherein harms do occur under our watch. Harm prevention and reduction mechanisms and tactics will need to be well considered and designed, and will also need to be under perpetual evaluation for best practices.</p> <p>These things said, all appropriate forms of licensing, insurance, and insulation against undue blame for things beyond the control of the Center and its personnel will be sought and maintained. Nonetheless, it will be held as the highest priority that the Center and all associated entities be held to the same standards of behavior we seek to foster in the people we treat and supervise. The Center will do everything we can to prevent or limit harms, so long as such things are compatible with the higher priority of fostering community and self-discipline among those under our care.</p>
Production and Delivery	<p>The Center will seek not only to provide services on-location, but will also rely heavily on the utilization of community outreach workers, service vehicles and volunteers. Prior to the build-out of the Center itself, volunteers should begin assembling its outreach branches, including, especially, field workers comprised primarily of people from the community. There should also be regular community events including project awareness building, training sessions for volunteers and fundraisers.</p>

Suppliers	<p>The Center will require a large assortment of material items, including security hardware, furniture, computers, classroom components, educational materials, art and music supplies and equipment, food preparation and dining equipment and supplies, medical equipment and means for prescription drug distribution, technological aids for biofeedback and measuring neurological states and developmental changes. In short, as a comprehensive community within a community, advanced treatment center, and educational facility, it will need some variety of all the things one might expect to in each of these.</p> <p>The Center will aim to support local businesses that are in line with the philosophical goals of the center, namely community safety and happiness. When local suppliers are not available, we will prefer to partner with companies who share compatible goals and outlooks, especially those which are community or cooperatively owned. We will also seek to develop transparent partnerships with technology providers whose products are compatible with the concepts of PCJ, taking extra care to ensure that profitable applications of such technologies never come to override or compete with the core mission of reducing harms in the community.</p> <p>There may also be cases in which certain aspects of the operations of the Center, or the services it provides would be better handled by some third party service provider. In such cases, the Center will prefer local and philosophically aligned entities as described above.</p>
Intellectual Property Special Permits	<p>The Center will be a unique kind of facility. In as such, it will need to find a way to navigate whatever local laws and rules apply. Such a location will need to be permitted to house people with felony convictions of all kinds, but will need also to be able to accommodate segments of the population which are vulnerable. In some cases, there are laws, or court protection orders which are designed to keep such populations geographically segregated.</p> <p>The Center will need to have considerations built-in which satisfy legislative, judicial and public concerns sufficient to obtain special exemptions from any obstacles to the idea of a single comprehensive location of this sort. It is crucial that we find ways to ensure that common spaces within the facility are accessible to all but those who are considered too volatile to access these spaces. Similarly, it is crucial that there be places people of various vulnerable classes can access separately from the general public or other residents specifically or as classified by risk factors.</p>

Product/ Service Description	<p>The Center will offer a safe and healthy environment to provide residential and non-residential services in a wide variety of areas to address community needs for physical, emotional, educational and economic well-being.</p> <p>The initial offerings will be aimed at <u>eliminating</u> homelessness in the area and providing walk-in services for community residents in need of healthy and effective ways to manage their psychological, physical, emotional, and material needs. The next step will involve redirecting those who have been placed in the custody of the criminal justice system to resolve issues of harm or addiction into the Center's in-house mediation processes, and in conjunction with this, housing those who are deemed to be in need of supervision through objective testing procedures and behavioral observation. The Center will also take in those otherwise ordered committed to punitive institutions via the criminal system. Finally, the Center will seek to bring in all people currently committed to punitive institutions who originally resided in the community or who have substantial ties to the community.</p> <p>All residential and non-residential services will be provided on a sliding scale for community members who can afford to pay. Those who elect to live onsite will be encouraged and helped to obtain employment in the Center, in the local market, or at on-site sub-businesses of the Center. Those who are ordered to live onsite via legal mechanisms will be offered opportunities to work in any positions available for which they qualify, at competitive wages within the facility, and reasonable rates will be charged for the services and facilities they use. For those who reside outside the community, services will often be available at rates competitive with or better than similar offerings in the geographical area.</p> <p>The Center will also offer an assortment sub-businesses providing consumer goods and services to the local market, as determined to be in need and useful to the community. These may include things such as farming or production of healthy foodstuffs, plant nursery operations, clean energy production and equipment installation, professional home and office services, repair services, artwork, music production, and so forth. These too will be provide at rates affordable to local residents, or in some cases, free of charge, and sold at competitive prices to those outside of the immediate area, or online as applicable.</p>
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IV. Marketing Plan

Market research

There are several markets that a Community Positive-Cooperative Justice and Well ness center will enter simultaneously through the nature of its offerings. These are as follows:

- Criminal justice, including:
 - Punitive institutions (including: jails, prisons)
 - Law enforcement (including: parole, probation and in-community registration and monitoring programs)
 - Courts
- Addiction treatment
- Mental health
- Shelter/Housing Service for the Homeless

The location itself will also seek to include various sub-businesses designed to generate additional financial support for the facility, and its services, and provide meaningful work and economic benefit to community members. These sub-businesses may be wide and varied but will seek always to fulfill the following qualities:

- High level of quality and service
- Not engaging in destructive competition with locally owned or otherwise generally beneficial businesses

- Inclusion or partnership with existing locally owned, cooperatively owned, or community owned businesses, with fair practices and non-harmful business models

Market research for each of these should be done on a case-by-case basis. Members of the community should be encouraged to contribute ideas, and supported in their efforts to bring new business models into the orbit of the Center or improve upon existing models. The Center should house a business leadership and development branch operating in conjunction with existing small business development resources such as the Small Business Association (SBA) and SCORE. Spaces for some community determined number and size of businesses should be incorporated into the layout of the Center. Generally speaking they should be sufficient to house some kind of facility for growing of fruits and vegetables, selling these, showcasing and selling community member and donated artwork, housing a "maker" workshop both to train and support existing inventors and entrepreneurs in product design and development of all varieties including electronics, robotics, and more traditionally oriented hand-made items, as well as facilities for generation of on-site clean energy as well as providing equipment installation and maintenance services for the Community and outlying areas. There most likely could also be one or more types of restaurants or cafes, and repair and service shops of various types, as well as things such as professional services and perhaps a credit union. The Center should aim to house everything the community needs and is currently lacking. It should aim to boost the local economy, and more broadly improve the business environment. The specific ways in which this might be accomplished are beyond the scope of this business plan, and it is important to stress here as well, that the individual

business offerings in this area should most likely be incorporated as individual entities who are owned by the Center or affiliated entities, but not part of the business that is the Center itself. This will be important in ensuring that no business interest should come to affect the operations of the Center or that no individual business substructure might come to adversely affect the operations of the Center.

In terms of the primary functions of the Center, as noted above in the first bulleted list, there are various market related considerations which need to be looked at. The overarching goal of the Center will be to challenge the utility of punitive intuitions and ultimately supersede them. This will involve various considerations and take a sustained and concerted effort on the part of a large number of people and communities. Nonetheless, there are various ways in which the model of the Center can be successfully competitive within the above listed markets, many of which can contribute to the overall likelihood of a timely and sustainable realization of the essential goals.

The market for so-called correctional facilities and law enforcement mechanisms including police, other private and government security forces and courts is—unfortunately—one which is growing in this country, in spite of the fact that most of the problems these institutions are setup to address-with the exception of drug addiction related offenses-are in decline. This being the case, the market for some alternative form of the management of anti-social or otherwise destructive human behaviors beyond prisons is a clear possibility. Currently, the United States houses by far, the world's largest number of prisoners, both in terms of actual numbers and proportions of population. And, in spite of also having the largest

jail and prison capacities and various pushes to reduce inmate populations, most of these facilities are at or above the number of people they were designed to hold. In short, they are overcrowded, and we are running out of places to put people, and this is leading to construction of even more facilities in many areas.

It has been shown that significant numbers of the prisoners in a given state often come from some small number of particularly impoverished neighborhoods in those state's major cities. For example, in New York State, it has been shown that the majority of all state prison inmates come from only a handful of the poorest neighborhoods in New York City. It has also been shown that people returning to the community at large from prisons tend to wind up living in these same neighborhoods whether or not they originally came from them due both to economic and social barriers toward moving to other places. Among other factors, this contributes to further driving up crime rates in such places.

If some significant number of people who would otherwise be stuck cycling in and out of the criminal justice system were instead diverted into a place such as the proposed Community Positive-Cooperative Justice and Wellness Center, it could quickly establish a place in this market. The "customers" at this level in effect would be the same "customers" which the criminal justice system houses. This is obviously a fairly sizable population, 2,211,200, in 2013. The problem with this market segment is that they typically pass the costs of their patronage of the existing systems off to the taxpayer, making the taxpayer the other major customer-base at this level.

The people housed in punitive institutions obviously don't get much of a say in the level of service they subscribe to from the criminal justice system, rather they are compelled to take what is offered. Taxpayers on the other hand, the people who foot the bill, could, if given a clear picture of how their money is being spent and how it might be better spent might choose to spend their differently.

However, there seem to be barriers here which prevent nationwide or even statewide interest in considering the practical questions much less acting on them. It does not seem to be, according to survey data, that taxpayers in general believe that punitive institutions work very well, or that other less costly things might not work better. So the question is: is there some segment of the population that could self-select out of subscription to the punitive justice model and into the Community PCJ model? If so, then that would be the initial market for the services offered at this level.

Since the implications of the above considerations are that an impoverished neighborhood has more "skin in the game" and therefore more incentive to sign on to something along the lines of the Center, we are left with a bit of a conundrum; those who most need this probably lack the funds to pay for it, and those who have the means may *perceive* themselves to have the least vested interest in helping people labeled as criminals get rehabilitated. This latter group, which may even be the majority of a given state's voters may not have any loved ones in jail, and may be more afraid of crime in its immediate effect than they are invested in resolving its seemingly remote or supposedly intractable causes. One solution to this problem is to offer services to the larger public which will help pay for the services needed by the community. This is, in part, where the addiction

treatment and mental health services aspects could come into play. If, from the beginning, the Center can establish itself as competitive with the best private facilities in these areas, both community members of means, and non-community members who are interested in the services provided could pay for them directly or via insurance at full price. Also, community members (only) with some means but not sufficient to pay full price, could pay on a sliding-scale basis, based on assets and income.

If this model can be proven in one community, there is the possibility that it can expand until it becomes the standard model for justice in the United States, and potentially worldwide. That said, it should also be expected that as it really takes effect, unlike the criminal justice systems that it seeks to replace, the PCJ model is not a growth model.

The market for dealing with people's destructive behaviors *should* gradually shrink. In fact, the statistics suggest that even without the intervention of the criminal system—which appears in many ways to do more to fan the dying embers of crime more than it does to extinguish them—crime is, as discussed above, on the decline, so the "market" for incarceration "services" *should* already be shrinking. So, while the market for justice solutions is expanding in terms of what government are allocating to it, the pool of people and situations it exists to manage is actually shrinking.

Generally, it may be considered bad for a business to knowingly enter a shrinking market which that business itself is designed to further undermine. This may go a long way to explain why the businesses which thrive off of the existing criminal

justice system, often referred to as the "Prison Industrial Complex" (PIC) have not been offering products or solutions to actually "fight crime". Rather the "security" products we tend to see are ones which suggest by their very nature the belief that crime can only ever be managed or responded to but not diminished. Nonetheless, the potential for a model which works to the wider benefit of the community directly versus the *financial* benefit (though perhaps not their own *existential* benefit) of some subset of primarily outside investors, is a viable model, so long as it can be adapted to the changing environment. So, while the Center of today may have to focus on getting the flames put out, the Center of tomorrow can focus on acting as a hub for the community on whatever level is called for.

Barriers to Entry

There are numerous things standing in the way of getting something like the Center up and running. However, these are not insurmountable challenges. The biggest hurdles are likely to be as follows:

- Startup costs
- Regulatory issues
- Opposition from political and private interests
- Housing the Homeless
- Recruiting sufficient staff

a) Startup Costs

Due to the limitations inherent to his being incarcerated in a punitive institution, there is little data available in this area to the author at the time of this writing.

Startup costs are likely to be in-line with a regular medium security prison designed to house an equivalently sized population as what is likely to reside at the center. Construction requirements will be different, but there will be need for highly secured areas of the facility as well as safe, but not restrictive areas. There will also need to be special attention given to architectural features to avoid creating spaces that feel like any kind of cage or box.

Research has shown that people actually think in ways that are counterproductive to the ends of rehabilitation and positive frames of mind when confined to areas which have square type geometry, sharply angled boundaries or industrial styled features such as steel bars and loud locking mechanisms. Humans and even animals such as mice can become very destructive and even self-destructive in such areas. In contrast, when placed in environments which have more naturalistic features and which include sunlight and access to areas in which to do recreational activities or otherwise express creativity, we tend to become more relaxed, pro-social and even creative. The Center should be built in ways which accommodate these considerations.

If it is possible to find some existing structure or set of structures, such as a warehouse or factory space which has fallen out of use, and which has features which can be adapted to meet the needs described here, this may make it possible to build the Center at costs below that of a similarly sized punitive facility. Though they may run a bit higher in areas that pay correctional officers poorly.

Generally speaking, staffing costs will probably be similar to punitive institutions in a given geographical area, and in places where staff are paid poorly and inmates are crowded into small spaces, these will tend to be substantially higher. Typically, states which pay decently pay relatively similar wages to security staff when compared to mental health staff. The Center will make much greater use of social workers and treatment staff than security, though some security will be required, and will need to be trained at a higher level than has been done traditionally. The Center will also need a fair number of specialists who will be involved in advanced physiological/behavioral treatment and assessment. Many of these at this first location may be able to be borrowed from research institutions of various types, as this first location will be in large part a research project. The training of all staff will include crisis intervention, tension de-escalation, Nonviolent Communication (NVC), and minimum force methods for restraint and disarmament.

The Center will also feature an array of the best proven technologies for retraining the mind (and therefore the brain) away from destructive impulses and toward functional and prosocial behaviors. These will include various forms of bio-feedback, immersive technologies to simulate challenging scenarios, and an array of scanning equipment to track changes in brain architecture and functionality over time. Obviously, equipment of this sort can get very pricey very quickly, and it can be assumed that at the proof-of-concept stage, government funding to cover these kinds of expenses will be minimal. To overcome this to the greatest possible extent, the Center will seek to develop partnerships with research universities which may have access to funds for such purposes, as well as

manufacturers which may see a benefit in sponsoring research which could lead to potential future sales of their products. Nonetheless, raising capital to ensure that this initial application of the PCJ model does not fail for want of necessary resources will be critical.

The one applicable set of figures located which seem appropriate for generating an estimate were located in a book on criminal justice problems published in 1990. In this book, it was stated that the cost to build a prison could be calculated based on the number of cells it would contain and range from \$50k to \$75k. In that time period, the yearly costs to house one inmate ranged from around \$12k to \$30k per year. Currently the cost to house an inmate ranges from \$14k to a little over \$60k. It is known that the less expensive states are less expensive mainly for three reasons which are as follows: 1) they pay their staff lower wages, 2) they don't have as much staff- security or otherwise, 3) they are overcrowded with inmates, or 4) all of the above. All of these things tend to mean more problems with violence, higher recidivism and so forth, so we will not consider their example in our calculations. So, ignoring the low numbers, the high end has gone from about 30k to about 60k. In other words, it has doubled.

As discussed above, the Center will not have a prison-like setup. Nonetheless, there will be some need for secured rooms and areas which would require some features similar to those in prisons. There will also be areas which will be much more open. Also, many short-term residents might be housed in spaces more like private cubicles in a larger open space. There should be some measure of privacy available to all residents, but levels of security will vary. Nonetheless, a safe estimate for new construction could perhaps be based on the costs of a single cell

per person. For this, we will use the average per-ceil cost, based on the assumption that more expensive cells mean more oppressive security features, which we do not want. Taking the average cost from 1990 \$62.5k per cell and doubling that, we arrive at \$125k.

Taking a guess at what a really hard-hit community might need we could argue that perhaps a population 5,000 could be expected to need residency onsite at a given time, at least in the early stages of development. This would put the cost new construction at about \$625 million. If it were possible to reclaim some industrial building for these purposes, or some set of connected buildings, as in a defunct business center, we could guess that maybe we could cut that number in half, so about \$312.5 million. These numbers are not out of line with what is typically earmarked for large county jails or prisons. Nonetheless, we are looking at funding coming largely through nongovernment channels, so this is a pretty serious hurdle.

We could also guess that staffing per-resident would need to be similarly priced—though as discussed above, of considerably different composition—to the more expensive per-inmate costs seen in prisons. So, taking the 5,000 from above at a cost of \$69k per resident, we come to \$345 million per year. This assumes that non-residents using services will not add much to the costs as many will be paying customers, even if not full price.

So, we're looking at a (guessed) first-year budget of between maybe 650 million and 1 billion, with subsequent years' costs in the range of \$345 million, not including building maintenance which the author is not prepared to estimate.

However, there are some reasons for optimism. First, not every facility would need to be this big. The first one most likely would need to be, assuming that it will be in one of our larger and more damaged communities. Next, once fully operational, the majority of residents would be working either onsite or at other locations for market or better wages and would be expected to contribute something toward upkeep. We'll assume that we want people to be making at least \$15 an hour, that we'll only want most of them to work about 30 hours a week to leave time for programs and treatment, that they'll start off with 2 weeks of vacation per year, and that we'll want them to be spending something like two-thirds of their wages on housing and necessities. During residency, these needs will mostly be provided by the Center. This means that each person at this level would be contributing about \$15k per year, less any portion of monthly necessities they need to obtain from alternate sources, or any other financial obligations including reparations they may need to attend to (though in the case of low income people meaningful effort toward making up for harms done would typically be preferred over any financial kind of reparations--other funds could be developed to assist those have experienced losses due to harms done) If we assume that 4 thousand out of 5 thousand residents will be able to contribute at this level, this represents a \$60 million per year contribution toward covering costs. Adding to this whatever ever amount can be pulled in from paying service clients, medical insurance claims, Pell and other educational grants, other sorts of funds and grants and profits from community owned sub or sister businesses of the Center and it can be hoped that the Center will become cost-neutral or even profitable within perhaps two years.

b) Regulatory Issues

There are several regulatory issues which may prove challenging to overcome.

To begin with, it would be impossible under the current legal structure for PCJ apparatus to replace the existing criminal justice framework. Our laws require that crimes be put through the criminal justice system. And, in fact, failing to utilize this system can result in criminal prosecution of those who follow other avenues to resolve the various issues the criminal system takes ownership of. This means that in order to divert any criminal behavior or case into this system express permission must be granted by the presiding legal authorities. In other words, the District Attorney must be onboard, and must be able to convince judges and police to cooperate. However, diversion programs of this sort are not unprecedented. The problem is that full scale diversion into a different solution is unprecedented. The Center would need to prove itself with whatever number of cases it is allowed to handle in the initial stages and then, the public would need to push for changes in the law which would require that all criminal cases and sentences which qualify be passed through the Center.

The criminal system includes the concept of keeping publicly accessible records of people's criminal behaviors. This concept is wholly incompatible with the concept of PCJ, which would treat asocial and destructive behaviors as maladaptive results of combinations of environmental and psycho/physiological factors and therefore a medical issue, subject to privacy laws. This means that the public would only be entitled to know what potentially effects their health and safety in similar ways to what they would learn about some infectious disease outbreak. In such cases, it is

not unheard of that a person's medical condition be publicized to protect her neighbors, but it is done sparingly, thoughtfully and follows certain rules and guidelines. PCJ would have to use the types of rules and guidelines employed by mental health providers. This would address the cases of all those whose entire interaction with officials regarding their problematic behavior takes place through the Center, but it would still leave those who are eventually moved from the criminal system into a PCJ center with publically accessible records. In the long run, laws would have to be passed which eliminate this inconsistency and treat all behavioral problems and community and individual health issues.

Current laws also may make it illegal for people with certain kinds of criminal charges or records to live in proximity to various things which may be, by necessity to the function of the Center, located onsite. These issues would need to be addressed and overcome through legislative action.

c) Opposition from Political and Private Interests

There is certain to be opposition from those individuals and organizations that are invested in the criminal justice system. These voices are likely to do as has been done historically in this and other arenas wherein some proposed systemic change threatens the existing order. One should expect that *anything*, might be said or done in order to undermine any efforts to accomplish something of this sort. In order to overcome this kind of threat, organizers need to be aware of the possible array of tactics that might be used and prepared to face them effectively.

The main issue in the end will be what the *voting* public believes is true. So, this mostly comes down to how information is presented. While the exact formulation

of the ideas that makeup PCJ has not been tested as a complete system, the important thing to understand—and help the public come to understand—is that everything in this system would be based on the notion of testing out ideas, finding what works best, and weighing these against certain moral imperatives, ones which are relatively well agreed upon by people of all faiths and politics. That said, there are numerous cases throughout human history and recent U.S. history which suggest that people are prone to take feelings and other things into consideration over facts. In truth, if we were objective rational beings, there might be no crime problem to solve. The impulses which drive one to murder are not far off from the ones which seek retribution through punishment. They are wired into some of the most central parts of our beings and in fact our nervous systems. Convincing people who have been scared into doing what seems like the natural way to react that there is some more thoughtful and effective way to address their concerns is a difficult business. Nonetheless, it is critical that at the very least, that the voting majority which effects the ability of a given community to make its own decisions in this area be persuaded to allow that to happen.

While the hope of PCJ is that it, or something much like it, would come to replace the existing punitive system, this is not the immediate goal. The immediate goal is for one community to be given permission to act on behalf to try this idea out as a proof of concept. Other communities in the foreseeable future would be allowed to do as suits them. Further down the line, there may come a time when the community in question is a state, or the entire U.S., but that is a separate issue. What is needed here is to do a lot of public relations to demonstrated to the

public of a given state that testing this idea out, and more generally that finding a solution which makes a damaged community whole is a worthy pursuit.

d) Housing the Homeless

The problem of homelessness is one which cannot be disentangled from the issues surrounding incarceration. Recent Bureau of Justice Statistics data show that 12% of United States prisoners were homeless just prior to arrest. As long as there are people without homes in a given area there will be some who commit petty crimes to answer their survival needs or addictions. There are also likely to be acts of violence *toward* these individuals for various complex social reasons similarly, there are likely to be complaints to police about homeless, or those perceived as such just for being present in a given place. There will be those whose homelessness is an aspect of unmet mental health needs which may include behavioral problems that lead to criminal complaints and arrests. Finally, there are likely to be some number of homeless who intentionally do things which lead to arrest just so that they can get a roof over their heads, food, or medical attention.

The relevant barrier to entry, at least for the first few centers of this sort will be the potential for being Overwhelmed by the number of homeless people looking for a way out of homelessness. If it were possible to work only with those who are "from" the community wherein the Center resides, ensuring sufficient resources for some known number of people could simply be factored in to startup costs.

There are no simple ways out of this problem. Obviously, taking no steps to address this issue could lead to a nearly instantaneous failure of the concept, or

to getting stuck in a situation wherein this concept is never able to move from providing services to the homeless into resolving issues in criminal justice.

One possible, though not ideal solution is to make a requirement that a person must be able to show through some means, perhaps by getting other community members to verify his or her story, that he or she has resided in the community for some period of time prior to inception of the Center. One problem with this approach is that it relies on some kind of fuzzy criteria, for example, finding people who have had interactions with this person and are willing to acknowledge this, or conversely, people saying as just out of a desire to help someone even if they are not from the community. This also leaves open the possibility of a person who is excluded based on this criteria choosing to cause some harm in order to be arrested and get into the Center on that basis in the same manner that some do today to get into the existing institutions. Also, there is something contrary about the POSITIVE-COOPERATIVE JUSTICE 160 idea of excluding people from the community wherever they are really "from", if they have come seeking help and belongingness.

A couple of things that might help to reduce these potential problems and conflicts would be to overbuild the first location in anticipation of influxes of people who are homeless or claiming homelessness to gain entry. Another possibility would be to simultaneously start a large enough number of centers in other areas which are initially aimed *only* at providing services to the homeless, and other self-referred clients to offset this potential problem. In other words, only one center would initially handle people diverted out of the criminal system

while others would take the pressure off that location by providing services to the homeless in their own areas.

Starting from the opposite end of the problem, it could make sense to start with only diversions of more serious criminal cases, or housing of state and federal inmates who are toward the end of longer sentences. This would eliminate the likelihood of dealing with many people intentionally causing some harm to gain access to the facility. However, this would require significant cooperation from government agencies and politicians. A final possibility would be to setup as a half-way house for parolees and people on probation. All of these possibilities would certainly be less expensive ways to demonstrate the essential concepts and test solutions. Nonetheless, at some point, in order for the Center to be truly effective in systemic change and overall community health, the problems surrounding homelessness would need to be addressed.

These things said, it is possible that if the flow of people in and out of Center residency were managed for maximal efficiency that the majority of people coming in to stay long-term would be limited to those who really needs supervision, while other could be helped to find adequate housing elsewhere, and even in other areas which they may arrive to the center from. The Center should not be isolated; the community should be able to interact with other communities to foster similar development of healing mechanisms wherever needed.

This aspect of the development and implementation of the Center needs to be further analyzed from a logistics point of view, decided on and planned for by whichever community chooses to host this first Center.

e) Recruiting Sufficient Staff

Ideally, the majority of staff would be local residents and, in particular, members of the host community. Obviously not every community will start off with all of the appropriately trained or educated people a place like the Center would require to operate. Also, there is the problem that some of the kinds of mental health and social workers needed may be in short supply in general. In order to attract the best people for the job, the Center will need first of all to pay competitive to fairly high wages. Also, the Center should provide avenues for local people to qualify for all of the jobs at the Center. Efforts in this direction would likely need to include job training programs being offered on-site or, in the immediate area, as well as assistance getting community members enrolled in appropriate college programs and helping to see them through to degree completions, up to and through graduate level studies.

Threats and Opportunities

SWOT Analysis

	Strengths	Weaknesses	Opportunities	Threats
Product/ Service Offering	Potential to reduce harms and build community	Homeless clients could overwhelm implementation, regulatory issues	Disserved and underserved communities	Existing investment in punitive and private interests
Brand/ Marketing	Hopeful, different	New, untested	Reform movements and dissatisfied communities	Opposition from above
Staff/HR	Large potential pool for social workers etc.	Requires extraordinarily disciplined people	Large pool of locally unemployed	Inability to gather enough of the right people
Finance	Possibilities for attracting good will investments	Large initial investment required.	Grants, fundraiser events	Failure to raise sufficient capital
Operations/ Management	Potential to attract top minds in area	Possibility of exhausting talent as model grows	Growing interest in neuroplasticity and Positive psychology	Political attacks undermining ideas, scaring off of talent
Market	Innovative solution. Huge market	Dominated by bad ideas and big money, politics, fear	New niche for relevant technologies	New concept, poses threat to existing model
Can any of your strengths help with improving your weaknesses or combating your threats? If so, please describe how below.				
The main way the strengths can help with the weaknesses is that this model would bring a lot of new potential players to the table, and on the community level could pull in highly energized and committed people with direct interest in trying something new and which resonates with their interests.				
Based on the information above, what are your immediate goals/next steps?				
To use this document and other related materials to increase awareness of the ideas of PCJ toward the goal of starting a grassroots movement to generate a test case for the model. The next step will be to send this out to various people and organizations and publish online.				
Based on the information above, what are your long-term goals/next steps?				
To gather sufficient resources to create a full-fledged Community Positive-Cooperative Justice and Wellness Center, prove the model on a large scale, and ultimately replace all punitive models. The next step will be contact all of the major players in justice reform and create a buzz among potential first communities through involvement of bloggers, musicians, artists and so forth.				

Product/Service Features and Benefits

The Center will act as a one-stop shop for all varieties of community, social and interpersonal services and referrals, a centralized and safe place for interaction between all members of the community, and a marketplace for community and cooperatively owned products and services. We will not seek to compete with or

replace existing community resources, but rather to tie them together and, wherever practical, bring them together under one roof.

The array of services offered at the Center will include:

- Walk-in self-referral for non-judgmental help with an array of services and interventions to promote psychological wellness, economic stability and prosocial development, including but not limited to:
 - Addiction and problem behavior counselling
 - Life-skills training
 - Evidence-based therapy and cognitive training
 - Measurement of brain functionality and health, and tracking neurological progress which relate to treated behavioral issues
 - Social skills and emotional intelligence training
 - Conflict resolution skills including: Nonviolent Communication and Alternatives to Violence programs
 - Non-lethal self-defense techniques and discipline
 - Supervision and harm prevention (only when deemed necessary objective evaluation of current problem areas)
- Interpersonal services, including:
 - Behavioral and addiction interventions
 - Mediation and resolution
 - Restorative Justice
 - Reparations oversight and management
 - Childcare and afterschool resources or referrals
- Self-improvement and educational resources, including:

- Referrals for existing community resources
- Adult basic education
- Physical exercise and sports
- Managing personal finances
- Household and parenting skills
- Community improvement and sustainability related business and economics development workshops
- Access to creative and educational outlets for both instructed and self-learning
- Job placement (for both onsite jobs and jobs in other markets)
- Community needs and opportunities based skills training and career development
- Community resources including:
 - Food bank coordination and onsite food growing and production
 - Business and home services
 - Quality retail products
 - Safe spaces for interaction with residents under supervision including areas for non-supervised private interaction between friends and family.
 - Transportation for residents and those unable to manage alternate means to connect with services and employment
 - Community activities including fund-raisers and other gatherings
 - Community and cooperative business development resources and space

These services will be offered both with the intention of preventing the harms people do to themselves and others and to the general benefit of the community.

In order to accomplish the end of harm reduction, walk-in services would allow a person to connect with whatever resources and assistance they might require to function in a way which brings no harm to themselves or the world around them. All such services would be provided with the utmost of confidentiality, while working within the constraints of what current laws permit. In general, a person seeking help with their own problems would be able to discuss their particular issues with staff, without fear of legal or social repercussions. However, as current laws on confidentiality do require the notification of legal authorities within the criminal justice system, the bounds of what may be said without incurring such attention would be clearly laid out at every interaction. To this end, the extent to which any person is willing to admit to things which might cause legal entanglements will be respected and a person with a self-identified need for treatment or supervision and restrictions will be given that treatment, regardless of willingness to discuss the details of his or problems. No treatment, supervision or restriction of self-referred individuals will be forced on them. The philosophy of the Center on such issues is that it is more important to stop future harms from occurring than it is to address damage already done, especially if the choice is between that and letting more harms occur in the process.

The long-term goal in the area of addressing harms is to make it possible for individuals both to stop causing harms, and to make amends for harms already done without fear of retaliation as the only "reward" for acknowledgement of such misdeeds. The Center and its core philosophy of PCJ recognizes that the

current legal framework and societal norm of retributive or punitive remedies for harms done is deeply counterproductive to the goals of reducing harms and dealing with the aftermath of those already done. The punitive response system does nothing to encourage any individual to take responsibility for wrongs done to others, or even to oneself. In fact, it encourages those who have behaved destructively to conceal or defend their actions. To that end, the greatest hope of the Center is to replace the current system of criminal law with one which is entirely based on civil law, encourages people to take ownership of their actions while at the same time recognizing the role of environment in behavior and encouraging the senses of community and inclusion among all people, a concept we call Positive-Cooperative Justice.

As a matter of philosophy, the core commitment of PCJ is that of the Hippocratic Oath, that is to say "first, do no harm". As a matter of practice, PCJ is committed to the concept of positivism in the sense that objectively measurable evidence is of critical importance to developing solutions to problems which are predictably effective. Simply put we must aim to use only what works and try to understand what works best and why and be willing at all times to improve or replace the processes we employ. In terms of current theory PCJ aligns to the ideas of Positive Psychology and related paradigms which recognize that it is more effective to disrupt destructive behaviors and beliefs at the root level by replacing them with positive or constructive ones, than it is to treat the symptoms of those destructive factors on a case-by-case basis. PCJ also recognizes that individuals thrive when they feel committed to ideas that are bigger than themselves and that so long as those ideas are positive or constructive; they tend to influence behavior in like

ways. To this last end, PCJ recognized that the ideas of community and belongingness and work toward the benefit of the greater good tend to create less harm, more sustainable benefit and personal satisfaction than those which focus on the benefit of oneself as an end unto itself.

The Center aims to be *the place* that people in the community can turn to for help with their own day to day problems and for help with harms inflicted on them by others. Moreover, the Center aims to be a place of positivity and both individual and community growth and stability.

Target Customer

The Center will have a wide array of customer types. We will not discriminate and will do our best to accommodate people of all ages, cultures, genders and orientations. In places where multiple languages are spoken we will do our best to listen so as to understand and communicate so as to be understood. We will treat all people who walk through our doors as beloved. The "customer" in our case may be the person in need of help for harms done to him, the person who is aware of a need to change her behavior and wants help, or the person who says he does not want or need help. The customer may be an individual, it may be the whole community, it may be a business, a distinct community group, the person or group who has caused harm or the person or group who has experienced, because we believe it is safe to say that we have all been both at some level or time. The place of the Center is not to judge, but to find equitable resolutions to problems.

Key Competitors

a) Criminal justice

As discussed elsewhere, the key competitors will be the elements of the criminal justice system in its current form. These include jails and prisons, law enforcement agencies, criminal courts and the various business interests which profit from these business models. However, it is important to stress that this should be treated from our end as a friendly competition. The aim is not to destroy the livelihoods of people involved in these systems or related business interests, but rather to embrace them as fellow community members with similar hopes for a better world. This point cannot be overemphasized. If it is our position that it is not wise to increase the harms done, and that punishing people for their bad behavior is counterproductive, we must not turn around and do harm to the people doing the punishment. It is imperative that they be brought around to a better frame of mind as much as it is for the person toward whom their fingers point.

In both the short and long term there will be great need for cooperation with these competing forces. At all times, our focus should be on competing with their ideas- not the people or groups themselves and demonstrating *both* to them and the public that our work better. In fact, to succeed, we want and need them to help.

We will need police to at least give our ideas of nonviolent intervention in the community a chance to work. In completely implemented versions of PCJ, many of the people who currently serve as police may be employed as emergency responders or may take up other needed roles in the community. In some cases,

we will probably still want detectives to detect. What we are trying to end is the kind of behavior we call "policing" of behavior. People in need of changing their behaviors need to come to terms with this fact. Policing puts the responsibility for that basic recognition on hostile outside forces which can only exacerbate problems. Nonetheless, cops may turn out to be very good at other things the community does need and may be able to take up more constructive roles in PCJ.

We will also need criminal courts and attorneys on both sides to work with us to find ways to smoothly transition from adversarial to more mutual mediation proceedings. We will benefit from having the individuals from this system find new roles in the PCJ world. Similarly, we will eventually need legislator to allow first the suspension of criminal proceedings and ultimately their removal from law.

We will not need jails or prisons, but many of the people who work in them today could work in their respective communities fulfilling various roles. And there are things security equipment and technologies providers might do to adapt to the needs of non-punitive but secures spaces.

In PCJ community work, there will be a need for some confrontation and there will surely be situations where community workers are caught in the middle of violence or intervening in situations which have become violent. In these scenarios It will be of utmost importance that, to whatever degree possible, that workers and emergency responders not contribute to the overall harm being done. To that end, those who are in the business of producing deadly weapons today could, if they are forward looking, provide the non-lethal and non-harmful

disarmament and restraint tools of tomorrow. These innovations are needed. Someone will have to develop them.

Ultimately the choice to help or remain attached to unhelpful outdated ideas will have to be left to the individuals concerned. PCJ does not aim to fix everyone, just to make it possible for them to get all the help they need to become socially functional. Change of this nature is hard work. People have to want to change. What we must keep in mind is that it is clear that environments, and the ideas, attitudes, and words of other effect people all the way to the point of influencing their desires. We must work to surround all people with positive influences, regardless of how we are inclined to feel about them. We must not make the old guard our enemy. Even if some would dehumanize others, we must remember that they are people too.

b) Private rehab

The other area of competition will be with, primarily for-profit, addictions treatment centers. In this area we will mainly be competing on quality of service and methodology, perhaps also on price. We will not attempt to compete on luxury features, though as mentioned, our environment will employ understanding of how people react to environmental conditions to ensure that it is both inviting and conducive to creative thinking. Also, like many of the better places, we will be sure to provide healthy food choices and other amenities to promote both mental and physical health. We will also use state of the art "brain training", biofeedback and neural scanning technologies to evaluate brain health and function and measure important changes over time.

Competitor Data

	<i>Punitive justice:</i>	<i>Private rehab:</i>
Price	Typically reported as costing taxpayers \$180 billion per year. Probably more like \$190 billion in direct expenditures on police and jails/prisons. <u>But</u> when considering overall costs comes to about \$1 trillion per year, 52% of which is shouldered by the families, children and communities of the person arrested or incarcerated. This is about 6% of GDP.	{Data not available to author at time of writing} Presumably very high, recall rates in 10s of thousands of dollars for 6 a week stay. Perhaps in 100s of thousands for high-end resort type facilities.
Benefits/Features	The illusion of a tough response to bad acts. The perception of strength through armed struggle. Financial gain for those in this business.	{Data not available to author at time of writing} Apparently mixed. Some are using proven methods to reduce relapse, others are using pseudoscience and may be no more effective than equal periods of forced abstinence.
Size/profitability	The US prison population was 2,211,200 in 2013 (latest figure author has), or about 1% of the US population. Also perhaps that same amount on parole or probation. By far largest punitive market on planet. Next largest is El Salvador at a little over 1/2 % of their population.	{Data not available to author at time of writing} Perhaps on par at least with criminal justice system. Likely very profitable as primarily service driven and providers may not be paid on par with profits.
Market strategy	Fear. Keeping the news cycle focused on crime, which is statistically one of the least likely categories of things to harm an American citizen. Most likely causes of death or injury are related to food, illness and transportation. Admiration and stories of heroism	{Data not available to author at time of writing} Apparently some combination of advertising, public relations via media interviews, book and articles and networking through healthcare providers.

Competitive Analysis

FACTOR	Me	Competitor A	Competitor B	Importance to Customer
Products	S	W	S	5
Price	S	W	W	Dependent on perceptions
Quality	S	W	S	5
Selection	S	W	S	4
Service	S	W	S	5
Reliability	Too early for comment	W	S	5
Stability	S	S	S	5
Expertise		Either (dependent on point of view)	S	5
Company Reputation	Too early for comment	Either (dependent on point of view)	S	5
Location	S	W (cannot be omnipresent)	W (mostly remote)	5
Appearance	S	Either (dependent on point of view)	S	4
Sales Method	S	Either (dependent on point of view)	S	3
Advertising	S	Either (dependent on point of view)	S	3

FACTOR	Me	Competitor A	Competitor B	Importance to Customer
Image	S	Either (dependent on point of view)	S	4

Positioning/Niche

Clearly the business model of a community center designed in a realistic way to provide services which have been previously absent to people in need is unique. We will be singularly positioned to truly uplift the most aggrieved communities and diminish the perpetuation of harms done and handed down from time immemorial. We will also be well positioned to compete with the various business models which have proven detrimental to already damaged communities. And finally, we will provide a beneficial alternative for those with middle income levels to simultaneously get the help they need with personal struggles and contribute to the assistance of others.

Marketing

The first stage will be toward building of the volunteer grassroots organization to advocate for the raising of funds and public awareness necessary to bring the Center into existence and overs the details of ensuring that it be fleshed out organizationally to successfully address the priorities outlined here. This stage of marketing will center on social media and word of mount efforts between interested parties.

The next stage will involve getting the community onboard. This will primarily entail networking with the key players in the community which might support the ideas envisioned here. At this time, distribution of literature, such as brochures both of the paper type and online can be incorporated to ensure correct dissemination of information. Similarly, versions of this business place might be distributed via email and made viewable for the general public. From there,

organizing community outreach events to get the broader community involved could be initiated. These can be publicized via traditional channels for such things including the posting and distribution of flyers, announcements via radio, television and local papers as well as social media and web pages.

The next phase will be the broader marketing of the ideas to potential sponsors for fund raising purposes. This can include reaching out by social media, email, telephone, or through mutual connections.

Once the Center is built, marketing to community members will be done primarily via direct outreach, developing positive relationships with local government officials, including law enforcement, other community points of outreach, charities, religious groups and leaders, health care providers, businesses and so forth. Every member of the community should be made aware of the Center and what it does.

Marketing for out-of-community paying customers should be done via online media, traditional media and networking through health care providers in whichever combinations prove effective. Marketing should include both the sense of brand identity in terms of the Center and PCJ. These branding elements should indicate professionalism and, at the same time convey the sense of orientation toward service and away from profiteering. The logo used on the cover of this document may act as an example.

Promotional budget

The current promotional budget is \$0 not counting the money donated for the website which will host this and supporting documents. Initial grassroots publicity should focus on "free" resources such as social media and direct contact.

Organizers may choose to formalize these things and develop a real budget plan including marketing as it becomes practical to do so and should definitely do soon as money starts being raised. Bookkeeping and formal methods of money management should be initiated at the earliest practicable date.

Pricing

At this stage, more data needs to be analyzed to develop figures beyond the general suggestions discussed. Ultimately, as this presents a potential replacement for criminal justice apparatus, and will likely be less costly if not profitable in the long run if not soon, any costs should be taken care of by the budgets currently earmarked for criminal justice (in fact they should come in below these and gradually shrink further).

Prices for service should be minimal, allowing people to focus on the expenses of making amends for harms or improving the living conditions of their families and communities. Ideally, the profits of nontreatment aspects of goods and services provided by the center should go entirely to community betterment or the assistance of other communities, once the community in question is doing fairly well.

Location or proposed location

As suggested elsewhere in this document, this should be as central and conspicuous as possible. There should be ready access to public transportation and door to door service for this who need it and who live locally, or station to door service for those on long distance transit.

V. Operational Plan

1. Quality control

All organizers and staff will hold each other accountable and work consistently to support one another to remain, at all times, maximally constructive, cooperative and nonviolent even at the subtlest verbal levels. Central to this purpose everyone will be encouraged to actively and frequently participate in workshops and practice sessions for Nonviolent Communication, Alternatives to Violence Program, and any other programs selected by research and the democratic assent of the organizational body, which are aimed at improving communications and deescalating tensions. It is also recommended that a minimally aggressive totally defensive and non-harming form of self-defense be a central part of training for organizers, staff, volunteers and the community at large along with all above mentioned programs, and that expert guidance in all of these endeavors be employed.

2. Personnel

The Details of this section will need to be worked out based on specific requirements.

Generally speaking, we will need a high staff to participant ration. This number should be estimated by looking at research on the numbers shown to be most effective in similar sociological contexts, such as the better mental health facilities dealing on some level with people prone to potentially dangerous behaviors.

At the first location following the business model described here, partnerships should be sought with research universities and hospitals to provide oversight, and in some cases, services at the highest levels. This may include enlisting the help of neurologists, behavioral scientists, legal scholars, economists, logistics analysts and others. However, in doing this, it is important that the community staff retain last say on all major decisions.

Similarly, limited partnership agreements or sponsorships should be sought from companies providing security and bio/medical behavioral treatment and monitoring technologies and other technology types which are likely to become essential to the wider deployment of PCJ could help overcome start-up costs for this first Center.

The majority of additional service staff should be coming from social work and mental health backgrounds, and some smaller but tactically sufficient number worker should be there to provide physical security as needed. This group however should have not involvement in choosing remedies for behavioral issues, though their concerns and ideas should be given any due consideration.

The remaining staff will be some combination of professionals in the fields of health care, job and interpersonal skills training, business and facilities

administration, maintenance and so forth. Some number of administrative, maintenance and other facility support positions may be held by residents able to qualify for jobs or on the job training. In these positions, criminal history records would be irrelevant. We would always focus on current frame of mind, capabilities, qualifications and other salient concerns in hiring. In community outreach it will become especially important that staff and volunteers be trusted by the people they approach and in these cases a person with a background in having turned away from harmful or criminal lifestyles could be a real benefit to credibility. It is crucial that we never hold any people to the mold of their past.

Appendices (To Business Plan)

Appendix A: A note from the Author

This business plan is an incomplete draft. It is missing various features, including diagrams and supporting documentation which will ultimately go into the appendices. I put this version together under the pressure of a tight deadline and with limited computer access time and data, for a college course I have been taking while serving my sentence in prison. It is something which I hope to complete, as time and access to pertinent data allow.

I have been incarcerated for a good chunk of time, about 10 years, and have a similar chunk of time, about 10 years ahead of me. A considerable amount of my free time has gone into researching and musing over topics relevant to the things I am proposing here.

My initial plan was to write a research essay on the topic of what I am calling Positive-Cooperative Justice. Since this turns out to involve a lot, the idea transformed in the idea of book, that might be split up into essays. I've been working on that project on and off for a while. One of the main hurdles I anticipate to completion of this task is accessing all of the research I need to cite, as it is important that something of this nature have properly documented sources. I have already, with a lot of outside help, been able to access a good amount of what I need in this area, but it's still something which I could use a lot more help with.

The idea to do this business plan popped up when I was given the assignment to do a business plan of some sort for this class I'm in. It seemed like as good a place as any to start getting these ideas out there for other people to chime in on and, I hope, try to run with.

I have spent a significant number of years analyzing—from behind bars—what does and doesn't work in the area of dealing with destructive emotions, beliefs and behaviors. What I have presented here is the product of a combination of deep personal introspection, mainly in the forms of mindfulness meditation and related practices, as well as a form of cognitive behavioral therapy, combined with a large amount of time and energy spent pouring through research on cognitive neuroscience, human behavior and developments in understanding how the brain and behavior are tied together and changeable via the process known as neuroplasticity. Learning about these things and applying what I learned has had and continues to have an enormous impact on the ways in which I experience and interact with the world around me and the people who live in it.

What lead me to the place I reside today was an outlook and actions which caused great harm, both to the person I directly harmed and the many people in my life who my situation has negatively impacted.

I am reasonably certain that if something like what I have described here existed far enough in the past, I would have been able to stop myself from causing the harm that I did. Unfortunately, I can no more change the conditions of the world in the past than I can my own actions of the past. However, I can and do hope that what I do now and put my energy into can help others avoid causing harms themselves or help themselves and others stop the cycles of harms too many of us fall into.

I would not have been able to put any of this together or even begin down the road of turning my life around without the considerable amount of help and encouragement I have received from my family and the many friends, teachers and gracious helpers I have been fortunate to pick up along the journey to where I am mentally and spiritually today. I will also appreciate any input or further assistance I am able to get toward seeing this project through to wherever it leads.

Appendix B: Charts and Tables

Figure 1

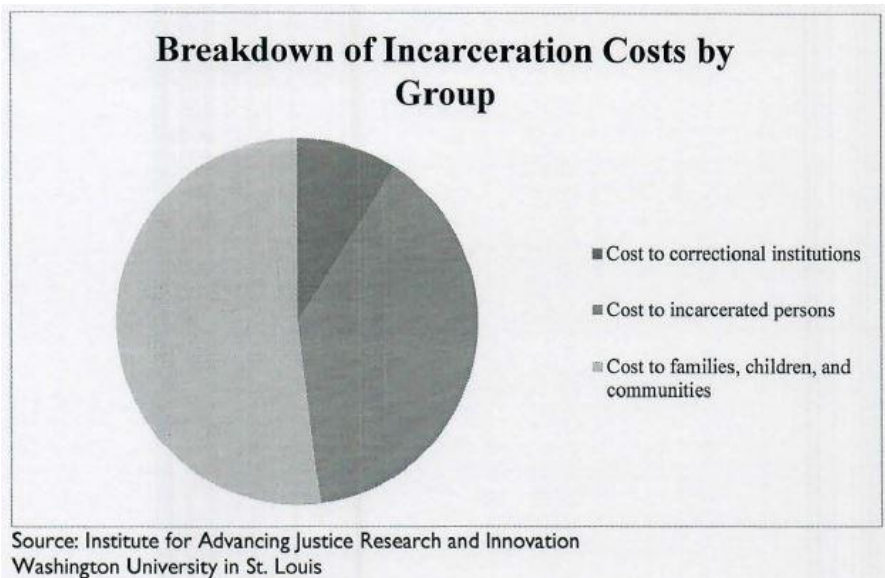


Table 1

List of Costs Borne by Incarcerated Persons

Cost	\$(Billions)
Reduction in lifetime earnings of incarcerated persons	230.0
Lost wages while incarcerated	70.5
Higher mortality rate of incarcerated persons	62.6
Nonfatal injuries to incarcerated persons	28.0
Fatal injuries to incarcerated persons	1.7
Total	392.6

Source: Institute for Advancing Justice Research and Innovation
Washington University in St. Louis

Table 2

List of Costs Borne by Families, Children, and Communities

Cost	\$(Billions)
Criminogenic nature of prison	285.8
Increased criminality of children of incarcerated parents	130.6
Children's education level and subsequent wages as an adult	30.0
Marginal excess burden	17.8
Divorce	17.7
Decreased property values	11.0
Adverse health effects	10.2
Reduced marriage	9.0
Child welfare	5.3
Interest on criminal justice debt	5.0
Reentry programs, nonprofits, movement to end mass incarceration	2.9
Homelessness of formerly incarcerated persons	2.2
Infant mortality	1.2
Children rendered homeless by parental incarceration	0.9
Visitation costs	0.8
Moving costs	0.5
Eviction costs	0.2
Total	531.0

Source: Institute for Advancing Justice Research and Innovation 0.5
Washington University in St. Louis