

# **OHIO EX-OFFENDER REENTRY COALITION**

## **Five Year Strategic Plan**

*Fiscal Years 2010—2014*

**Ted Strickland**  
Governor

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# **Ohio Ex-Offender Reentry Coalition**

## **Five-Year Strategic Plan**

### **Fiscal Years 2010-2014**

#### **The Growth and Importance of Reentry**

The field of corrections has embarked on a major reexamination of offender reentry as it moves through the first decade of the twenty-first century. Offender reentry is gaining strength and momentum within and outside of correctional systems across the country. In a short span of time, an impressive array of efforts have been launched at all levels of government and by untold community organizations to build more effective and innovative responses to the myriad challenges presented by the release of offenders following a period of confinement.

Since the late 1990s, the Urban Institute in Washington, D.C., has hosted a series of Reentry Roundtables to assess the state of knowledge and to publish specialized reports on reentry programs. Leading practitioners, academicians, policymakers, and many others have shared what is known about the challenges and barriers that must be addressed to ensure successful reentry transitions for offenders. In 2000, the National Institute of Corrections launched a significant project called the *Transition from Prison to the Community Initiative* to offer technical assistance and support to a select number of states relative to transforming their systems governing reentry.

In 2001, the U.S. Department of Justice and a broad consortium of federal agencies forged a unique, path-breaking partnership by providing a total of \$100 million in grant funding to address reentry planning and programming. President Bush in his 2004 State of the Union address urged Congress to allocate \$300 million over four years to support the reentry transition

of offenders. His reentry initiative called for community and faith-based organizations to provide job training and placement services, transitional housing, and mentoring with offenders as they return home.

In April 2008, President Bush signed the Second Chance Act of 2007. This legislation will give offenders across America a second chance for a better life. Its passage reflects a commitment to renewal and hope for individuals who have been incarcerated. The goal of the bill is to expand vocational and job training services, improve the ability of offenders to find transitional housing, and assist newly released offenders in getting mentoring services. It also targets substance abuse treatment, educational literacy, family engagement in reentry, victim-appropriate services, and mental and physical health care for returning prisoners.

The notion of preparing offenders for their return to the general population is not a new concept. However, it is now being addressed from within a fundamentally different framework or paradigm: one that recognizes correctional systems alone are not sufficient to change offender behavior; continuing to do so promises to repeat the failures of the past. This newly evolving framework targets the barriers offenders face in reestablishing themselves in the community. Reentry is not a fad: it happens everyday in the lives of hundreds of thousands of offenders returning to their communities.

The interest in reentry has been fueled by many factors, including the recognition by legislators, correctional and community leaders, and others that public safety is compromised when hundreds of thousands of offenders released from institutions and jails are ill-prepared and ill-equipped to succeed in the free world. It is notable that approximately 700,000 adult offenders and 150,000 juvenile offenders will be released annually from county, state, and federal facilities to neighborhoods across the land. In Ohio alone, it is estimated over 28,000

adult offenders and 1,700 juvenile offenders will be released from institutions during the next year. Over the course of the next decade, more than seven million offenders in the United States will return home having served some time in confinement.

### **Reentry Initiatives Underway in Ohio**

In Ohio the annual cost to incarcerate an adult offender is approximately \$24,000. It costs approximately \$86,000 to confine a juvenile offender. These figures do not account for other criminal justice-related administrative costs or the costs to the victims of crime. These costs cannot be sustained in the absence of any meaningful return on the investment. This is especially so in the current economic crisis. Whether returning offenders become taxpayers or tax burdens is largely dependent on their ability to find productive employment, stable housing, and links to vital community services.

If the reentry process is successful there are benefits for the community in terms of improved public safety. Correctional and criminal justice costs are reduced in the long-run as offenders are directed away from reoffending to more productive work and civic contributions. Successful reentry is important not only to the futures of offenders and their families, but also to the well-being and quality of life of families and neighborhoods throughout Ohio and to economic recovery.

In July 2002, the Ohio Department of Rehabilitation and Correction (DRC) published a comprehensive report entitled, *The Ohio Plan for Productive Offender Reentry and Recidivism Reduction*. The “Ohio Plan” views reentry as a philosophy not a program. This plan calls for a broad systems approach to managing offenders returning to the community following a period of incarceration. Its recommendations are centered on reentry planning, treatment, family

involvement, employment, discharge readiness, offender supervision, and community partnerships. Under the “Ohio Plan,” the process of preparing for reentry begins immediately through a series of assessments upon admission, representing an ambitious and holistic endeavor to create a seamless transition from prison to the community. The Ohio Plan established a coordinated systems approach to offender reentry involving every phase of the correctional system. The vision and commitment behind reentry starts with the question: what is needed to prepare this offender to go home and stay home in a crime free and productive manner? Addressing this question requires continued and expanded collaboration with community partners and providers, victims, the faith community, families, law enforcement and other state agencies that have a responsibility for public safety.

In June 2006, the Ohio Department of Youth Services (DYS) released its own far-reaching plan for reentry called, *The DHS Reentry Roadmap: A 25-Point Strategy Toward Restoration*. The “Roadmap” is a comprehensive approach that starts the day a youth arrives at a juvenile correctional facility and focuses on establishing a continuity of care that supports each youth’s transition to the community. It offers 25 strategies designed to guide DHS and its community partners in the development of individualized plans for youth progressing through the state’s institutional and community-based juvenile justice system. Among these strategies are: promoting a more consistent partnership with county Family and Children First Councils to enhance community participation in transition planning; developing a statewide risk/need assessment; and conducting face-to-face reviews with every youth entering the department to craft individualized case plans and begin reentry preparation.

In addition to the “Roadmap,” in 2009 DHS revamped the release process to include developing a personalized case plan, gauging youth progress and reentry planning. The

personalized case and reentry plans based upon a youth's risk and needs allow for timely and ongoing communication with treatment staff, parents and other responsible adults, and incorporate programming recommendations from both the committing court and the department's Release Authority. The revamped system includes special reviews to promote opportunities for early release based on positive behavior, the achievement of treatment goals, and the availability of supportive and therapeutic services in the community.

The role of community partners is an integral part of the reentry process. Community ownership and involvement is vital to the success of all state and local reentry efforts. Communities and local citizens often combine an expertise, knowledge of resources, and a willingness to assist offenders in making a successful reentry transition. The reentry movement in Ohio in both its adult and juvenile systems is premised on this recognition.

The Ohio Department of Alcohol and Drug Addiction Services (ODADAS) has a long history of collaborating with both DRC and DYS on offender reentry projects. In 2007, ODADAS was awarded a three year, \$13.9 million "Access to Recovery" grant to provide addiction treatment and recovery support services to adult men and women in the criminal justice system residing in Cuyahoga, Mahoning, Stark and Summit Counties. These programs include offenders who in the last two years have been arrested, incarcerated, or otherwise come under criminal justice supervision, and have been diagnosed with any kind of substance abuse disorder. The programs target services for offenders who many times have few resources and supports in the community as they attempt to enter recovery and reintegrate into society.

In State Fiscal Year 2002, ODADAS received funding for six Circles for Recovery (CFRO) programs across the state. The objective of CFRO is to prevent the relapse of chemical dependency and criminal recidivism among African-American adult parolees. Today there are

CFRO programs that are located in nine Urban Minority Alcohol and Drug Addiction Outreach (UMADAOP) programs in the following counties: Allen, Franklin, Hamilton, Lorain, Lucas, Montgomery, Richland, Summit, and Trumbull. CFRO programs provide comprehensive relapse and reentry support services including: employment/vocational training and linkage; GED/education referral; health education including AIDS/HIV/STD education; healthy relationship education and skill development; and peer support; violence prevention; and crisis intervention services.

In the early 1990s, ODADAS, in cooperation with DRC, opened Therapeutic Communities inside the Pickaway Correctional Institution (for men) and the Ohio Reformatory for Women. These programs, known as OASIS and Tapestry, became the first prison based Therapeutic Communities in Ohio. ODADAS is supportive of a full continuum of care using the Therapeutic Community method of treatment. This continuum includes: institutional programs, community based correctional facilities, county jail, halfway houses, community residential, outpatient and TC self help groups. This model is one of the most effective interventions for those who have substance use disorders and engaged in the criminal justice system. The emphasis of this intervention is based on self responsibility, abstinence, and community and has proven to be effective upon reentry into the community.

In 1996, DYS began providing holistic substance abuse treatment services at the 168-bed Mohican Juvenile Correctional Facility. Reentry for many Mohican youth is fostered by Smith House, a community-based residential program funded by ODADAS. Mohican is the only juvenile therapeutic facility in the country with an American Correctional Association/Therapeutic Community accreditation.

In 1991, the first Treatment Alternatives to Street Crimes (TASC) program began with the inception of the Preble County TASC Program. Today, there are 14 TASC programs across Ohio. TASC's mission is to build a bridge between the criminal justice and treatment systems which have differing philosophies and objectives. The model targets nonviolent alcohol and drug dependent felons and misdemeanants and has enhanced existing correctional supervision programs. TASC identifies chemically dependent offenders, and provides linkages and referrals for the most appropriate drug treatment. Other key functions include case management services and drug testing. TASC case managers work closely with judges, probation officers, jail administrators and treatment providers to provide effective and comprehensive programming. Two TASC programs currently assist DRC in the adult prison reception centers by identifying appropriate referrals for Therapeutic Communities and other prison treatment programs.

In State Fiscal Year 2001, ODADAS and DYS initiated an intensive services program, called the DYS Aftercare/Reentry project, for offenders being released from the state's juvenile prison system. These services include: assessment and case management provided by TASC programs, substance abuse treatment on demand, drug and alcohol testing, and other ancillary services. These projects are administered locally by ADAS/ADAMHS Boards. The program has been implemented in Athens, Hocking, Vinton, Cuyahoga, Hamilton, Lucas, Mahoning, Stark and Summit Counties and serves approximately 250 youth each year.

The *Children of Incarcerated Parents* project developed in partnership with the Governor's Office of Faith-Based and Community Initiatives and the Ohio Department of Job and Family Services is a community-wide collaboration to provide family case management, reunification services, and employment readiness preparation for returning parents so they, in turn, are better positioned to offer a stable and supportive environment for their children. DRC is

working to provide reentry services to offenders and their families who reside in Montgomery, Clark, Miami, Franklin, Cuyahoga, Lucas, and Greene Counties.

DRC and the Corporation for Supportive Housing collaborated to implement a permanent supportive housing project entitled, *Returning Home-Ohio*. The target population is comprised of offenders who are identified as chronically homeless before incarceration or are likely to become homeless upon release due to disabling conditions. Supportive housing is available in Montgomery, Franklin, Cuyahoga, Lucas, and Hamilton counties.

DRC, the Department of Job and Family Services, the Department of Veteran's Services, and the Buckeye Chapter of the Vietnam Veterans joined to form a collaboration to provide pre- and post-release assistance to incarcerated veterans. Through this partnership offenders are being linked to qualifying services while they are incarcerated prior to release. In September 2007, the Veteran's Administration appointed a Veteran's Reentry Specialist to assist veterans being released in obtaining necessary documentation, filing for an upgrade in their Discharge Status, finding housing, and linking them to treatment. In addition, offenders exiting prison are more readily connected with the appropriate agencies that provide services to veterans and obtaining their guaranteed benefits.

In 2006, a partnership began between DRC and the Ohio Rehabilitation Services Commission (RSC) to share expertise in placing people with disabilities into competitive employment. Since most of the vital information that could be used to determine an offender's eligibility is collected and maintained during their incarceration, DRC and RSC staff agreed the most appropriate solution was to assign a RSC Counselor to an institution to collect the documentation prior to release. These counselors evaluate an offender's eligibility for vocational rehabilitation services as prescribed by Federal Vocational Rehabilitation Guidelines. After

eligibility has been established, the counselors develop an Individualized Plan for Employment and begin coordinating the provision of vocational rehabilitation services during incarceration and after the offender re-enters society. The three-phased pilot project began in January 2007 and now includes fourteen institutions and three parole regions.

In 2006, DYS partnered with the Ohio Department of Job and Family Services to provide the TANF/WIA/DYS Jobs Program, a reentry initiative that focuses on employment readiness, job placement and mentoring for DYS youth. Through this three-phase program, community providers begin working with youth while they are incarcerated in a DYS facility and continue providing assistance as these same youth reenter communities under parole supervision. Youth returning to Cuyahoga, Franklin, Hamilton, Stark, Summit and Medina Counties are eligible to receive services through this project.

In 2008, the DYS partnered with the Governor's Office of Faith Based and Community Initiatives, and the Ohio Department of Job and Family Services - Temporary Assistance for Needy Families (TANF) to provide supportive services to DYS youth and their families. Through this initiative, known as the Family Advocate Project, DYS youth and their families can receive advocacy services aimed at strengthening the family unit, thereby providing a greater chance of successful transition back to the community. Community providers affiliated with this project have been trained by the Ohio Benefit Bank to help families determine benefits they may be eligible for and then to provide assistance in linking families to these supportive resources.

The Transitional Education Program (TEP) offers collaboration with DRC, the Ohio Central School System, and Alvis House-Community Connections, a local community partner, which affords offenders being released the opportunity to focus on pro-social skills, employment opportunities, and life skills. The curricula and training are provided through real and virtual case

management. TEP incorporates the use of assisted video conferencing, a web-based research design and individualized CD-based instruction to provide transitional post-release case management services.

The Community Advocacy Program (CAP) was established in 2006 to advocate on behalf of people whose health and health care are challenged by social and environmental factors. Funded by the *Robert Wood Johnson Foundation Local Funding Partnerships*, CAP brings together health care professionals and attorneys to ensure that patients receive the care and benefits to which they are entitled. The program encompasses a spectrum of vulnerable populations, including children, the elderly, recent immigrants *and* individuals recently released from incarceration. CAP programs can make a dramatic difference. For example, they can help clients avoid evictions to prevent homelessness, challenge denials of public benefits, facilitate access to special education programs, improve living conditions that would otherwise exacerbate chronic diseases, and obtain protective orders for victims of domestic violence.

In July of 2008, ODYS adopted rules that create a process for the certification of juvenile sex offender and child-victim offender treatment programs, as well as rules that establish the Juvenile Sex Offender Treatment Program Certification Advisory Board to oversee the certification of these programs. The Board provides expertise in best practices for the treatment of juvenile sex offenders and the technical assistance needed to ensure that model practices are utilized in the assessment, treatment and community management of juvenile sex offenders. It is anticipated that a result of these activities will be an improved continuum of care, greater public awareness of the issues presented by juvenile sex offenders, and a greater understanding of treatment interventions that reduce the risk of re-offending.

## **The Formation of the Ohio Ex-Offender Reentry Coalition**

Ohio is committed to assisting offenders as they reenter the state's communities in an effort to become law-abiding and productive citizens. In December 2008, the Ohio General Assembly passed a historic piece of reentry legislation, *House Bill 130*. HB130 offers a framework for a long-term investment in the state's economy by addressing legal and other barriers to employment for people released from prison. A key component of the bill is the removal of non-relevant prohibitions or collateral sanctions to employment. The legislation states that a felony conviction does not by itself constitute grounds for denying employment. Other important provisions include the authorization for reentry courts, and procedures for facilitating access to obtaining valid forms of identification upon release. Finally, the legislation calls for the formation of an Ex-Offender Reentry Coalition (hereafter the "Reentry Coalition") that will serve as a guiding hub for expanding and improving reentry efforts across state and local agencies and communities.

The Coalition's overriding goals are to: (1) reintegrate offenders into society, (2) reduce recidivism, and (3) maintain public safety. The Coalition is committed to the recidivism reduction of 50% over a five year period. A baseline recidivism rate will be established as a benchmark for subsequent follow up under the required periods for reporting on accomplishments and results. The Reentry Coalition will accomplish these goals by facilitating offenders' successful transition and reintegration to neighborhoods across the state. Working together in a collective fashion, its member agencies will be positioned to draw on human and social capital from many sources, as well as target the impact of incarceration now and on future generations of Ohio citizens and families. The collaborations established with the Reentry Coalition support will enable state and local agencies to become proactive rather than reactive in

their approach to offender treatment, service delivery, and public safety. These investments made at all levels of government and through vibrant community partnerships will create opportunities and dividends for offenders, families, victims, and neighborhoods across the state.

The membership of the Reentry Coalition is comprised of the following agencies:

- Ohio Department of Rehabilitation and Correction,
- Ohio Department of Aging,
- Ohio Department of Alcohol and Drug Addiction Services,
- Ohio Department of Commerce,
- Ohio Department of Development,
- Ohio Department of Education,
- Ohio Department of Health,
- Ohio Department of Job and Family Services,
- Ohio Department of Mental Health,
- Ohio Department of Mental Retardation and Developmental Disabilities,
- Ohio Department of Public Safety,
- Ohio Department of Youth Services,
- Ohio Board of Regents,
- Governor's Office of Faith-Based Community Initiatives,
- Ohio Rehabilitation Services Commission, and
- Ohio Health Care Licensing Board.

Additionally, representatives from community-based organizations, service providers, local governments, and individuals interested or involved in the reentry of offenders shall be invited to participate in Coalition meetings and consulted by the Reentry Coalition during the course of its

work. The Director of the Ohio Department of Rehabilitation and Correction or the Director's designee shall serve as the Chairperson of the Ohio Offender Reentry Coalition.

### **Mission and Responsibilities of Reentry Coalition**

The mission of the Reentry Coalition is to ensure successful offender reentry, reduce recidivism and enhance public safety. The Coalition will achieve these goals through collaborative partnerships with government entities, faith and community-based organizations, and other stakeholders. It will utilize a holistic evidence-based approach that starts at the point of contact with the criminal justice system and includes an emphasis on education, families, health services, alcohol and other drug treatment, employment, mentorship and housing.

The role of the Reentry Coalition will be dynamic and supportive to agencies, counties, municipalities, organizations, and individuals that are interested in or already committed to working with the reentry of ex-offenders into the community. Its major responsibilities will include the following.

1. Coordinate and guide member departments and agencies by creating, modifying, and aligning policies, programs, and operational practices supportive of system improvements targeting the successful transition of offenders returning to regions across the state;
2. Lend technical assistance and encourage agency partnerships with local jurisdictions seeking to form reentry task forces;
3. Develop and implement comprehensive reentry planning initiatives;
4. Serve as a clearinghouse for resources and information, and research findings on reentry efforts within the state and elsewhere;
5. Develop recommendations and advocate for legislative and administrative remedies to eliminate or reduce barriers confronting offenders once they leave prison, jail, community-based correctional facilities, or a detention facility;
6. Consult and collaborate with individuals and/or representatives from service providers, housing associations, community advocacy groups, faith-based organizations, victims' groups, offenders, and other relevant stakeholders engaged in offender transitional issues; and,
7. Identify and support the preparation of grant applications aimed at securing federal, state, foundation, and other sources of funding to create, and sustain evidence-based reentry initiatives.

Beginning December 1<sup>st</sup>, 2009 and every year thereafter, the Director of the Department of Rehabilitation and Correction shall submit a written report to the Governor describing the Reentry Coalition's accomplishments and progress in advancing reentry projects. The report shall address the effectiveness of agency coordination and communication, the establishment and work of local reentry task forces, the identification of barriers confronting offenders, recommendations for legislative or administrative changes, and the submission and receipt of reentry grants. More specifically, the report must analyze the effects of barriers on ex-offenders, their children and their families relative to the following areas: admission to public and other housing, child support obligations and procedures, parental incarceration and family reunification, social security benefits, veterans' benefits, food stamps, and other forms of public assistance, employment programs, education programs and financial assistance, substance abuse, mental health, and sex offender treatment programs and financial assistance, civic and political participation, and collateral consequences attendant to a criminal conviction. In addition, the comprehensive report will contain annual and five-year performance outcomes describing the effects of the State's reentry endeavors.

### **A Comprehensive Five Year Strategic Plan for Reentry**

Despite the economic downturn in Ohio and elsewhere, the conditions for transformation in correctional practice have never been as promising as they are today. The purpose of the coalition's five year strategic plan is to guide the state's interagency and local reentry efforts in a supportive and collaborative fashion. The preceding has offered a historical context for understanding the reentry movement in Ohio, including a discussion of the movement nationwide, as well as legislation focused on creating the coalition and mobilizing efforts at the

state and local levels. Given the increasing rate of incarceration and the fiscal impact of correctional allocations on state budgets, a need for effective offender reentry strategies may result in more successful outcomes, thus creating opportunities for community investment.

The Reentry Coalition's examination of social service barriers and other obstacles to the reentry of offenders into the community will create a forum that allows and encourages agencies, communities, and local governments to take advantage of the opportunity to develop and implement solutions to the barriers that affect offenders, their families, and the overall public safety and vitality of Ohio's neighborhoods. The strategic plan will promote the recognition and coordination of services for offender populations that typically interact with a myriad of state and local social service agencies. The all too often hidden fragmentation, gaps, and duplication of service delivery within and across agencies and systems will be identified and realigned through the efforts of the Reentry Coalition. This more strategic approach will allow agencies to leverage resources and become more cost efficient and effective relative to the reintegration of offenders.

In order to achieve success, it is essential to involve all stakeholders - both those that have a more traditional alliance with offenders, and those that are just learning to work with this population. Clearly, no one agency is the expert on reentry and that all stakeholders, including the public, must be active participants in seeking successful reentry outcomes. The Reentry Coalition is committed to including a wide array of willing partners to ensure that offenders reentering society are well supported on all fronts – workforce, healthcare, family relationships, and education, just to name a few.

Ohio's correctional agencies have emerged as important leaders in ensuring successful reentry. They have galvanized the reentry reform movement and highlighted its increasing

importance. A shared vision has emerged among stakeholders participating in this conversation centering on crime reduction and public safety. Correctional leaders and the Reentry Coalition are capitalizing on the movement's synergy to promote recognition that offenders are individuals with unique needs that can with appropriate structure and support in place contribute to the overall quality of life in the neighborhoods to which they return. Expansive inter-agency collaborations will advance more effective and timely communication, promote more cohesive services, and better address the multi-faceted barriers confronting returning citizens.

The recent project in Ohio under the Serious and Violent Offender Reentry Initiative (SVORI) grant serves as a good example of increased communication and collaboration among government agencies, and non-profit organizations. Prior to this initiative, state agencies worked together, but not on the scale achieved under the grant. The various agencies represented on the statewide SVORI team highlighted for the members how the same offender often "churns" through many systems, how each system affects the livelihood of that person, and how systems create barriers for individuals that can be counterproductive to successful reentry transitions. The SVORI grant provided state agencies with shared opportunities to change internal policies, and continue collaborating beyond the boundaries of the grant.

### **Reentry Performance Goals and Outcomes**

The goals and objectives that follow draw on a set of core principles that may be distilled from the vision and mission statements of the Reentry Coalition partners' strategic plans. The state agencies contributing to the implementation and achievement of the comprehensive strategic plan have made a commitment to offender reentry and its many diverse populations. A substantial number of the participating agencies have also incorporated reentry-relevant targets under their agency's *Flexible Performance Agreements*, a document submitted by agency

directors who are members of the Governor's Cabinet. The core reentry principles are presented herein, followed by a proposed format for framing performance goals, objectives, and outcomes for a five year period of time. In terms of principles, sound and effective reentry practices must:

- Use a holistic, systemic, and inclusive approach that involves state and local government stakeholders, as well as community organizations;
- Adopt strategies that draw on evidenced-based approaches and practices;
- Target high- to moderate-risk offenders through the use of validated assessment tools;
- Emphasize geographic areas in which a disproportionate number of offenders are drawn from and return to;
- Incorporate assessment and case management tools targeting continuous reentry planning, beginning at the point of admission to the criminal justice system, and working through pre- and post-release;
- Embrace a commitment to the continuous and appropriate delivery of drug treatment, medical care, job training and placement, educational services, and/or other services essential to reentry; and,
- Provide for independent evaluations of reentry programs using, when feasible, random assignment and controlled studies to determine effectiveness of programs offered.

Clear and concise goals and outcomes are an integral part of the Reentry Coalition's comprehensive plan. These goals and outcomes will serve to focus the efforts of the Coalition, increase its credibility with stakeholders, and provide a critical tool for assessing the extent to which it is accomplishing its mission across a five year period of time.

Assessing the accomplishment of the Coalition's performance measures and overall mission will be a part of its continuous quality improvement process. Researchers from the respective member agencies will collaborate on collecting reentry related data on the Flexible Performance Measure Agreements performance-based measures. This data will address process and short-term outcome measures. The Office of Criminal Justice Services (OCJS) is prepared to fund an outside evaluator to assess long-term outcome measures. Throughout the five years, OCJS agency researchers and the outside evaluator will give regular feedback to the Coalition following Robert Patton's model of utilization-based evaluation.

However, continuous quality improvement is more than collecting data on agreed upon measures. It is also necessary to assess organizational relationships and Coalition policies and procedures. This strategic plan will be the standard for accessing organizational and policy performance. The Quality Improvement Research Committee formed as a result of this plan will conduct this assessment and make recommendations on needed changes in performance measures, goals, organizational structure, and policies so that the Coalition will continuously improve its ability to meet the need of reintegrating offenders into society, reducing recidivism, and maintaining public safety.

These goals, which will address a wide breadth of reentry-related issues include:

- Increase job training, placement, and employment opportunities
- Increase educational opportunities
- Reduce violations of conditions of supervised release
- Increase payment of child support
- Increase housing opportunities
- Reduce drug and alcohol abuse
- Increase participation in substance abuse services
- Increase participation in mental health services
- Increase family and community engagement in reentry
- Increase reentry-focused victims services programming for victims or offenders

## Recommendations

### A. Education/Employment

#### I. Statement of the Problem

The lack of adequate educational, career development and vocational transitional programs contribute to the high recidivism rate. Educational, employment readiness, workforce development, and vocational opportunities during incarceration serve too few offenders.

#### Strategic Performance Goal

- Enhance the range and accessibility of education and vocational program opportunities for offenders during confinement.
- Provide additional transitional information and planning services by county/region.
- Modify statutory language to exclude particular age groups.

#### Objective

- Increase the number of certificates (that is, Literacy, ABLE, Pre-GED, GED, High School Diploma, Career Technical, Transition Education Program, Apprenticeship, Tutor and Advanced Job Training) earned by students in the Ohio Central School System (DRC) and the Buckeye United School District (DYS) by 15% over five years.
- Increase the number of offenders provided with additional internal and external educational program opportunities.

#### Strategic Performance Outcome

Projected Number of Certificates to be Earned/Awarded to incarcerated offenders each Year:

FY2010: 14,391  
FY2011: 14,810  
FY2012: 15,229  
FY2013: 15,648  
FY2014: 16,067

Increase the number of incarcerated offenders offered services by 5% each year

FY2010: 19,765  
FY2011: 20,706  
FY2012: 21,647

FY2013: 22,588  
FY2014: 23,529

### Major Tasks and Owners

- The Ohio Departments of Rehabilitation and Correction, Education and The Board of Regents will develop a more inclusive protocol for identifying those offenders eligible to receive educational and vocational opportunities.
- The Ohio Department of Rehabilitation and Correction in conjunction with the Ohio Central School System shall provide informational packets to offenders during pre-and post-release timeframes detailing how to further their education, obtain financial aid information, labor market trends lists, and the educational institutions in their county of return.
- The Departments of Rehabilitation and Correction, Youth Services, and Education shall seek out, prepare and submit grants and foundation funding targeting this issue.

## **II. Statement of the Problem**

Approximately 51% of youth released from The Ohio Department of Youth Services remain unemployed throughout the duration of parole supervision.

### Strategic Performance Goal

Assist a minimum of 425 paroled juvenile offenders who are involved in vocational preparation initiatives to secure employment upon release.

### Objective

- Expand the Workforce Investment Jobs Reentry Program designed to teach job skills and to offer job coaching through mentoring.
- Expand the Transitional Education Program to all Department of Youth Services Facilities through distance learning.

### Strategic Performance Outcome

Project number of youth employed while on parole

FY2010: 25  
FY2011: 75  
FY2012: 100  
FY2013: 100  
FY2014: 125

### Major Tasks and Owners

- The Ohio Departments of Youth Services, Job and Family Services, and Education shall explore the development of an employment initiative working with the local Chamber of Commerce, local Small Business Associations, and local officials to engage community business leaders.
- The Ohio Departments of Youth Services and Job and Family Services shall explore enhanced funding for transitional employment programs that provide immediate earnings for juveniles on parole supervision.
- The Ohio Department of Youth Services shall outreach to foundations that are interested in supporting localized juvenile reentry efforts, working with these foundations to create funding programs that will support the development of promising juvenile reentry practices that reduce crime. This will include developing a plan to provide these foundations a procedure to create an investment pool targeting the highest areas of need for juveniles in Ohio's communities.

### **III.** Statement of the Problem

The absence of adequate employment opportunities increases the risk of recidivism by offenders released from prison. The Work Opportunity Tax Credit (WOTC) and the Fidelity Bond are tools which can impact employment, recidivism, and retention for persons routinely classified as at-risk job applicants. During FY08 there were 731 WOTC certifications and 13 Fidelity Bonds issued for offenders.

#### Strategic Performance Goal

Broaden the range and accessibility of employment opportunities for offenders by marketing the WOTC and Fidelity Bonds to employers throughout Ohio.

#### Objective

- Increase the number of WOTC certifications for offenders by 10% per year.
- Increase the number of Fidelity Bonds for offenders by 10% per year.

#### Strategic Performance Outcome

| WOTC         | Fidelity Bonds |
|--------------|----------------|
| FY2010: 804  | FY2010: 25     |
| FY2011: 885  | FY2011: 28     |
| FY2012: 973  | FY2012: 31     |
| FY2013: 1070 | FY2013: 34     |
| FY2014: 1177 | FY2014: 38     |

## Major Tasks and Owners

- The Ohio Departments of Job and Family Services and Rehabilitation and Correction, Youth Services, and the Board of Regents shall work together to combine their marketing strategies to promote the WOTC and Fidelity Bond programs.
- The Ohio Departments of Job and Family Services and Rehabilitation and Correction, Youth Services, and the Board of Regents shall explore the development of an employment marketing campaign working with the local Chambers of Commerce, local Small Business Associations, and local officials to engage community business leaders.

## **B. Reentry Courts**

### I. Statement of the Problem

With the success of the drug court approach, these programs quickly spread throughout the country. Over the past two decades numerous outcome evaluations have been conducted and have found that the drug court model reduces recidivism by 2% to 20% depending on the program's target population. Using the drug court model, reentry courts were created to help end the cycle of recidivism by more effectively transitioning supervised offenders from prison back into their community. Ohio currently has six operating reentry court dockets. House Bill 130 serves as enabling legislation for the expansion reentry courts across the state. Approximately 50% of offenders released from prison in Ohio are under supervision. Of this group 38% will reoffend within the three year period from their release.

### Strategic Performance Goal

- Increase the number of operating reentry court dockets from the current 6 to 11 by 2014
- Increase the number of supervised offenders released from prison participating in existing specialized docket programs.

### Objective

- The Supreme Court of Ohio through the Specialized Docket Section will provide technical support in planning, implementing, and operating new reentry court programs.
- The Supreme Court of Ohio through the Specialized Docket Section will work with existing specialized docket programs to develop a reentry track for supervised released offenders.

### Strategic Performance Outcomes

Increase the number of reentry courts operating in Ohio:

FY2010: 1 new reentry court created  
FY2011: 1 new reentry court created  
FY2012: 1 new reentry court created  
FY2013: 1 new reentry court created  
FY2014: 1 new reentry court created

Increase the number of supervised offenders participating in existing specialized dockets programs through the creation of reentry tracks:

FY2010: Create reentry track in 1 existing specialized docket program  
FY2011: Create reentry track in 1 existing specialized docket program  
FY2012: Create reentry track in 1 existing specialized docket program  
FY2013: Create reentry track in 1 existing specialized docket program  
FY2014: Create reentry track in 1 existing specialized docket program

#### Major Tasks and Owners

- The Supreme Court of Ohio through the Specialized Dockets Section will work with trial courts to develop reentry court dockets.
- The Supreme Court of Ohio through the Specialized Dockets Section will work with existing specialized docket programs to develop reentry tracks.

### **C. Mental Health**

#### **I. Statement of the Problem**

There is a prevalence of offenders with mental illness that lack hope of recovery from their mental illness. Mental illness, coupled with the high-co-occurrence of criminogenic needs, impede the offender's ability to function in society and leads to increased recidivism.

#### Strategic Performance Goal

- Increase the number of Residential Treatment Units within DRC and DYS utilizing the Wellness Management and Recovery Program (WMRP) or similar emerging best practice by 100% by 2013.
- Increase the number of released offenders with mental illness participating in the (WMRP) or support programs by 75%.
- Decrease the recidivism rate of those participating in a WMRP or similar emerging best practice comparable to those with mental illness who have not been involved in such programming.

## Objective

- Disseminate evidenced-based practice information to all ADAMHS/ADAS boards and Ohio Department of Mental Health certified/accredited providers about DRC, DYS, and DMH's collaborative effort to increase the number of offenders with mental illness involved in WMRP.
- Develop and implement a plan to link offenders with mental illness to WMRP and support programs in the community.

## Strategic Performance Outcome

Number of incarcerated offenders with severe mental health issues who received the Wellness Management and Recovery Program or similar evidenced-based practice while in the institutional residential treatment unit

FY2010: 64 Offenders complete  
FY2011: 128 Offenders complete  
FY2012: 256 Offenders complete  
FY2013: 256 Offenders complete

Number of offenders with mental illness linked to a Wellness Management and Recovery Program in the community upon release from the prison

FY2010: 17 Offenders  
FY2011: 32 Offenders  
FY2012: 64 Offenders  
FY2013: 128 Offenders

## Major Tasks and Owners

- The Departments of Rehabilitation and Correction, Youth Services, and Mental Health, shall explore enhanced funding for mental health programs that provide immediate treatment for adults and juveniles on community supervision.
- The Department of Mental Health shall work with local Mental Health Boards to identify appropriate provider organizations to link offenders with mental illness to the Wellness Management and Recovery Program.

## **II. Statement of the Problem**

Approximately 48% of offenders participating in the Community Linkage Program fail to receive any mental health services after being released from an Ohio correctional facility.

### Strategic Performance Goal

- Offenders with serious mental health illness released from prison who receive mental health services in their local communities will increase by 200%

### Objective

- Develop a localized collaborative monitoring strategy that enhances the effectiveness of the Community Linkage Program.
- Explore policy and evidenced-based best practice options that could enhance the compliance rate.
- Provide one-on-one coaching to offenders about the importance of follow through with their mental health treatment.
- Continue collaboration and communication between the Departments of Rehabilitation and Correction and Mental Health on integrated cross-systems initiatives including policy development, service provision, and information sharing.

### Strategic Performance Outcome

Number of released offenders with severe mental health issues who attended their first appointment after release (based upon approximately 3,364 offenders with severer mental illness being released annually).

FY2010: 1912 Offenders  
FY2011: 2080 Offenders  
FY2012: 2244 Offenders  
FY2013: 2417 Offenders

### Major Tasks and Owners

- The Departments of Rehabilitation and Correction and Mental Health shall explore creative methods to enhance collaboration with local mental health agencies to provide immediate support for offenders with severe mental illness as they transition from prison to the community.
- The Departments of Rehabilitation and Correction and Mental Health shall develop appropriate data collection methods.
- The Departments of Rehabilitation and Correction and Mental Health shall explore ways to improve the rate of released offenders receiving benefits prior to their release from prison.

## **III. Statement of the Problem**

Diversion activities to identify and divert youth with behavioral health issues from state operated facilities to community treatment providers have proven effective in decreasing subsequent criminal activity. Currently 38% of the youth in DYS are on a

mental health caseload and 76% of all youth currently committed to DYS were on a mental health caseload prior to commitment.

#### Strategic Performance Goal

- Develop and sustain screening, assessment, and evidence-based practices to address locally the behavioral health needs of youth in contact with the juvenile justice system.

#### Objective

- Through a targeted, competitive process provide behavioral health/juvenile justice grants for communities to support screening, assessment, and evidence-based services.
- Decrease the number of youth with behavioral health issues committed to DYS.

#### Strategic Performance Outcome

- The number of counties participating in the behavioral health/juvenile justice grant programs will total 12 by the end of fiscal year 2010.
- The number of youth on the DYS mental health caseload will decrease by 5% each year from fiscal year 2011 through 2014. The FY09 baseline is 501.

#### Major Tasks and Owners

- The Ohio Departments of Youth Services, Mental Health, and Alcohol and Drug Addiction Services will collaboratively issue requests for proposals and select grant recipients.
- Mental Health/alcohol and other drug boards will act as fiscal agents for behavioral health/juvenile justice grant recipients.

### **D. Substance Abuse**

#### **I. Statement of the Problem**

Approximately 70% of offenders are in need of some form of substance abuse services. Substance abuse, coupled with the high-co-occurrence of criminogenic needs impede ability to function in society and lead to increased recidivism.

#### Strategic Performance Goal

- Increase the number of offenders within DRC utilizing the Therapeutic Community (TC) or similar emerging best practice by 20% by 2013
- Increase the number of released offenders with substance abuse participating in TC or support programs.

- There will be a decrease in recidivism rate of those participating in a TC or similar emerging best practice compared to those with substance abuse who have not been involved in such programming by 20%.

Objective

- Disseminate evidenced-based practice information to all ADAMHS/ADAS boards and Ohio Department of Alcohol and Drug Addiction Services certified providers about DRC and ODADAS’s collaborative effort to increase the number of offenders with substance abuse involved in TC and other community-based programming.
- Develop and implement a plan to link offenders with substance abuse to an ODADAS certified treatment programs in the community.

Strategic Performance Outcome

Number of incarcerated offenders with substance abuse issues who participated in TC Program or similar evidenced-based practice while in the institutional setting.

FY2010: 489 Offenders complete  
 FY2011: 522 Offenders complete  
 FY2012: 555 Offenders complete  
 FY2013: 586 Offenders complete

Number of offenders with substance abuse issues linked to an ODADAS certified treatment program in the community upon release from the prison in targeted counties\*

FY2010: 900 Offenders  
 FY2011: 1,000 Offenders  
 FY2012: 1,100 Offenders  
 FY2013: 1,200 Offenders

Major Tasks and Owners

- The Departments of Rehabilitation and Correction, Youth Services, and Alcohol and Drug Addiction Services shall explore enhanced funding for substance abuse programs that provide immediate treatment for adults and juveniles on community supervision.
- The Department of Alcohol and Drug Addiction Services shall work with local ADAMHS/ADAS Boards to identify appropriate provider organizations to link offenders with substance abuse who are returning to their communities.

## II. Statement of the Problem

The rate of substance abuse or dependence among adult offenders on probation or parole supervision is more than four times that of the general population (38.5% vs. 9%)

### Strategic Performance Goal

- Increase the number of released offenders on supervision complying with their first scheduled appointments at ODADAS certified treatment programs in targeted counties\*

### Objective

- Develop a localized collaborative monitoring strategy that enhances existing partnerships between the Adult Parole Authority, county ADAMHS/ADAS Board and other community stakeholders.
- Explore policy and evidenced-based best practice options that could enhance the compliance rate.
- Provide one on one coaching to offenders about the importance of follow through with their substance abuse treatment.
- Continue collaboration and communication between the Departments of Rehabilitation and Correction and Alcohol and Drug Addiction Services on integrated cross-systems initiatives including policy development, service provision, and information sharing.

### Strategic Performance Outcome

Number of released offenders on supervision substance abuse issues who attended their first appointment after release

FY2010: 600 Offenders

FY2011: 750 Offenders

FY2012: 850 Offenders

FY2013: 950 Offenders

### Major Tasks and Owners

- The Departments of Rehabilitation and Correction and Alcohol and Drug Addiction Services shall explore creative methods to enhance collaboration with local substance abuse agencies to provide immediate support for offenders with severe substance abuse as they transition from prison to the community.
- The Departments of Rehabilitation and Correction and Alcohol and Drug Addiction Services shall develop appropriate data collection methods.

- The Departments of Rehabilitation and Correction and Alcohol and Drug Addiction Services shall explore ways to improve the rate of released offenders receiving benefits prior to their release from prison.

### III. Statement of the Problem

Many of the AOD services that are necessary for successful reentry are not available for the offender population upon release.

#### Strategic Performance Goal

- Enhance the continuum of care through a recovery support model of care through pursuit of funding with DRC.

#### Objective

- Increase the capacity to serve offenders and other client populations through the adoption of a recovery support services model of intervention for substance abuse treatment.
- Use the *Access to Recovery* (ATR) model as a pilot in selected counties/regions.

#### Strategic Performance Outcome

A minimum of 5,547 offenders will receive recovery support services through the ATR model between fiscal years 2010-2013

An increase of faith-based and community-based organizations providing recovery support services between fiscal years 2010-2013 to 21 organizations.

#### Major Tasks and Owners

- The Ohio Departments of Rehabilitation and Correction and Alcohol and Drug Addiction Services will work in partnership with local AOD providers to expand services to offenders released from prison.

## E. Family

### I. Statement of the Problem

There is tremendous support for creating mechanisms to empower and engage families across systems in Ohio. The idea of institutionalizing, coordinating, and building upon family engagement in the reentry process is supported by professionals, families, and family advocates. Approximately 60% of incarcerated Ohio adult offenders have at least one minor child. Approximately 90% of youth released by DYS return to their homes.

### Strategic Performance Goal

- Increase the number of Family Reentry Programs available to parents incarcerated in Ohio's prison system from the current 11 programs to 25 by 2014.
- Enhance the number of community partners providing support to families transitioning a loved one from prison to the community.
- Increase family participation in reentry planning for DYS youth.

### Objective

- Create and enhance a standard family reentry program for state and community partners to adopt.
- Create a statewide family list serve.
- Expand the existing infrastructure to recognize the importance of family support to an offender's successful return to the community.
- Provide supportive services to family members of an incarcerated parent.
- DYS will expand the use of video conferencing between youth and parents to develop reentry plans.
- DYS will facilitate institutional family visits in order to play an active role in reentry planning.

### Strategic Performance Outcome

- A target number of solicitations based on available funding will be released on a bi-annual basis to community partners to develop programs for minor children of incarcerated parents.
- Comprehensive evaluations by a recognized university will be conducted on all partners awarded grant funding. The number of evaluations will be determined by the number of awards distributed.
- DYS will increase the usage of video conferencing for visitation by 10% each year from FY2010 through FY2014.
- DYS will increase the number of families participating in reentry planning by 5% from FY2010 through FY2014.

### Major Tasks and Owners

- The Departments of Rehabilitation and Correction, Youth Services, Governor's Office of Faith-Based and Community Initiatives, and Job and Family Services will collaborate on developing appropriate support mechanisms and funding for community partners.

## III. Statement of the Problem

Diversion activities to divert non-compliant child support obligors from conviction, incarceration, and re-offending have proven to be effective mechanisms to increase

child support payments, sustainable employment, and child engagement. Currently, there are approximately 800 offenders incarcerated in Ohio's prison system on non-support convictions.

#### Strategic Performance Goal

- Increase funding for the seven existing Community Correction Act Grant Diversion programs to decrease DRC costs and increase child support collaborations.
- Fund a continuum of diversion services to address the varying needs of the target population.
- Station a child support expert in each prison to help with the offender's reentry plans.

#### Objective

- Increase the likelihood that obligors will meet their child support obligations while maintaining their highest earning potential.
- Provide programming to address criminogenic factors that may prevent an obligor from making child support payments.

#### Strategic Performance Outcome

- The number of counties participating in the Community Correction Act Grant Diversion Programs will increase by 3 each fiscal year.
- The Community Correction Act Grant Diversion Programs will increase the amount of child support collected by 65%.
- The Community Correction Act Grant Diversion Programs will decrease the number of individuals incarcerated for non-support by 5%.

#### Major Tasks and Owners

- The Ohio Departments of Job and Family Services and Rehabilitation and Correction, local child support agencies and courts shall coordinate efforts to expand the existing Community Corrections Act Grant Diversion Programs.
- The Ohio Departments of Job and Family Services and Rehabilitation and Correction, local child support agencies and courts shall develop new partnerships to implement the program.

## **F. Mentoring/Community Engagement**

### **I. Statement of the Problem**

Approximately 7% of Department of Youth Services youth "age out" of the system creating young adults ill-equipped to reenter the community.

### Strategic Performance Goal

- Increase the community's involvement in the lives of DYS youth by increasing volunteer hours to 50,000.
- Link 200 DYS with appropriate mentors.

### Objective

- DYS Regional Parole Offices will work with faith-based and community service organizations to identify, recruit, and train mentors and other volunteers.

### Strategic Performance Outcome

#### Number of mentors

FY2010: 50  
FY2011: 100  
FY2012: 150  
FY2013: 200

#### Number of volunteer hours

FY2010: 32,000  
FY2011: 38,000  
FY2012: 44,000  
FY2013: 50,000

### Major Tasks and Owners

- The Department of Youth Services shall work with community partners to develop and maintain volunteer opportunities for youth in state facilities and in the community.
- The Department of Youth Services shall link 200 offenders by 2013 with trained community mentors as they are released from juvenile facilities.

## **II. Statement of the Problem**

Annually, nearly 60% of the adult offender population serves less than one year. These short sentences inhibit offenders from participating in institutional programming, thus creating a need for community partners and mentors to coordinate and offer extended services and support subsequent to release.

### Strategic Performance Goal

- Utilize a network of faith-based and community-based organizations and individuals to assist offenders in their transition from prison to the community using the Community Partners for Reentry model.
- Reduce recidivism by matching offenders with the appropriate volunteers in the community who will help them access transitional supportive services.
- Provide appropriate training to volunteers relative to the mentoring process.

### Objective

- DRC will utilize its existing volunteer database to recruit and allow for a more diverse pool of mentors that can be drawn upon in the community.
- To develop and expand the number of communities utilizing the Community Partners for Reentry model.
- To develop marketing and informational materials to notify offenders before they are released of the mentorship opportunities.

### Strategic Performance Outcomes

Increase the number of communities using the Community Partners for Reentry Model

FY2010: 2 communities  
FY2011: 5 communities  
FY2012: 10 communities  
FY2013: 15 communities  
FY2014: 25 communities

### Major Tasks and Owners

- DRC will work with local reentry task forces to implement a strategy to incorporate the model at the local level.
- DRC will provide appropriate training and training materials to local providers.

## III. Statement of the Problem

As it is necessary to continue services for victims of domestic violence, it is imperative that the criminal justice system simultaneously continue seeking effective methods of supervision, monitoring, and treatment of the batterer. Without effective responses by the criminal justice system to hold offenders accountable by requiring treatment for offenders during incarceration and community supervision, domestic violence offenders and offenders with violent crimes against women will continue to recidivate at rates significantly higher than the average offender.

### Strategic Performance Goal

- DRC will provide conflict management education/treatment opportunities for offenders during incarceration/supervision that directly correspond to the three primary batterer typologies.
- Enhance the ability of DRC to properly assess batterer typologies and recognize behaviors during needs assessments and community supervision.

### Objectives

- Increase to 50% the number of new admissions to DRC screened during the needs assessment for the three primary batterer typologies
- Decrease the number of offenders revoked from community supervision for committing acts of family violence by 10% over the next five years.
- Increase the number of offenders who participate in the Batterer Education and Treatment programs during incarceration/supervision by 25% by the year 2014.

### Strategic Performance Outcomes

- By 2014 approximately 70,000 offenders will be screened for batterer typologies during the needs assessment process at the initial stage of incarceration.
- By 2014, 2400 Type I offenders will receive DRC's evidenced-based domestic violence program, *Personal Responsibility of Violence Elimination (PROVE)* during incarceration.
- By 2014 DRC will provide batterer education and treatment referrals to 3,797 offenders under community supervision or 25% of offenders released per year.

### Major Tasks and Owners

- The Ohio Office of Victim Services will work to develop a comprehensive plan for the education and training of DRC institution staff responsible for the administration of the needs assessment.
- The Ohio Office of Victim Services will identify and train appropriate staff in the provision of education and treatment of the three types of batterers.
- The Ohio Office of Victim Services will work with community-based batterer treatment program providers and local victim service providers for the inclusion of family violence prevention experts and advocates to assist in managing batterers under supervision.

## **G. Housing**

### I. Statement of the Problem

Securing safe, decent affordable housing is a major challenge for people exiting prison, particularly offenders with mental illness, sex offender convictions, and other chronic health conditions. Approximately, 2,208 offenders falling under these categories were released without viable housing.

#### Strategic Performance Goal

- Reduce the number of offenders released without viable and safe housing by 700.
- Improve linkages and protocols to directly link people exiting prison to affordable and safe housing with appropriate services, if needed.
- Improve the integration of housing and supportive services for individuals with disabilities or health conditions who are at extreme risk of homelessness.

#### Objective

- Increase the number of Independent Housing beds in targeted areas by 100.
- Increase the number of permanent supportive housing units available by 50
- Increase the number of reentry center beds by 50

#### Strategic Performance Outcome

FY2010: 175 additional offenders housed  
FY2011: 175 additional offenders housed  
FY2012: 175 additional offenders housed  
FY2013: 175 additional offenders housed

#### Major Tasks and Owners

- The Departments of Rehabilitation and Correction, Mental Health, Alcohol and Drug Addiction Services, local public housing authorities, the Interagency Council on Homelessness and Affordable Housing and community partner providers shall explore enhanced funding for housing programs.
- The Department of Rehabilitation and Correction shall work with local governments and court systems to provide alternative housing arrangements for offenders better served by remaining in the community.

## **H. Health**

### I. Statement of the Problem

Currently, released offenders often do not have any health insurance and experience barriers in their efforts to maintain continuity of health care that may contribute toward increased burdens on the community, health, and emergency services.

### Strategic Performance Goal

Facilitate access to medical health care after release from prison.

### Objective

- Contribute toward the development of a system to exchange released offenders' health information between prison and community health care providers to reduce the duplication of diagnostic expenditures and enhance continuity of health care.
- Assist DRC in identifying community health care providers prior to release.
- Continue to provide transition case management for HIV+ released offenders through the Ryan White funded Community Linkage Coordination program.
- Provide Technical Assistance to DRC Medical Services about physician placement programs
- Catalogue and review opportunities to expand existing transition services for released offenders with special health needs.

### Strategic Performance Outcomes

- Health care providers will have access to released offenders' comprehensive health information.
- Released offenders with HIV will receive transition case management services through the Ryan White Program.
- DRC will have decreased physician vacancies.
- A timeline will be developed for preparing a catalogue of transition services for released offenders with special health needs.

### Major Tasks and Owners

- The Departments of Health and Rehabilitation and Correction will maintain a Memorandum of Understanding to facilitate information sharing and progress toward shared projects.
- ODH will share information and technical assistance to DRC medical services as requested about public health concerns.
- ODH will provide DRC with lists of community safety net health care providers
- DRC will implement a process to share comprehensive health information including the results of diagnostic tests with community health providers.
- ODH will provide DRC technical assistance about physician placement programs.

## II. Statement of the Problem

The population of Ohio is “graying”, with roughly 12% or 5,800 of DRC’s inmates who are over the age of 50. ODRC has more than 600 offenders over the age of 65, with the oldest being an 88 year old male at Hocking Correctional Facility.

Seniors of today are far more healthy and active as compared to previous generations. They are living longer and potentially have decades of productivity ahead of them. This also means they are more capable of reoffending than previous generations. This is new territory both to the corrections system and the aging network. Seniors 55 and over will fall into two aging service delivery categories with a percentage needing some of both. Seniors needing long term care services will need access to institutional care, assisted living, and home and community-based care. Seniors will also need self-sufficiency and support services such as employment services (SCSEP and WIA), nutrition, transportation, and health care including skills to manage any chronic conditions through evidenced based disease prevention and maintenance models. Currently there is no standardized communication protocol for informing Area Agencies on Aging of the number of seniors reentering their region who will need these services. The presumption is that having these services in place will aid in reducing recidivism

### Strategic Performance Goal

Achieve a standardized process for ensuring seniors exiting the corrections system have the services they need availed to them.

### Objective

Develop an information alert system that allows DRC to inform Area Agencies on Aging (AAA) of the number of ex-offenders who will be re-entering their communities with the next 6-months to allow for planning. This system would also ensure that seniors exiting are given the appropriate contact information to seek out necessary services.

### Strategic Performance Outcome

Increase the percentage of ex-offenders over age 55 that are healthy and crime-free within a year of release.

FY2010: 25% increase over baseline year

FY2011: 30% increase over baseline year

FY2012: 35% increase over baseline year

FY2013: 40% increase over baseline year

FY2014: 40% increase over baseline year

### Major Tasks and Owners

- The Ohio Departments of Aging and Rehabilitation and Correction will take ownership of this initiative. Additional partners such as the Office of Information Technology may also be needed.
- This project will be up and running within six months of commitment to its development.

### Conclusion-Looking Ahead

In the final analysis, the Reentry Coalition recognizes that the strongest tool becomes prevention. To be able to take the reentry lessons learned and develop a plan that prevents the individual from offending represents the highest aim. By utilizing best practices, expanding the reliance on data, and applying practical strategies to those individuals who are at the highest risk of reoffending, or offending, the Reentry Coalition is well positioned to engage the expertise and resources that reside across its member agencies. In this endeavor, the members recognize and call for an expansion of use of community partners in law enforcement, treatment agencies, and in social services. This first requires training, education, and developing a level of awareness in the community on what risk factors exist for the population that is served.

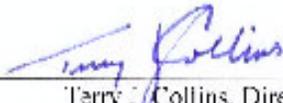
The State of Ohio's commitment to reentry and the work of the Reentry Coalition is long-term. Through its comprehensive five year strategic plan, and in other ways addressed in this document, the Reentry Coalition speaks to a redirection in focus and a reduction in recidivism of 50% over the course of the next five years. It embraces a vision that views the pursuit of sound and effective reentry practices as a collaborative partnership involving state agencies, local governments and organizations, individuals, community and faith-based groups. The strategic plan targets a wide range of key areas that requires interdisciplinary team work to effect significant change. This change can exert a profound impact on Ohio's economy and the quality of life of all Ohioans, particularly for offenders and the communities to which they return. The

goals and objectives included in the report, in combination, address many of the barriers and challenges associated with offender reentry, and the transition from confinement to community reintegration.

The strategic plan is a dynamic document. The short- and long-term changes produced under this plan will require careful coordination and active oversight by the Reentry Coalition. Through committees formed under the Reentry Coalition, and in other ways, the adoption and implementation of the goals and objectives will be provided guidance and support. Each of the objectives has an associated set of tasks and timelines for implementation. These tasks and timelines will be carefully monitored to ensure that implementation is proceeding on schedule and to make appropriate adjustments, as necessary. An evaluation will be conducted to assess the extent to which the changes targeted under reentry are implemented as intended, and that they are effective relative to achieving the performance measures and outcomes established.

As a dynamic document the strategic plan will be subject to continuous review to ensure its long-term viability and impact. Even more, the Reentry Coalition will issue annually a report on its activities, and the results achieved through the adoption of the strategic plan. This report will also highlight the barriers that continue to present roadblocks to successful offender transitions home, and recommend appropriate remedies to address these challenges. The mission and work of the Reentry Coalition will at all times reflect a commitment to moving the reentry agenda forward across the state.

Ohio Ex-Offender Reentry Coalition Statutory Members



Terry Collins, Director  
Department of Rehabilitation and Correction



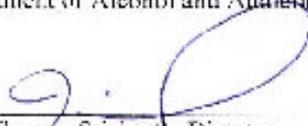
Greg Landsman, Director  
Governor's Office of Faith-Based and  
Community Initiatives



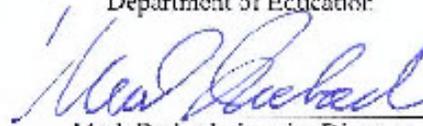
Angela Cornelius-Dawson, Director  
Department of Alcohol and Addiction



Deborah Delisle, Director  
Department of Education



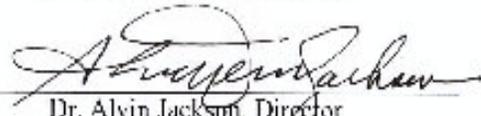
Thomas Stickrath, Director  
Department of Youth Services



Mark Barbash, Interim Director  
Department of Development



Henry Guzman, Director  
Department of Public Safety



Dr. Alvin Jackson, Director  
Department of Health



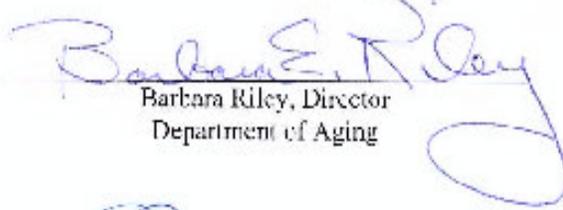
Kimberly Zurz, Director  
Department of Commerce



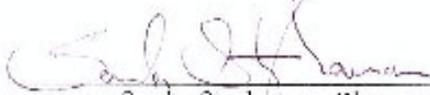
Doug Lumpkin, Director  
Job and Family Services



John Martin, Director  
Mental Retardation and Developmental  
Disabilities



Barbara Riley, Director  
Department of Aging



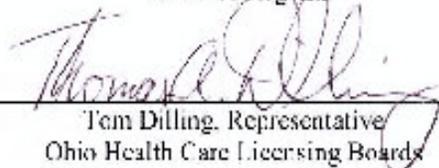
Sandra Stephenson, Director  
Department of Mental Health



Eric Fingerhut, Chancellor  
Board of Regents



John Connelly, Executive Director  
Rehabilitative Services Commission



Tom Dilling, Representative  
Ohio Health Care Licensing Boards

## Ohio Ex-Offender Reentry Coalition At-Large Members

(As of March 27, 2009)

Berry, Lenora, Community Volunteer  
Boyer, Bobbie, Consultant, United States Attorney Northern District of Ohio  
Carr, Judge James, Federal Court Judge  
Cuyahoga County Reentry Task Force  
Demo-Hodgins, Jody, Executive Director, Marion/Crawford County ADAMHS  
Dittmer, Gayle, Chief Probation Officer, Franklin County Probation Department  
Fragale, Judge Robert, Marion County Common Pleas Court  
Gillispie, Beth, Director, Ohio State Bar Foundation  
Knopp, Melissa, Manager, Supreme Court of Ohio  
Hamilton County Criminal Justice Commission Reentry Committee  
Ho, Karin, Administrator, Ohio Office of Victim Services  
Little, Edward, Consultant, Ex-Offender, Cuyahoga County Dept of Justice Affairs  
Lieberman, Deborah, Commissioner, Montgomery County Commissioners Office  
Luken, Sally, Director, Corporation for Supportive Housing  
Mauro, James, NAMI  
Montgomery County Ex-Offender Reentry Task Force  
Nunes, Phil, Director, Oriana House Halfway House and Reentry Center  
Northwest Reentry Coalition  
Ohler, Dan, Ohio County Association of County Boards of MRDD  
Paulus, Mark, Reentry Program Director, Community Connection of Ohio  
Pierson, Melissa, Administrator, Franklin County Office of Homeland Security  
Pullen, Wesley, Director, Columbus Urban League  
Rice, Judge Walter, Federal Court, Montgomery County  
Robinson, Denise, Executive Director, Alvis House Halfway House  
Russo, Judge Michael, Cuyahoga County  
Theobald, John, Manager, Montgomery County Commissioners Office  
Shawlson, David, Veteran's Administration Services  
Spottwood, Mary, Ohio Community Corrections Association  
Sprague, Bishop Joseph, Faith Vote Columbus  
Sylak, Scott, Executive Director Lucas County Treatment Alternatives to Street Crimes  
Vail, Gail Ohio Association of Goodwill Industries  
Vazques, Luis, Director, Cuyahoga County Office of Reentry  
Yost, David, Chief Prosecutor, Delaware County Prosecutors Office  
Walter, Sheri, Ohio Association of County Behavioral Health  
Weeks, Tom, Ohio State Legal Services  
West Central Ohio Reentry Coalition  
Wilkinson, Reginald, Ohio College Access Network