
CSOCCRN

SUMMIT COUNTY REENTRY NETWORK

RUSSELL M. PRY, EXECUTIVE

Strategic Plan
2007 – 2012

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BACKGROUND

Over the years, there have been many efforts at different times by various public and private entities in Summit County to address the needs of ex-offenders and prevent recidivism. However, very little coordination exists among these entities. Thus, even if organizations were not working at cross-purposes, lack of coordination among them has been a significant deterrent to their overall effectiveness.

Consequently, leaders of these organizations have undertaken a concerted effort to improve their overall effectiveness by initiating a process to provide a comprehensive coordinated reentry program for Summit County. The initial efforts of the group explored ways to enhance communication among relevant organizations. This exploration led to a collective resolution to establish a more formal network for Summit County.

Since 2005, conversations among representatives and leaders of these organizations have led to an adoption of a mission statement and an examination of reentry plans and practices in other counties and communities. The next step is the development of a Strategic Plan to complete the formalization of the network and identify strategies and actions for the network to undertake toward the realization of their mission statement.

Strategic Planning Participants:

Starting from the Fall of 2007, the following organizations and individuals have been meeting to develop and craft out the Strategic Plan:

Akron Community Health Resources
Adult Parole Authority
Akron Metropolitan Housing Authority
Akron Summit Community Action Inc.
The Akron Urban League
Broken Chains Jail and Prison Ministries
Community Legal Aid Services
Goodwill Industries of Akron, Inc.
The Job Center
Info Line
Lynn Clark/Community Resident
Mental Health America of Summit County
Ohio Department of Job and Family Services (ODJFS)
Ohio Department of Rehabilitation and Corrections
Opportunity Ecumenical Neighborhood Ministry (Open M)
Oriana House
Planned Parenthood of Northeast Ohio
Project LEARN of Summit County
Summit 2010: A Quality of Life Project
Summit County ADM Board
Summit County Department of Job and Family Services
Summit County Executive Office, Dept. of Public Safety
Summit Psychological Associates
UMADAOP
The United Way of Summit County
Facilitated by: Dr. Steve O. Michael and Anita Maldonado, PhD

Ex-Offenders Coordinating Strategic Planning Committee:

Adult Parole Authority
Akron Metropolitan Housing Authority
Akron City Council 4th Ward
Akron Summit Community Action Inc.
Akron Community Service Center and Urban League
Bondage Breakers Inc.
Broken Chains Jail and Prison Ministries
Catholic Social Services of Summit County
Community Legal Aid Services
Community Support Services
County of Summit Board of MRDD
The Chapel
East Akron Community House
Goodwill Industries of Akron
Greenleaf Family Center
IJN-I Foundation
Info Line
The Job Center
Kent State Dept. of Sociology
Mature Services
Ohio Department of Job and Family Services
Ohio Department of Rehabilitation and Corrections
Opportunity Ecumenical Neighborhood Ministry (Open M)
Oriana House
The Way Out Jail and Prison Ministry

Pam's House
Perfecting the Saints Heart to Heart Ministries
Project LEARN of Summit County
Salvation Army of Summit County
Shepherd and Lamb Housing
St. John CME Church
Summit 2010: A Quality of Life Project
Summit County ADM Board
Summit County Department of Job and Family Services
Summit County Executive Office, Dept. of Public Safety
Summit Lake Neighborhood Association
Summit Psychological Associates
UMADAOP
United Way of Summit County
YMCA

Executive Summary:

Since September 6, 2007, the Summit County Strategic Planning Committee had been meeting with various community individuals and organizations that have a vested interest in assisting adult ex-offenders with re-entry within Summit County. As a result, the Summit County Reentry Network (SCRN) concluded that Summit County is rich in resources but poor in coordination of services. The Summit County Reentry Network's primary target populations are adult felony ex-offenders returning to the community from prison. The secondary targeted populations are adults who have felony convictions.

Mission Statement:

The mission of the Summit County Reentry Network is to work in a collaborative effort to provide adult felony ex-offenders with services that will help them overcome obstacles that prevent them from self-sufficiency.

Mission Details:

The Summit County Reentry Network consists of concerned faith based and community based professionals and community members with a variety of resources to meet the needs of the offender. Our primary target population is adult felony ex-offenders returning to the community from prison. The secondary targeted population is adults who have felony convictions.

The Mission Statement of the Summit County Reentry Network (SCRN) is predicated on a set of critical values that must guide the Network relevant to the reentry programs for Summit County. (See Attachment A for 2007-2012 Strategic Map). These values include but not limited to:

- a. **Collaboration.** While there is a considerable overlap of services provided by represented organizations, the network will be guided by the spirit of collaboration rather than competition. By collaborating, reentering adult ex-offenders win and represented organizations also win.
- b. **Expanded Services.** An initial purpose of the network is to conduct a comprehensive review of services provided to adult felony offenders so as to be able to identify where gaps in services exist. This action is necessary to provide expanded services to the adult felony ex-offenders in the Summit County.

- c. **Restoration.** The overall goal is to advocate for full restoration of adult felony ex-offenders as productive member of the community.
- d. **Communication.** To achieve its mission, the SCRN will be guided by the spirit of sharing in an open and trusting relationship among the participating organizations.

Network members will strive:

- To meet the needs of the offender by developing a network of resources that will assist the offender in returning to the community
- To communicate with each other to make sure the offender's needs are being met
- To provide offender with services regardless of past history, race, or religion
- To provide a united front when addressing the issue of offender reentry
- To be knowledgeable and respond to legislation and other measures that impact offenders

Network members will provide:

- Community and faith based resources to assist offender
- A systematic process to establish a continuum of care for the offender

Offender Reentry Network goals include:

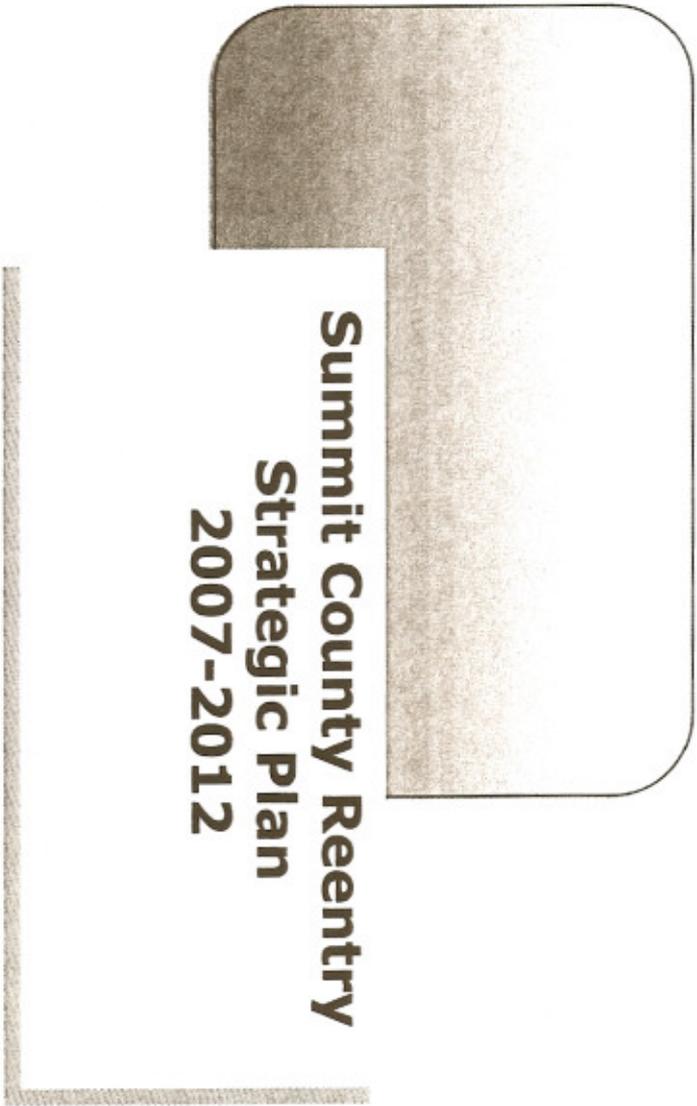
- Providing a holistic array of services to help ex-offenders be family members, workers, active and productive community members
- Meeting ex-offender's family, personal and professional needs
- Focusing on the seven key domains that can impact and change an ex-offender's life (see Attachment B)
- Helping to reduce recidivism and violence within the community by meeting ex-offender's needs

The Strategic Planning Committee had a series of meetings on September 6th, October 4th, October 30th and November 20th, 2007 to develop and formalize a strategic plan that will identify priorities and actions for the network to undertake toward the realization of their mission statement. As a result, the SCRN adopted the following five outcomes that will be the driving force behind accomplishing their mission between the years 2007-2012:

1. Establish a Coordinating SCRN
2. Advocate for Ex-Offenders Support and Services
3. Seek and Develop Resources to Enhance Network Services
4. Provide In-Service Training and Staff Development
5. Evaluate and Assess Progress/Identify Indicators

As a way of adding legitimacy and generating support from the Summit County community, the SCRN will establish various Ad-Hoc committees that will be responsible for implementing the goals of the SCRN. The SCRN will report to the Criminal Justice Advisory Board (CJAB), which will share information with the Summit County 2010 Quality of Life Project.

The Strategic Plan has been endorsed by the Summit County Criminal Justice Advisory Board (CJAB).



**Summit County Reentry
Strategic Plan
2007-2012**

Seven Domains:

The SCRN created a chart of issues or domains that are to be included in The Summit County Offender Reentry Strategic Plan. It was the consensus of the committee to model the Summit County Plan after the Ohio Model.

Table 1.0*
Attachment B

1. Employment/ Education	2. Marital/ Family	3. Associates/ Service Intervention	4. Substance Abuse	5. Community Functioning	6. Personal Orientation	7. Attitude
Employment	Unification**	Mentorship	Chemical Dependency	Housing	Mental Health	Desire to be law abiding
Community Sanctions Education/Training	Family Support** Counseling**			Coordination of Services Communication Reentry Court	Sex Offender Counseling	Work Ethic
Community Education						
Financial literacy**				Offender risk assessment		

*Source: *The Ohio Plan for Productive Offender Reentry and Recidivism Reduction*, (The Ohio Department of Rehabilitation and Correction, July 2002)

** Items have been added/ modified to the list to reflect local community need

Outcome 1: Establish a Coordinating Reentry Network

The strategic goal for organizations interested in reentry support for adult felony ex-offenders in Summit County is to establish a formal coordinating network. The Network must have acknowledged reality and functions that will enable the realization of the mission statement. It is not the interest of the represented organizations to establish another service provider. Rather, the goal is to bring together what member organizations are currently doing so as to be able to leverage their services and efforts in a way that augment and enhance their corporate and collective effectiveness.

Outcome 1: Establish a Coordinating Reentry Network**Goal (Destination)**

Formalize an ad-hoc centralized committee within 60 days who will report to the Criminal Justice Advisory Board (CJAB). The CJAB provides information to Summit 2010.

Objective: (Performance Target) - Must be stated in quantifiable or measurable terms and must be date bound; measures success.

The Ad-Hoc Centralized Committee will set up their governance structure and align themselves with the CJAB by December 2008

Rationale (Identifies the reason (motivation) for the goal)

There is a persuasive need to coordinate resources using a low-capital approach. The committee needs to set up a governance structure to establish legitimacy within the community and be able to obtain resources to fulfill its mission. Under the CJAB, it will be able to accomplish this.

Strategies – Ideas on "What to Do"	Responsible	September 07- August 08			Sept 08 - August 09	Sept 09 August 10
		Due by	Completed	Ongoing		
1.1 Set up Ad-Hoc Centralized Committee	United Way		Completed			
1.2 Establish an inventory of private and public partnership and the services they provide	County Executive & Oriana House	October 2008				
1.3 Set up governance structure and identify tasks/ resources necessary for the creation of the Reentry Network			Completed			
1.4 Examine different process models for Reentry Networks-Examine best practices	Job Center & Adult Parole	August 2008				
1.5 Quantify existing network goals		December 2008				
1.6 Coordinate Meetings and communications between all members	Ad-Hoc Centralized Committee			Ongoing		
1.7 The Ad Hoc Centralized Committee will establish the following committees: Education & Advocacy Committee; Employment; Resource Development; training committee; evaluation committee	Ad-Hoc Centralized Committee	December 2008				

Outcome 2: Advocate for Ex-Offenders Support and Services

The Strategic Goal 2 aims at making the collective voice of represented organizations audible and loud in support of processes and practices that will enhance ex-offenders' integration and restoration into the community. Sometimes, this voice will be directed at community attitudes, other times, the voice will be directed at government policies. Sometimes, the collective voice will be directed at supporting the ex-offenders' rights, yet other times, the voice will be directed at educating the ex-offenders as to their rights. In all, the Network's interest is to expand the effectiveness of current and future support services available to ex-offenders.

Outcome 2: Advocate for Ex-Offenders Support and Services

Goal (Destination)

To educate and advocate for ex-offender support and service through a Summit County coordinated collaborative effort to make legislative policy changes.

Objective: (Performance Target) - Must be stated in quantifiable or measurable terms and must be date bound; measures success.

The Network will identify 3 to 5 ex-offender issues that will be targeted and brought to the forefront through education, advocacy and awareness for possible local, state and policy changes. This will be done by June 2009.

Rationale (Identifies the reason (motivation) for the goal)

Summit County is rich in resources, but poor in cooperation. The coordination of a reentry network will bring all of the Summit County resources on the same page to deliver one unified message to the community.

		September 07- August 08				
Strategies – Ideas on "What to Do"	Responsible	Due by	Completed	Ongoing	Sept 08 - August 09	Sept 09 August 10
2.1 The Network will educate themselves about best practices & current and potential legislation,						
2.2 Establish a position/stance on major policy issues	Education & Advocacy Committee					
2.3 Educate public officials on major policy issues						
2.4 Recruit more agencies/stakeholders to the Network (Chamber of Commerce, Kiwanis, etc)						
2.5 Solicit the input of offenders to the Network's deliberations						
2.6 Develop Public Relations and marketing strategies (website, brochures, etc) and materials to promote visibility as well as to educate and advocate to the community, especially landlords & employers						

Outcome 3: Seek and Develop Resources to Enhance Network Services

Undoubtedly, resources are needed for the Reentry Network to survive and flourish. It is important that member organizations do not perceive the network as a drain to their limited resources. Rather, the Network must be seen as adding values to what member organizations already do. To do that, the Network must have access to resources to fulfill its goals. Sources of support must be identified, funds must be generated, and goodwill must be cultivated. All these are necessary for the Network to provide the critical goal of expanded services to the ex-offenders in Summit County.

Outcome 3: Seek and Develop Resources to Enhance Network Services

Goal (Destination)

Identify federal, state and local resources that will fit the mission of the Summit County Reentry Network.

Objective: (Performance Target) - Must be stated in quantifiable or measurable terms and must be date bound; measures success.

By October 2009 the Summit County Reentry Network will identify and apply for federal, state and/or local grants. Additionally, the Network will look into other sources of revenue from participating organizations (cash and in-kind).

Rationale (Identifies the reason (motivation) for the goal)

The Reentry Network seeks to become a sustainable entity with a steady income stream in order to coordinate services to the reentry population.

		September 07- August 08					
Strategies – Ideas on “What to Do”		Responsible	Due by	Completed	Ongoing	Sept 08 - August 09	Sept 09 August 10
3.1	Identify a person or agency to maintain and monitor grant notices/publicize availability	Resource Development Committee					
3.2	Research and compile a comprehensive database of grants and resources						
3.3	Network will serve as a support for grant writing efforts and other tasks such as in-kind tracking						

Outcome 4: Provide In-Service Training and Staff Development

The strength of the Reentry Network will depend on shared knowledge of services and contributions of the participating organizations and agencies. Organizations and their staff must have an understanding of the roles and functions of organizations within the Network. Therefore, the Network will encourage, publicize and/or coordinate cross training and/or staff development opportunities that are open to members of the Network. By so doing, the Network will leverage the opportunities presented by participating organizations and provide training benefits that transcend individual establishment.

Outcome 4: Provide In-Service Training and Staff Development

Goal (Destination)

To provide in service training to the community and network to educate them of each other's services as well as to maximize services to the fullest potential.

Rationale (Identifies the reason (motivation) for the goal)

There is an uncoordinated approach and lack of awareness of services that are offered to ex-offenders in Summit County

Objective: (Performance Target) - Must be stated in quantifiable or measurable terms and must be date bound; measures success.

By 10-09 there will be 2 trainings coordinated and offered to the SCRN organizations and the community to educate and raise awareness.

Strategies – Ideas on "What to Do"	Responsible	September 07- August 08			Sept 08 - August 09	Sept 09 August 10
		Due by	Completed	Ongoing		
4.1 Identify individuals in charge of coordinating/ notifying of training opportunities	Training Committee					
4.2 Schedule training sessions and generate e-mail notifications to all participating agencies	Sponsoring Organization			Ongoing		
4.3 Document training sessions to CJAB, provide necessary materials, maintain record of workshops.	Training Committee					
4.4 Identify training opportunities in the community and recruit agencies to participate	County Executive and Oriana House					
4.5 Offer cross training and Continuing Education Credits (CEU's and CLE's)	Sponsoring Organization					

Outcome 5: Evaluate and Assess Progress/Identify Indicators

The complex nature of a Network consisting of separate organizations and agencies requires effective communications and constant assessment of progress toward a mutually agreed upon end. Therefore, in the spirit of continuous improvement, the Reentry Network will ensure that progress toward goal and mission attainment is evaluated and results made public to participating organizations and agencies. The Network will identify strategic indicators that are measurable and establish procedures for evaluating progress based on these indicators. The Network will ensure that assessment results guide future deliberations and actions.

Outcome 5: Evaluate and Assess Progress/Identify Indicators

Goal (Destination)

Evaluate and assess the progress of the Summit County Reentry Network

Objective: (Performance Target) - Must be stated in quantifiable or measurable terms and must be date bound; measures success.

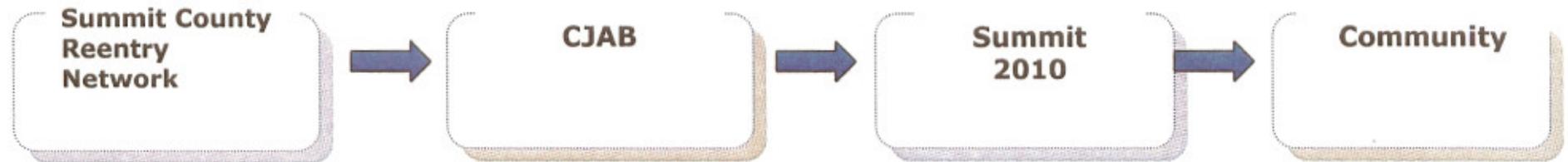
The Summit County Reentry Network will collect and analyze data on an ongoing basis and present an assessment report by December 2009.

Rationale (Identifies the reason (motivation) for the goal)

SCRN will monitor performance indicators in order to determine the impact of the Summit County Reentry Network. The data collected can be used to obtain federal, state and local funding

Strategies – Ideas on "What to Do"	Responsible	September 07- August 08			Sept 08 - August 09	Sept 09 August 10
		Due by	Completed	Ongoing		
5.1 Identify and define strategic measurable indicator for SCRN	Evaluation Committee	June 2009				
5.2 Collect data and analyze based on the strategic measurable indicators	Evaluation Committee	December 2009				
5.3 Prepare reports annually that breakdown progress	Evaluation Committee			Ongoing		

Communication Plan



Communication Plan

Summit County Re entry Network (SCRN) Communication Plan

The SCRN Strategic Plan will be distributed to all Strategic Planning participants, Ex-offender Coordinating Strategic Planning Committee members and Summit County Criminal Justice Advisory Board (CJAB) for review and feedback. The SCRN leadership will communicate the status toward accomplishing goals and objectives to the community and SCRN members on an annual basis.

Once approved by the CJAB the SCRN leadership will introduce and distribute the strategic plan to the pertinent Summit 2010 committees for review.

The plan will be distributed to the community in a variety of ways including:

- Websites
- Press releases
- Public Presentations
- Public Forums



**STRATEGIC PLANNING
PROCESS DESCRIPTION**

September 6, 2007

PROCESS DESCRIPTION & OUTCOMES

THE PROCESS

The SCRN began the Strategic Planning Process during a Strategic Planning session held at the United Way of Summit County Offices on September 6th, 2007. The retreat consisted of 26 members. The session was facilitated by Anita Maldonado, PhD and Dr. Steve O. Michael.

The process began with SCRN Members identifying the expectations of the process:

EXPECTATIONS:

- Set direction for the next year
- Follow-up on process
- Implementation of process
- Monitoring
- Continuous process
- Define clear advocacy plan
- Organizational structure of the Reentry Network

The group then moved into the definition of Strategic Planning, its purpose and the Roles of the individuals involved in the process.

STATE OF THE REENTRY NETWORK:

Devoe Johnson presented the concept of the SCRN giving the participants a clear view of the events leading up to the Strategic planning efforts of the organization.

VISION OF SUCCESS:

Visioning involves looking into the future and describing how the organization will look at the end of five years (2012). How the internal environment will change over time, how weaknesses have been shored up, how to take advantage of opportunities and how threats have been thwarted.

Through instructions from the facilitator the participants were requested to individually brainstorm, to share their thoughts and through consensus agree on their idea of **Victory** or success of the Reentry Network absent of any barriers. The list is presented below:

- Collaboration of stakeholders
- Inclusion of community members
- Develop pro-social skills, individuals and families
- Reduce recidivism both local and state ex-felon offenders
- Risk assessment/skill assessment of ex-offenders
- Strength assessment of ex-offenders
- Offender acts with self-knowledge and insight as to their pro social goals, skills, strengths, and weaknesses to achieve and enjoy the benefits of being a contributing citizen. We need to create an support programs that enable released offenders to do this in a seamless manner
- Increase the quality of life; -Increase the ability of individuals to create a stable life environment
- Need-employment/employers at the table
- Housing affordability-safe positive life
- Barriers need to be removed
 - Labeling stigmas, identity restoration
 - Legislation-licensing requirements for certain professions
- Support for families
- Regular connection-to a supportive coach, church , block club, etc. positive relationships
- Coordinated health/mental and physical
- Offenders-get training-pre/post release, hold job and accept help
- Community-Accept offenders, provide jobs, housing, education/training, support services
- Services-provide options, change thinking, recognize/accept limitations

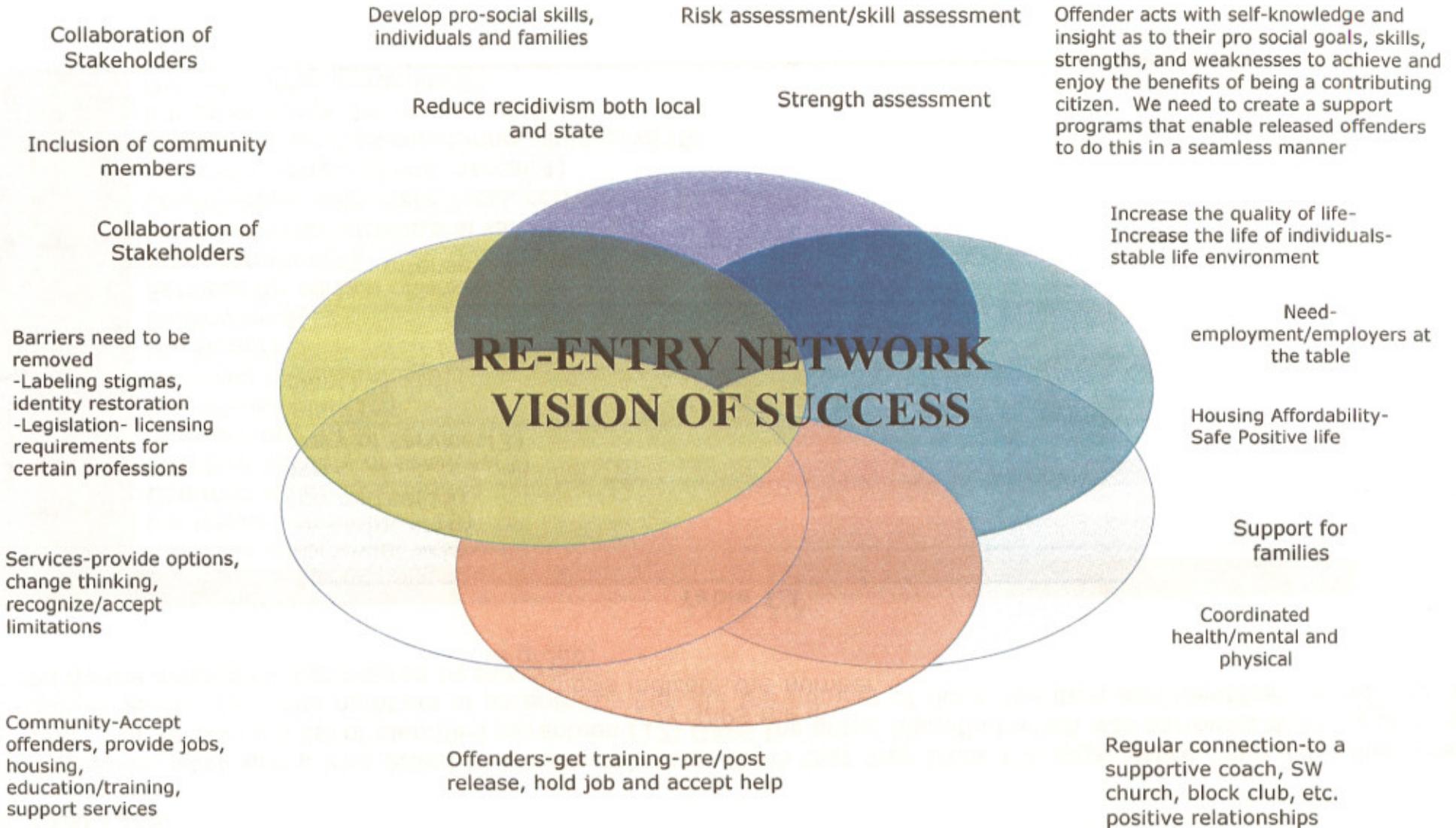


Figure 2.1

GAP ANALYSIS:

After discussion, each group was asked to identify things or GAPS that may block the organization from achieving what they want. The following a list of identified seventeen (17) GAPS the group identified which was narrowed down by priority to a total of seven (7). The numbers in parenthesis indicate the number of times the item was identified by individuals followed by the exhaustive list created by the group:

Table 1.1

1.	Common ex-offender assessment tool (7)
2.	Centralized committee(15)
3.	Common vision of expected behaviors(2)
4.	Effective delivery of services(3)
5.	Offender buy in(7)
6.	Pre-release plan(10)
7.	Directory of resources(5)
8.	Housing(7)
9.	Employment(12)
10.	Services for certain offenses
11.	Transportation(1)
12.	Legal restrictions/collateral sanctions(12)
13.	Coordination with state, local, correctional facilities(3)
14.	Healthcare-physical and mental(4)
15.	Supportive services-mentoring, child care(10)
16.	Education for public employers(5)
17.	Database interoperability(2)

Table 1.2

- **Housing**
- **Sex Offenders**
- **Mental Health Capacity**
- **Resources**
- **Employers**
- **Common assessments amongst stakeholders-data sharing**
- **No centralized-formalized committee for re-entry**
- **Common vision of pro-social behaviors**
- **Effective delivery of services**
 - services themselves
 - the process of delivering the services
 - the disconnect between service providers and clients (communication)
- **Resources for providers**
- **Money/economy**
- **Housing**
- **Legal restrictions**
- **Subsidized housing, disenfranchisement, financial aid, licensing, healthcare**
- **Communication/coordination with state, local and federal correctional entities i.e. Oriana House does not have a plan offenders may have developed in prison...database interoperability**
- **Employment**
- **Job development, meaningful connection between training in institutions and jobs available in the community**
 - workforce has to envelop all surrounding industries
- **Health Care**
 - availability-physical and mental healthcare-medication
- **Support citizen circle**
- **Services for sex offenders**
- **Reduce/remove barriers**
- **Change in laws**
- **More health/mental health resources**
- **Transportation**
- **Housing: eligibility/capacity**
- **Employment**
- **Erase felonies for "lesser" degree offenses**
- **Remove prohibition for employment in fields/jobs not related to offense**
- **Education of public/employers**
- **Coordinated care system to guide ex-offenders through process of integrating back into the community**

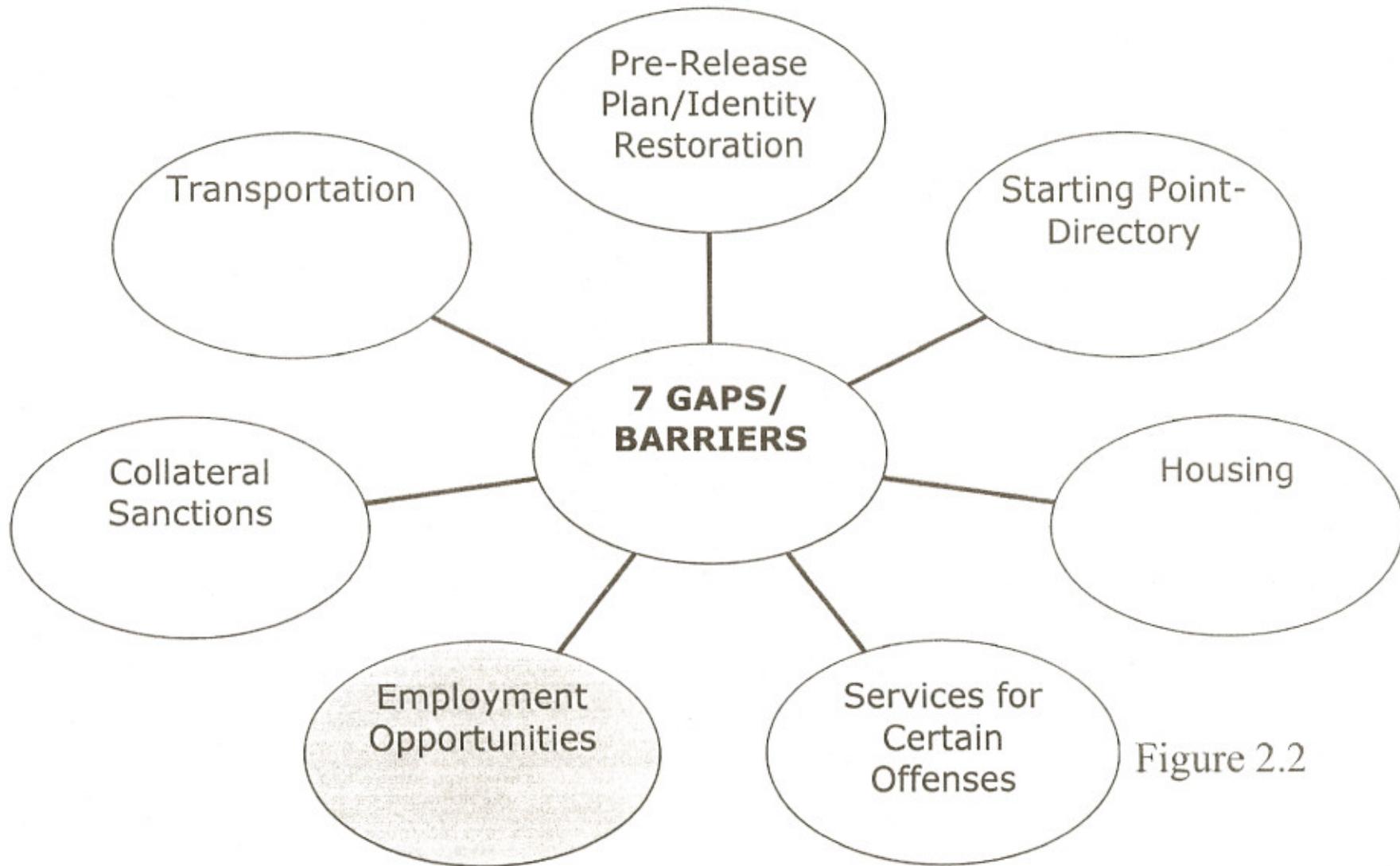


Figure 2.2

2007-2012 Strategic Map

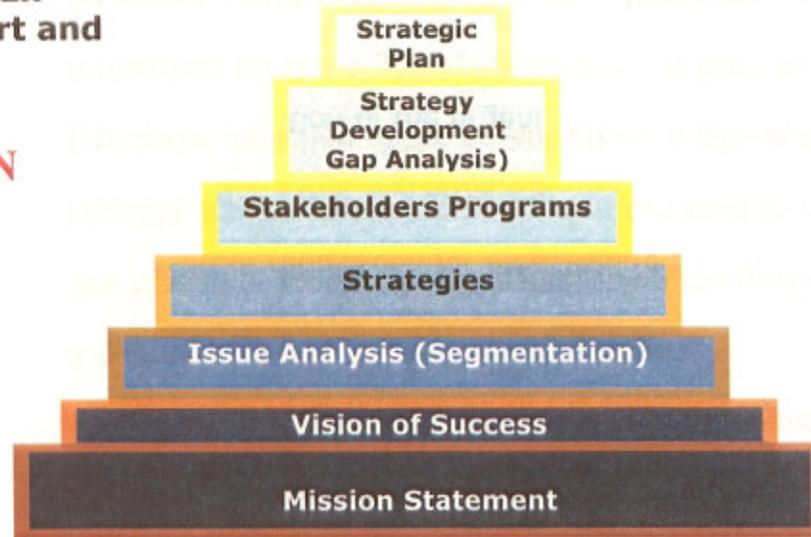
Seek and Develop Resources to Enhance Network Services

Provide In-Service Training and Staff Development

Advocate for Ex-Offender Support and Services

COLLABORATION

Establish a Coordinating Reentry Network



Evaluate and Assess Progress/Identify Indicators

RESTORATION

COMMUNICATION

Environmental Forces

**Figure 2.3
Attachment A**

"The mission of the Summit County Reentry Network (SCRN) is to work in a collaborative effort to provide adult felony ex- offenders with services that will help them overcome obstacles that prevent them from self-sufficiency."

Glossary

Advocacy:	The process of speaking on behalf of an issue, people, and/or an organization.
Commitment:	An obligation, a promise to complete a task, and effort.
Gap Analysis:	The identification of issues, processes and/or policies that block the organization from meeting Its goals
Goal-Destination:	The ultimate destination the organization would like to achieve.
Mission Statement:	The purpose of the organization, the reason it exists.
Objective-Performance Target:	A quantitative way of measuring success
Rationale:	The reason or motivation for establishing the goal-destination.
Strategies:	Possible actions that the organization can take to meet its objectives and in turn its goals.
Strategic Map:	A pictorial depiction of the organizations goals-destinations.
Strategic Plan:	A roadmap for the organization to move it from its current status to future vision.
SWOT Analysis:	An analysis of the Internal Strengths, Weaknesses, and External Opportunities and Threats facing the organization
Visioning:	The process of looking forward and imaging the optimum view of the future.