

July 1, 2014

OHIO EX-OFFENDER REENTRY COALITION  
**JUVENILE BRANCH ACTION PLAN**



**JB Co-Chairs:**

Nathan Lynch, Lighthouse Youth Services  
Julie Norberg, Allen County Juvenile Court  
Berlin Carroll, Allen County Juvenile Court  
Kim Humphrey, Ohio Department of Youth Services

## CURRENT VISION, MISSION & GOAL STATEMENTS

### **\*VISION STATEMENT\***

**To Reduce Recidivism**

### **\*MISSION STATEMENT\***

*The mission of the Branch is to bring more visibility and action to the reentry needs of our adjudicated youth through the plans and services within our inter-working systems*

... of each agency, specific to their expertise in one or more of the following service needs areas: Education, Employment, Substance Abuse, Mental Health, Family Engagement, Housing, Mentoring, Legal, and Medical/Benefits.

### **\*Prior Goals\***

The overarching goals of the Juvenile Branch were:

- ❖ Address ways that the local partners of each state agency can provide assistance to youth in a variety of service needs areas;
- ❖ Effectuate change, if necessary, at the state and federal levels to meet these needs;
- ❖ Encourage the local taskforces to include a juvenile component in their strategic plans; and
- ❖ Involve the local taskforces in the reentry planning on individual cases (e.g. placement challenges).

This plan contains the results of a goal planning session held on March 18, 2014. After a review of the above statements, the group generated a list of possible future news headlines reflecting Ohio's work on juvenile reentry, which could ultimately change the vision and mission of the Juvenile Branch efforts. Some examples include:

*"Ohio Set to Change the Face of Juvenile Reentry"*

*"Ohio's Leaving No Children Behind"*

*"Ohio Communities Unite with the Courts and Local Organizations"*

*"Ohio Sets the Bar High When it Comes to Juvenile Re-entry Efforts! Lowest Recidivism and Commitment Rates Nationwide"*

*"Intersystem Collaboration at its Best: Ohio's Model Leads the Nation!"*

*"Got Reentry? Reentry Matters!"*

*"ODYS: The Country's leader in Juvenile Justice"*

*"Success with Youth is Spelled OH-IO!"*

*"Ohio Blazing the Trail for Juvenile Services Providing Optimum Impact for Second Chances"*

*"DYS Closes Due To No Youth Commitments"*

Session Held March 18, 2014

## GOAL PLANNING SESSION ATTENDEES

Jackie Barnes, Catholic Charities  
Nicole Bass-Stith, Franklin Co. Juvenile Probation  
Carol Briney, Reentry Bridge Network  
Joyce Calland, Ohio Family and Children First  
Berlin Carroll, Allen Co. Juvenile Court  
Patricia Clements, ODJFS  
Steve Curl, ODYS  
Wanda Curry-Shepard, Unique Services Logistics  
R. Linn Davey, ODE  
Regina Dawson, ODJFS  
Monica Ellis, Office of Criminal Justice Services  
Judge Robert Fragale, Marion Co. Juvenile Court  
Andrew Hackett, Reentry Solutions Inc.  
Tom Hutter, ODJFS  
Joseph Hoffman, The Legends Foundation  
Art James, ODYS  
David Kiefer, Volunteer  
Nathan Lynch, Lighthouse Youth Services  
Julie Norberg, Allen Co. Juvenile Court  
Beth Oprisch, ODYS  
Kysten Palmore, Franklin Co. Reentry Coalition  
Heather Pugh, Office of the Ohio Public Defender  
Shayne Rowlands, ODYS  
Jennifer Sanders, ODYS  
Andre Sappington, Portsmouth Inner City Dev. Corp  
Corey Shrieve, ODYS  
David Tobin, ODYS  
Lauri Valentine, ODJFS  
Melissa Walther, The Ridge Project

### **Facilitators:**

Linda Janes, ODYS  
Sharon Schnelle, Ohio Supreme Court  
Kim Humphrey, ODYS

# S.W.O.T. Analysis of Current Juvenile Reentry

## STRENGTHS

### Theme: Funding

- Numerous grant opportunities for juvenile reentry at various federal agencies
- ENGAGE: SAMHSA grant to expand high fidelity wrap around services
- Second Chance Act juvenile programming-based funding opportunities
- More faith-based program funding helps to unite community

### Theme: Modeled Systems

- JDAI and integrating the JDAI model into our everyday work
- Ohio's RECLAIM/Targeted RECLAIM
- Ohio does a great job of making sure appropriate detention placement of youth
- Some counties currently have reentry courts to assist (e.g. Summit, Marion, Cuyahoga)
- Ohio's Crossover Youth model

### Theme: Readiness/Collaboration

- Ohio recognizes the importance of reentry
- People care about kids
- Internal and external advocacy groups
- Reentry Coalitions in many counties
- Local commitment (community-wide) of staff involved in juvenile justice
- Leadership: state and local that cares
- Partnerships between our coalition and other organizations which include OSU, CAOs, Shawnee State, Ohio University, community centers, and national partners
- Working with the entire family
- Key partners at our table often can solve problems, close gaps in the course of a meeting
- Willingness/trust in collaboration and sharing strengths

### Theme: Readiness/Collaboration Continued

- Local collaboration has improved
- The fact that this group has come together to do the work and set the model
- Willingness of those involved in the juvenile process to engage in strategic discussion
- 88 Family and Children First that are cross-system focused
- Family and Children First Council (FCFC) working with transitional youth ages 18-21
- Great relationships between ODYS parole and Juvenile Court
- Office of Workforce Development and Office of Family and Children partnering for transitional youth services
- Knowledge
- Cross-system collaboration is important to ENGAGE

### Theme: Services

- Ohio's Behavioral Health Juvenile Justice Initiative
- Stark public schools focusing on trauma-informed care information and training for teachers
- Education services are provided to youth
- Pairing youth with vocational mentors
- Strong volunteer base
- Restorative Justice circles
- Assessments of youth have improved
- Ability to engage youth pre-release
- Wealth of tools to engage youth in positive decision making
- Strong apprenticeship system in Ohio
- New focus on trauma and mental health
- Life skills focus
- Expansion of Community Mental Health Linkages services from just adult population to include youth in DYS custody

## WEAKNESSES

### Theme: Lack of Funding

- Funding for safe housing options
- Programs start and stop due to grant funding
- Overwhelming burden of adult system limit available resources (i.e. funding) to service juveniles
- Lack of funding opportunity for evaluation of programs/ curriculum to get recognition of the positive results
- “Silo”ed funding streams
- Resources scarce in small counties
- Money\$\$

### Theme: Lack of Holistic Services

- Finding best placements for youth if it can't be home
- Family engagement hard to accomplish due to generational issues (i.e. school, alcohol and drugs, history of incarceration)
- Family participation- lack thereof or negative
- Need healthy sex offender treatment for youth
- Youth returning to same environment, support
- Businesses unwilling to work with troubled youth
- Need good preventive care (e.g. life skills preparedness; values)
- Use of volunteers as just a way to save money
- Positive peer and family support
- Using juvenile court as a parent
- Public transportation is not easily afforded
- Preparation for employment and independent living
- Transitional gaps (Maslow)
- Current economy = low youth employment overall
- Reentry programs not holistic (beyond treatment, job, housing, other life domains)
- Vocational training

### Theme: Lack of Holistic Services Continued

- Finding community supportive services for youth (housing, supportive employment, life skills)
- Need more mentors and stronger families to guide youth as they enter the same challenging environments after release or before
- Fragmented and disjointed process for transitioning youth from institution to community
- Support systems for youth. Come out to same environment.
- Struggles with engaging families in services that will require their change
- Working with parents (dysfunction)
- Family engagement and home environment

### Theme: Lack of Understanding of Youth Population & Available Resources

- Youth Services not asking for help- not knowing how/who to ask
- Lack of knowledge or understanding of programs or services available
- Not enough knowledge or sharing of community resources
- Difficulty making community links (informal connections, neighbors, church, etc.)
- Economic and social disparities
- By default, we label our youth
- Resistance from damaged youth

### Theme: Breakdown in Systems Collaboration and Communication

- Release of youth before their ready
- Not long enough parole time (3 months not enough)
- Collaborators not knowing how to help
- Tons of programs that are unknown
- Disparate impact
- Process to become evidence based is cumbersome- effects who gets the work
- Lack of Leadership
- Weak links between community assessments and treatment with court decisions

## WEAKNESSES CONTINUED

### Theme: Breakdown in Systems Collaboration and Communication Continued:

- Lack of awareness of other community resources
- Lack of communication
- Political influences effect services offered and availability of resources and programming, most often through control of funding
- Local government ignores juvenile reentry or even demonstrates some fear of the youth more so than adult reentry- View them as “erratic” and “unpredictable”
- Too set on one agenda and not open to seeing the whole picture
- Larger community may not recognize a need for patience. Often “knee jerk” reactions to relapse behaviors
- Not enough communication with other legal systems such as ODYS, ODRC, Parole
- Bad Press
- Reactive versus proactive
- Lack of communication between schools and juvenile justice system and community
- Ohio has 6<sup>th</sup> highest high school dropout rate nationally and Ohio has 6<sup>th</sup> highest prison population (2-in-1)
- Local, state and federal laws make parenting more difficult contributing to vast majority of problems
- Lack of disciplinary action before youth become involved with judicial system
- Failure to re-engage ex-offenders in strategic planning, etc.
- Engaging education system to look for alternative methods to removing kids from school
- Lack of cross system agreements to obtain information about youth to provide comprehensive care (confidentiality barriers)
- Everyone doing their own thing
- Lack of awareness of other community resources
- Law enforcement needs to be at table for effective treatment- not just a lock them up approach
- Conflicting/Competing priorities/values
- Not playing nicely in the sandbox- territorial

## OPPORTUNITIES

### Theme: Cross System Collaboration & Resource Sharing

- Better collaboration with O.N.E. STOPs (WIA)
- Ask the juveniles and their parole and probation officers their opinions of what they need
- Wrap around facilitator training for cross-system staff (ENGAGE)
- Children's cabinet to champion blended funding model for multi-system youth
- Pursue ways to sustain funding
- Build capacity of resources
- Unified case plan team approach
- Cross training across agencies
- Shared funding and data sharing
- Work together but everyone do what they do best
- Keep riding the wave (momentum in right direction)
- Catch the fever- edge of just making a difference and having an impact
- Systems managing volunteers in a supportive, encouraging manner understanding they provide enhancement to system
- Put together a "go to" multi entity grant writing group
- Expand outside state agency
- Statewide data sharing agreements
- Improve, streamline grant funding opportunities with agencies to target the grants to the population
- Structured collaboration meetings for grant writing and services
- Program evaluations for smaller agencies
- Agencies can partner to provide services and share resources because multiple agencies are working with the same population- save time and \$ & provide holistic approach

### Theme: Positive Marketing/Communication and Relationship Building

- Very deliberate proactive media campaign to educate the community
- Invite youth and their families
- Invite media to our events
- Relationships: trust, passion, willing to listen and compromise
- Communicate better

### Theme: Service Delivery & Scope of Services

- Make resources more readily available to youth to obtain by themselves
- Build on Ohio's A.R. model for family engagement {family-driven model}
- Benchmarking of counties who are functional
- Create a minimum standard of care as it relates to the continuum of care for youth, services and programs
- Juvenile detention alternative- have more communities adopt the process and engage
- Expose youth to opportunities outside their home community
- To engage community in good reentry service provision
- Develop tool kits for mentors/volunteers to use with youth in this population
- Replicate model systems
- Statewide roll out of cross over youth model

### Theme: Data Repository for Model/Best Practices Programs

- Expand vocational opportunities for youth during and post-graduation
- Ensure vocational instruction is both skills and applicable to real world
- Use of Red Treehouse website for repository of service information
- Use of youth transition plan on the Ohio Benefit Bank
- Improve housing resource options for those over 18
- Solve the illiteracy problem

## OPPORTUNITIES CONTINUED

### Theme: Data Repository for Model/Best Practices Programs Continued:

- Install hands-on learning for low achievers to catch up- Proactive
- Outsource behavioral treatment to cover gaps- assess and intervene; Medicaid expansion
- List of available programs and resources for youth- both preventative and reentry that encourage goal setting and responsible decision making
- Expand half way houses like Smith House (independent living programs)
- Reentry court certification (increase # of reentry courts)
- Motivational Interviewing (e.g. wrap strengths, needs, culture discovery)
- Create repository of best practices similar to the state ODRC site for agencies and community access
- Connect treatment inside with treatment outside (and other programs)
- Develop statewide reentry website targeting youthful offender needs. (e.g. O.N.E. STOPS)
- Engage businesses to expose youth to more employment/career opportunities
- Repository of services

## THREATS/CHALLENGES/BARRIERS

- Duplication of efforts (work with agencies that are already doing it)
- Increase utilization of drugs (get sober before services can stick)
- Special populations (sex offenders, drug)
- Shift in perspective arbitrary start/stop versus continuation of services
- Regulatory oversight (meeting needs change regulatory agencies??)
- Perception of exclusion (state agencies versus grassroots- invite media)
- Capacity/Resources to support efforts
- Resistant to change
- Overwhelming
- Self-Reporting as agency (ability and willingness to examine progress)
- Staffing- quality, quantity, time issues
- Reliance on grants
- Perception of juvenile crime wave (e.g. soft on crime)
- Territorial
- Change of mission within systems of care (cultural change)
- Change of leadership (decreases momentum/progress)
- Consistency of data (accuracy and availability)

## Focus Group Results

In an effort to include more input into the discussion and planning of the future work of the Juvenile Branch, several focus group sessions were hosted around the state. Below is a result of their work.

### Reentry Needs Still to Address

- Schools need to be at the table and engaged (grant access to educational records)
- Directory of Reentry Programs
- O.N.E. STOP shops
- Begin forming juvenile coalition and then merging with larger county coalition (e.g. Hamilton Co. Reentry)
- Immediate access to services, information, and programs
- Smaller caseloads to work more effectively with youth
- Start our approach with youth on the front end (proactive)
- Grant funding/locating grants
- Change language from derogatory to positive address of returning youth
- Inform Detention Centers what resources are out there
- Youth need to learn adulthood (e.g. signing leases, paying taxes, opening checking accounts)
- More related services for juveniles
- Step outside the “suit” to guide youth who are skeptical about life
- Transitional housing
- Mentoring (ex-offenders helping others)
- Know who is coming home and when
- Reinforcement from community to apply the new role/label; Publicize the new label
- Services appropriately delivered while incarcerated
- JOBS- how to get them!
- Job training that educate on credentialing programs; show career that build up to higher professions (e.g. Nurse Asst., or Pharm. Tech. before becoming a doctor)
- Broadening total services
- Speed up access to services. Help is needed now not days and weeks later
- Eliminate gap between what is offered and what is reality. Start at basics and build skills
- Agency scorecard for appropriate referrals
- Access to more Independent Living Programs
- Engage the Fatherhood Commission
- Pro-social activities
- Tie in community initiatives (people are unaware of all that is out there)
- 18-21 transition to adult services
- Assistance to access post-secondary education
- Job retention
- Need housing

### Resources Available or Assistance Needed

- Need toolkits for returning home citizens
- Have helpful staff in program- transportation provided
- Need collaboration between programs, agencies
- Have some community programs (but more are needed)
- ODYS caseloads are smaller (more one-on-one)
- Need access to lobbying legislators
- Need a voice at the state legislative level
- White papers on mandates/laws
- Have technology (Naviance Software)- equipment and resources
- Have United Way’s 2-1-1 database
- Need transportation (safe and accessible)
- Need to share changes in law, policy that effect juveniles
- Need more networking
- Need to reach out to FCFC statewide- some areas are working well with them
- Need clearer recommendations from ODYS and CCFs on juvenile services needed for decision making at the court level

## JUVENILE BRANCH OPPORTUNITES

The four themes identified in the “opportunities” section became the proposed goals with associated action steps to be accomplished over the next six, nine, and twelve months. Thus, each action step has the commitment of one or more session attendees.

### **Theme: Cross System Collaboration & Resource Sharing**

Goal #1: To identify what systems need to collaborate based on client needs and what resources they offer, by January 1, 2015, we plan to identify fifty agencies and what resources they provide.

#### Action Steps:

##### 6 months-

1. Provide a list of reentry services offered by Lighthouse Youth Services and other agencies in Cincinnati (Nathan Lynch)
2. Discuss with DYS about establishing a streamlined eligibility process with county boards of DD (Marlon Williamson)
3. Provide list of resources OCJS provides (Monica Ellis)
4. Attend Family Engagement meetings (Patti Clements)
5. Create contact list of resources available in each county at ODJFS (Patti Clements)
6. Assessing the need of ex-juveniles in county linking up with the local churches and families to provide support as a liaison to the different service providers and applying intensive programming (Andrew Hackett)
7. Identify current reentry courts and reentry coalitions (Steve Curl /Sharon Schnelle)
8. Provide a list of Columbus Region providers (David Tobin)
9. Work closer with Family First Councils and attend meetings (Dave Kiefer)
10. Continue to promote inclusion of juvenile reentry needs at all levels (Kim Humphrey)
11. Identify local legal advocacy organizations (Heather Pugh)

##### 9 months-

12. (6-9 months) Assure court staff are aware of wrap around facilitator trainings in ENGAGE counties (Joyce Calland)
13. (6-9 months) Our Akron parole office collaborates well with some of the courts in our region/ CSB, Juvenile Ct., WIA, TASC, FCFC, etc. continue to attend monthly meetings (Shayne Rowlands)
14. Identify faith-based organizations and employers who support reentry efforts of youth (Wanda Curry-Shepard)
15. Contact state/county public defender offices about collaborating with local legal advocacy organizations (Heather Pugh)

##### 12 months-

16. Include list of resources and/or related links on the juvenile branch tab of the OERC website (Kim Humphrey)

**Theme: Positive Marketing/Communication and Relationship Building**

Goal #2: To create a marketing campaign using traditional and social networking media sources targeting potential community partners, employers, social services, faith-based providers, families, and any other interested persons for the purpose of increasing awareness of and participation in juvenile branch of the statewide reentry coalition within the next twelve months.

Action Steps:

6 months-

- ⇒ Do more events at schools with outside organizations to draw media attention to positive role models to emphasize prevention (Andre Sappington)
- ⇒ The Ridge Project has developed and will make available a mobile digital engagement platform to connect reentry resources to the individual (Melissa Walther)
- ⇒ Market reentry during specific site visits (Corey Shrieve)
- ⇒ List all players needed at the table (Beth Oprisch)
- ⇒ Our reentry coalition is a sub-committee of our FCFC. On a monthly basis, I will report statewide efforts, as several agency members represent multiple counties (Julie Norberg)
- ⇒ Write an article promoting ODYS reentry and JB efforts (Kim Humphrey)
- ⇒ Contact state/county Public Defender offices to increase awareness of reentry coalitions (Heather Pugh)
- ⇒ Contact state/county Public Defender offices about collaborating with local legal advocacy organizations (Heather Pugh)

9 months-

- ⇒ (6-9 months) Put information created into CJ Weekly newsletter and put link on SAG website (Monica Ellis)
- ⇒ (6-9 months) Ohio Family and Children First will continue to participate in reentry meetings (Joyce Calland)
- ⇒ Develop a youth Blog site and Instagram following employment workforce training (Wanda Curry-Shepard)
- ⇒ Solicit participation of local coalitions, who have a juvenile component, in the OALRC (Kim Humphrey)

12 months-

- ⇒ Host a juvenile reentry campaign within ODYS (Kim Humphrey)
- ⇒ Solicit 5 community stakeholders in JB efforts (Dave Kiefer)

## Theme: Service Delivery/Scope of Services

Goal #3: By 2016, ninety percent of youth returning to their community will be linked to services thirty days prior to release.

### Action Steps:

#### 6 months-

- ⇒ Open and operate a O.N.E. STOP center at CHJCF, by June 2014 (Tom Hutter)
- ⇒ Develop process to increase communication between institutional staff, parole officers, and community resources so that everyone is on the same page (Jackie Barnes)
- ⇒ Provide “Transition meeting” agenda and policy for reentry planning (Nathan Lynch)
- ⇒ Train DYS social workers and social work supervisors- provide them with list of services that are offered (Art James)
- ⇒ Receive youth input via Youth Council (Art James)
- ⇒ Increase awareness of the youth transition plan on the Ohio Benefit Bank (Joyce Calland)
- ⇒ DYS does link services 30 days prior to release. DYS could provide case plans to service provider prior to release. (David Tobin)
- ⇒ Provide list of assessments used in reentry planning (Nathan Lynch)
- ⇒ Provide case manager checklist used in reentry service planning (Nathan Lynch)
- ⇒ Facilitate on-site programs in the areas of art and trauma-informed care (Carol Briney)

#### 9 months-

- ⇒ (6-9 months) Assure that DYS rep on ENGAGE meeting team is aware of and shares with reentry staff location of wrap services and Red Treehouse web resource (Joyce Calland)
- ⇒ Work with local agencies that have an interest in the youth and develop a “real” Unified Case Plan so local agencies have input (Shayne Rowlands)
- ⇒ Collaborate with local state and federal experts in your field in an effort to build strong supportive and result-driven efforts (Andre Sappington)
- ⇒ Continue weekly institutional groups at Cuyahoga Hills and Indian River and branch out communication to Circleville (Catholic Charities/TASC)

#### 12 months-

- ⇒ Open and operate O.N.E. STOP centers at IRJCF and CJCF by March 2015 (Tom Hutter)
- ⇒ Execute a data sharing agreement between ODJFS and ODYS (Patti Clements)
- ⇒ Develop in collaboration with ODYS and ODJFS a streamline process of workforce/education services providers (Wanda Curry-Shepard)

**Theme: Data Repository for Model/Best Practices Programs**

Goal #4: Increase awareness and implementation statewide of juvenile reentry model/best practice efforts, including reentry courts and coalition building.

Action Steps:

6 months-

- ⇒ Develop list of all current reentry courts and reentry coalitions (Sharon Schnelle)
- ⇒ Actively help this coalition grow and expand by attending meetings and other miscellaneous activities (Carol Briney)
- ⇒ Provide information to local and state stakeholders on restorative justice efforts in reentry as well as the Intensive Aftercare Program (IAP) model (Nathan Lynch)
- ⇒ Target reentry at deep end JDAI sites (Beth Oprisch)
- ⇒ Engage ODJFS/ PCSAO on ODJFS/CPS role within juvenile reentry coalition (Patti Clements)
- ⇒ Discuss reentry group at meetings (ALL)
- ⇒ Attend quarterly OERC and juvenile meetings (Monica Ellis)
- ⇒ Encourage the juvenile judges which comprise the advisory board for the N.C.O.R.C. to consider the implementation of Juvenile Reentry Court in their county (Judge Fragale)

9 months-

- ⇒ (6-9 months) Communicate available tools and programs with local youth facilities (Melissa Walther)
- ⇒ (6-9 months) Assure DYS staff are made aware of EBP lists being compiled by Ohio Family and Children First Coordinators Association and Case Western-CIP (Joyce Calland)
- ⇒ Schedule a visit by each judge of the Marion County JRC to see how it operates (Judge Fragale)

12 months-

- ⇒ Assist the surrounding county juvenile judge in the application process to the Supreme Court for certification of their juvenile reentry court (Judge Fragale)
- ⇒ Show cost savings of being more proactive or preventative (All)
- ⇒ Collect data from reentry courts to show their worth/ selling point (Monica Ellis)
- ⇒ Increase marketing of the Reentry Program Repository to strongly encourage 5-10 juvenile program applications for inclusion (Kim Humphrey)

## Performance Measures

To maintain our promise to serve the reentry needs of adjudicated youth in Ohio, it is imperative that all committed members are working to accomplish their action step(s). Therefore, performance measures are inherent to our success. The following applies to all action steps outlined in this plan:

All members committed to an action must submit documentation indicating progress, identified barriers, or completion of the assigned action step. Documentation must correspond directly with the details of the action step and may include copies of completed lists, written summaries, meeting minutes, email messages, website links, newsletters, flyers, brochures, videos, blogs, public service announcements, pre-post report, statistical report, or other creative options. **The written documentation is due to the assigned goal manager, or designee, one month prior to the next quarterly OERC meeting.** Additionally, each committed member must be prepared for oral report out to the membership at the Juvenile Branch meetings.

Note: The goals and action steps outlined in this plan are subject to revision based on the reentry needs of Ohio adjudicated youth and the individuals who serve them.

### Goal Managers:

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All JB members are welcome to share the results of their own reentry efforts as it applies to either of the goals. We encourage you to forward your supporting documentation to the goal manager(s), as well.

### **Acronyms**

Case Western-CIP= Center for Innovative Practice  
CJCF= Circleville Juvenile Correctional Facility  
CSB= Children Services Board  
DD= Developmental Disabilities  
EBP= Evidence-Based Practices  
FCFC= Family and Children First Council  
IRJCF= Indian Rivier Juvenile Correctional Facility  
NCORC= North Central Ohio Rehabilitation Center  
OALRC= Ohio Association of Local Reentry Coalitions  
OCJS= Office of Criminal Justice Services  
ODJFS= Ohio Department of Job and Family Services  
ODYS= Ohio Department of Youth Services  
OERC= Ohio Ex-Offender Reentry Coalition  
PCSAO= Public Children Services Association of Ohio  
SAG= State Advisory Group  
TASC= Treatment Accountability for Safer Communitites  
WIA= Workforce Investment Act

**F**or additional information regarding this Action Plan,  
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