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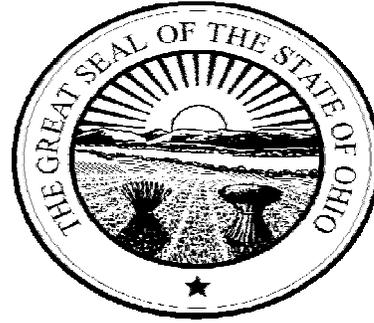
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Ohio Ex-Offender Reentry Coalition

5-Year Strategic Plan 2012-2016

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Introduction

The 5-Year Strategic Plan of the Ohio Ex-Offender Reentry Coalition focuses on the goals of reducing recidivism and enhancing public safety by assisting returning citizens in the transition process back to the community. The plan is premised on the belief the reentry is not a specific program, but rather a research-driven process that starts when an offender is initially incarcerated, and ends when the offender has been successfully reintegrated into their community as a law-abiding citizen. For each offender who successfully returns home, there will be fewer Ohioans who are victimized, the community will gain a more productive citizen, and overall healthier families and communities will result. Moreover, for each offender who is successful in the transition back to the community, it is one less offender who is occupying an expensive correctional bed (prison or jail).

The notion of preparing offenders for their return to society is not a new concept. However, in this plan it is being addressed from within a fundamentally different framework or paradigm, one that recognizes that correctional systems acting alone are not sufficient to change offender behavior. Recognition by legislators, correctional and community leaders, and others that public safety is compromised when offenders released from institutions and jails are ill-prepared to succeed in the free world has driven the issue of reentry to the forefront of public discourse in the past decade. The plan reflects a commitment to renewal and hope for individuals who have been incarcerated. This commitment extends beyond just those stakeholder groups that have been traditionally vested in reentry efforts.

The Ohio Ex-Offender Reentry Coalition

For over a decade, Ohio has been 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)*, offering a framework for long-term investment in the welfare of the state by addressing legal and other barriers to employment for individuals released from prison. A key component of the bill called for the formation of the Ohio Ex-Offender Reentry Coalition (hereafter the "Reentry Coalition") to serve as a guiding hub for expanding and improving reentry efforts across state and local agencies and communities.

The Reentry Coalition's primary goals are to reintegrate offenders into society, reduce recidivism, and maintain public safety. The Coalition is committed to the reduction of recidivism by 50% over a five year period by facilitating offenders' successful transition and reintegration to neighborhoods across the state. Working together in a collective fashion, its member agencies are 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's support will enable state and local agencies to become proactive in their approach to offender treatment, service delivery, and public safety. These investments made at all levels of government and through vibrant community partnerships are intended to create opportunities for offenders, families, victims, and neighborhoods across the state.

Ohio Ex-Offender Reentry Coalition Membership:

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 Developmental Disabilities
- Ohio Department of Public Safety
- Ohio Department of Veterans Services
- Ohio Department of Youth Services
- Ohio Board of Regents
- Governor's Office of Faith-Based and Community Initiatives
- Ohio Rehabilitation Services Commission
- 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 are invited to participate in coalition meetings and share in accomplishing the mission and work of the Reentry Coalition. The Director of the Ohio Department of Rehabilitation and Correction serves as the Chairperson of the Ohio Ex-Offender Reentry Coalition.

Mission and Responsibilities of the Reentry Coalition

The mission of the Reentry Coalition is to ensure successful offender reentry, reduce recidivism and enhance public safety. The Reentry 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 education, families, health services, alcohol and other drug treatment, job training, mentorship and housing.

The overall aim of the Reentry Coalition is to be supportive of all agencies, counties, municipalities, organizations, and individuals interested or already committed to working with the reentry of ex-offenders into the community. Its major responsibilities are to:

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;

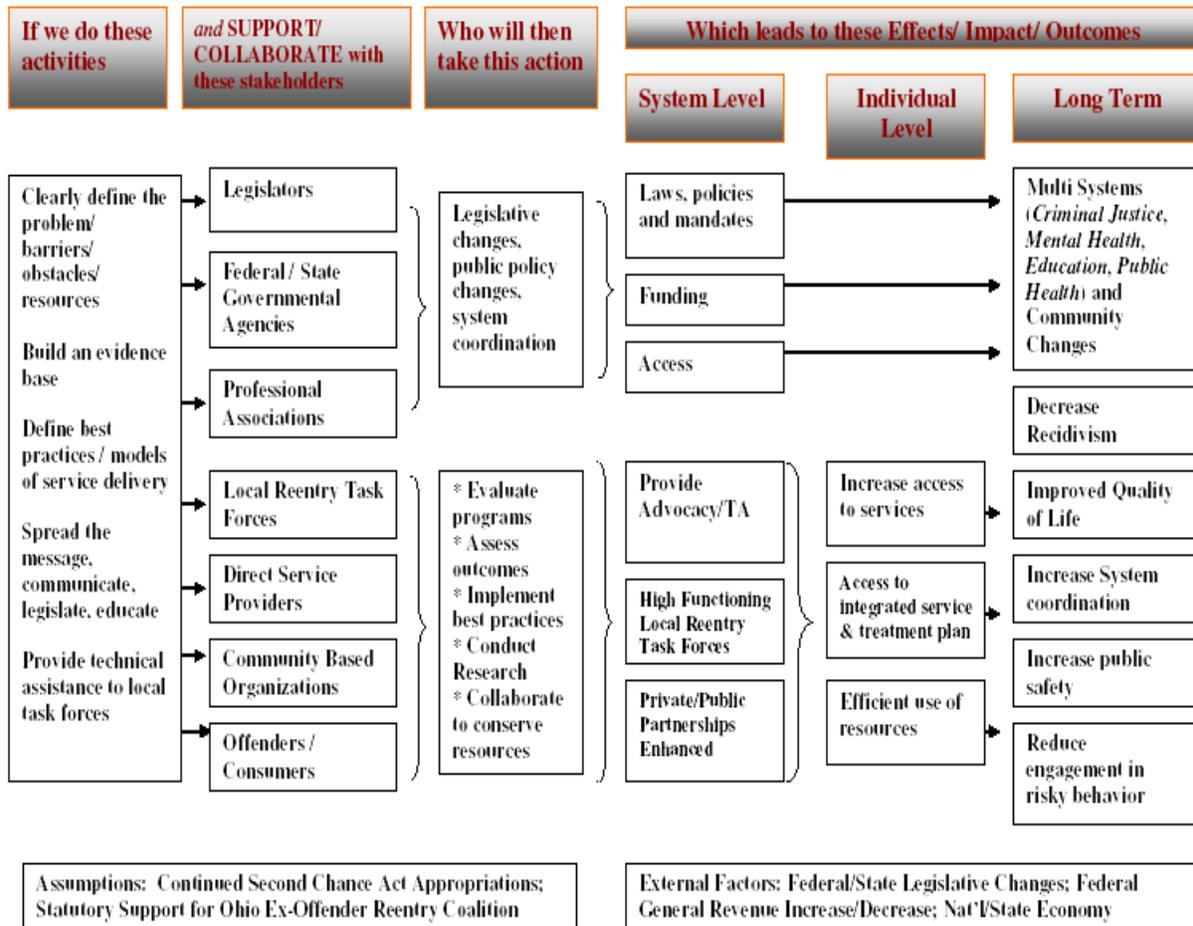
6. Consult and collaborate with individuals and/or representatives from service providers, housing associations, community advocacy groups, faith-based organizations, victims' groups, offenders, and other relevant stakeholders engaged in offender transitional issues; and,
7. Identify and assist in the preparation of grant applications aimed at securing federal, state, foundation, and other sources of funding to create, support, and sustain evidence-based reentry initiatives.

As depicted in the following logic model, the efforts of the Reentry Coalition will operate at two levels, the macro and the community level. In regards to the macro, or statewide impact that the Reentry Coalition hopes to achieve, the purpose of conducting the above activities is to effect necessary legislative and public policy changes in an effort to facilitate greater system coordination. On the community level, the responsibilities of the Reentry Coalition will serve to assist in the evaluation of programs, assessment of outcomes as they relate to reentry efforts, implementation and promotion of the utilization of best practices, and better collaboration to conserve precious criminal justice resources.

Logic Model

Ohio Ex-Offender Reentry Coalition Logic Model

Problem: Lack of resources to ensure successful offender reentry, reduce recidivism and enhance public safety.



Beginning April 2010 and continuing every year thereafter, the Director of DRC is to submit a written report to the Governor describing the Reentry Coalition's accomplishments and progress in advancing reentry projects. The report addresses inter-agency coordination and communication, the establishment and work of local reentry task forces, barriers confronting offenders, recommendations for legislative or administrative changes, and the submission and receipt of reentry grants. The report is to consider 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 is to contain annual and five-year performance outcomes describing the effects of the Reentry Coalition's reentry endeavors. The 5-Year performance outcomes for Ohio's Strategic Plan in key areas related to reentry efforts are included in the next section.

A Comprehensive Five Year Strategic Plan for Reentry

The purpose of the Reentry Coalition's 5-Year Strategic Plan is to guide the state's interagency and local reentry efforts in a supportive and collaborative fashion. Given the growth of correctional populations in Ohio and the constraints imposed on state budgets, there is a need for effective offender reentry strategies that are cost-effective and contribute to public safety.

The Reentry Coalition's on-going assessment of social service barriers and other obstacles to the reentry of offenders offers 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 overall public safety. The objectives in the strategic plan are designed to promote the recognition and coordination of services for offenders. The plan through the efforts of the Reentry Coalition focuses on identifying any fragmentation, gaps, or duplication in service delivery within and across agencies and systems. This approach is designed to allow agencies to leverage resources, and become more cost efficient and effective relative to the reintegration of offenders.

A shared vision has emerged among the many stakeholders and coalition members participating in this conversation centering on the recognition that effective and responsive reentry strategies and programs contribute to the overall quality of life in the neighborhoods to which offenders return. The inter-agency collaborations pursued by the Reentry Coalition serve

to advance more effective and timely communication, promote the delivery of more cohesive services, and better address the multi-faceted barriers offenders confront following release from incarceration or discharge from community supervision.

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 achievement of the comprehensive strategic plan have made a commitment to offender reentry and its many diverse populations. The core reentry principles shown presented herein are followed by performance goals, responsibilities, and outcomes for a five year period of time. The actual timeframes presented below vary depending on the goals established and the outcomes focused upon. In terms of principles, sound and effective reentry practices:

- 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 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. They serve to focus the efforts of the Reentry 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.

Periodic reviews relative to the Reentry Coalition's performance measures and overall mission are an important part of its continuous quality improvement process. Staff designees from the respective member agencies collaborate on collecting reentry-related data that reflect process and short-term outcome measures. The Office of Criminal Justice Services (OCJS) has dedicated staff to assess the outcome measures contained in this report. Throughout the life of the plan, the Quality Improvement Research Committee (QIRC), and OCJS researchers will provide regular feedback to the Reentry Coalition regarding the progress made on accomplishing the goals and objectives within the strategic plan.

Continuous quality improvement is more than collecting data on agreed upon measures. It is also necessary to assess organizational relationships and Reentry Coalition policies and procedures. This strategic plan serves as the standard for assessing such relationships and policy performance. The QIRC formed as a result of this plan conducts annual assessments and makes recommendations on needed changes in performance measures, goals, organizational structure, and policies to assist the Reentry Coalition in continuously improving its ability to meet the needs of reintegrating offenders into society, reducing recidivism, and maintaining public safety.

These goals address a wide breadth of reentry-related issues, including a commitment to:

- 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 and 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

The Reentry Coalition has established the following key areas through the identification of goals and objectives relative to specific areas of focus for successful offender reentry. The recommendations detail the goals and objectives in a systemic and holistic approach. The results listed in the following pages are inclusive of the annual review conducted by statutory coalition members.

Education	Employment
Reentry Courts	Mental Health
Substance Abuse	Family
Mentoring/Community Engagement	Housing
Developmental Disabilities and Veterans	Aging

I. Education

STATEMENT OF THE PROBLEM The lack of adequate educational, career development and vocational transitional programs may contribute to offender recidivism. Educational, employment readiness, workforce development, and vocational opportunities during incarceration should be designed to serve as many offenders as possible.

Strategic Performance Goal(s):

- Increase the number of certificates/licenses by 400 each year over the next five years (that is, Literacy, ABLÉ, Pre-GED, GED, High School Diploma, Career Technical, Barber/Cosmetology, Career Enhancement, 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).
- Provide additional transitional information and planning services by county/region.

Agency Responsibility:

- The Ohio Departments of Rehabilitation and Correction (DRC), Education (DOE) and the Board of Regents will develop a more inclusive protocol of identifying those offenders eligible to receive educational and vocational opportunities.
- DRC through 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 institutes in their county of return.
- ODYS will provide Transitions Coordinators in each institution. These coordinators will collaborate with locally based Parole Officers to coordinate transition services leading to employment and/or further education as appropriate.
- The Ohio Central School System (DR&C) will continue to collaborate with the Ohio State Barber Board and State Board of Cosmetology to provide Career-Technical training leading to professional licenses for eligible students.

- DRC, DYS, and DOE shall seek out, prepare and submit grants and foundation funding targeting this issue.
- ODE and OBR will continue to support adult and secondary Career-Technical Education programs in ODYS and ODR&C correctional institutions through the federal Perkins grant, state grant funding for secondary career-technical programs and ongoing technical assistance provided by an ODE corrections consultant.

Strategic Performance Outcome(s):

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

FY 2010: 14,391
 FY 2011: 14,810
 FY 2012: 15,229
 FY 2013: 15,648
 FY 2014: 16,067

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

FY 2010: 19,765
 FY 2011: 20,753
 FY 2012: 21,791
 FY 2013: 22,880
 FY 2014: 24,024

II. Employment

STATEMENT OF THE PROBLEM JFS and DRC have a strong partnership to connect offenders with One-Stop Career Centers to assist them in finding employment upon release in an effort to reduce recidivism through an interagency collaboration. Both departments have recognized a shift in focus must occur for more offenders to be served for successful re-entry. It is believed that more localized and concentrated services with an emphasis on transitional planning and assistance will have positive implications for offenders leading to a safer community.

Strategic Performance Goal(s):

- Realign the working relationship between JFS One-Stop staff, DRC, and the offenders returning home by providing continuity in employment assistance, training, and support services before and upon the offender's release.

Agency Responsibility:

- Two Offender Network for Employment to STOP Recidivism (O.N.E.-STOP) pilot programs will be introduced into DRC selected institutions to provide offenders with workforce development tools and everyday applications.
- January 2012 is the estimated implementation date for the pilots located at the Marion and Trumbull Correctional Institutes and the pilot period is planned for 12 months.
- The goal of pre and post-release services is based on replicating the experiences of the One-Stop Centers for the offenders in-house. This experience will be supported by the introduction of the Ohio Re-entry Connections (ORC) website (a correctional institution version of the OhioMeansJobs.com (OMJ) website). This site will mimic the look, feel and functionality of OMJ. Ohio Re-Entry Connections will provide real-time labor market information for the ex-offenders to use pre-release to plan their employment and obtain job leads.
- The “O.N.E. Year to Get Ready” effort will be introduced at the in-house One-Stops using materials and approaches designed to have the offender create their own employment plan based on a timeline and action steps.
- The effort will involve appropriate local agency and community partners and providers to assist in maintaining the O.N.E.-STOP in-house. These will include employers, faith-based partners, re-entry coalitions, child support enforcement agencies, both for profit and non-profit educational institutions, and the One-Stop partner networks.
- Data will be collected both pre- and post-release for evaluation purposes.
- Documentation and materials will be created with an eye toward replicating this concept in other correctional institutions.
- The Prison News Network (PNN) resource will be used to create a professional orientation video that may be duplicated for other sites.

Strategic Performance Outcome(s):

Increase employment and reduce recidivism among ex-offenders receiving services at pilot O.N.E.-STOPs and increase use of local One Stops by ex-offenders upon release. Ex-offenders using the pilot programs will be more familiar with One Stop services available and should feel more comfortable continuing to use these services upon release.

Increase in employment rate

FY 2011:	(Baseline data will be collected)
FY 2012:	5%
FY 2013:	5%
FY 2014:	5%
FY 2015:	5%

STATEMENT OF THE PROBLEM Approximately 50% of youth released from the Ohio Department of Youth Services remained underemployed, unemployed or out of school throughout the duration of parole supervision.

Strategic Performance Goal(s):

- Assist juvenile offenders in securing high school diplomas, GEDs, vocational programming certificates and employment.

Agency Responsibility:

- DYS will develop individualized plans for all youths to pursue educational and/or career development opportunities.
- ODYS will provide Transitions Coordinators in each institution to assist students in the re-entry process. These coordinators will collaborate with local Parole Officers to coordinate transition services leading to employment and/or further education as appropriate.
- DYS will ensure that a reentry plan including educational and/or employment goals is developed for each youth.
- DYS and JFS shall explore enhanced funding for transitional programs providing educational and/or employment opportunities.

Strategic Performance Outcome(s):

Percent of youth released during the fiscal year obtaining a high school diploma, GED, vocational programming certificates, and/or employment while in the institution or on parole.

FY 2011: 30%
FY 2012: 35%
FY 2013: 40%
FY 2014: 45%
FY 2015: 45%
FY 2016: 45%

III. Reentry Courts

STATEMENT OF THE PROBLEM In Ohio, nearly 24,000 offenders transition from prison back into their community each year with half of them subject to post-release supervision. Of those offenders returning home, roughly 34% will recidivate within three years of being released from prison. A reentry court is a type of specialized docket targeted specifically to offenders leaving prison under supervised release that provides intensive supervised probation with appropriate treatment. The goal of reentry court is to help curb the cycle of recidivism by more effectively transitioning supervised offenders from prison back into their community. On August 8, 2011, the Supreme Court of Ohio adopted Rule 36.02 of the Rules of Superintendence which requires all specialized docket programs, including reentry courts, to be certified by the Specialized Dockets Section of the Supreme Court.

Strategic Performance Goals:

- Encourage the current six operating reentry courts to become certified as required under Superintendence Rule 36.02.

- Promote creation of a reentry track on other types of existing specialized docket programs that are certified as required under Superintendence Rule 36.02.

Agency Responsibility:

- 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 provide technical assistance to existing specialized docket programs to develop a reentry track for supervised released offenders.

Strategic Performance Outcomes:

Each year the Supreme Court will accomplish the following:

- The Specialized Dockets Section will provide 24 hours of continuing education to trial court personnel and current specialized docket program personnel on certification requirements and reentry issues.
- The Specialized Dockets Section will distribute 26 bi-weekly, electronic newsletters to trial court personnel and specialized docket program personnel containing funding, training, and the latest resource materials related to reentry issues.

IV. Mental Health

STATEMENT OF THE PROBLEM There is an overrepresentation of individuals with mental illness in America's prisons and jails. According to the National Institute of Mental Health (NIMH), about one in four Americans age 18 and older have some mental disorder. However, in state prisons, individuals with mental illness account for about 49% of population. The numbers are even higher for youth involved in the criminal justice system. Ohio's adult and juvenile prisons are no exception; there are high numbers of adults and youth in Ohio's prisons who have a mental illness. This sub-population of the larger population presents with very unique needs related to treatment/intervention for mental illness, substance abuse and criminogenic needs, as well as diversion and reentry, access to care, employment and housing. In addition, many have exhausted their support system in the community, making it even more difficult for them to be successful upon return. As such for successful reentry to occur, adult and youth offenders with mental illness or severe emotional disorders must receive adequate evidence-based services upon admission, through incarceration and upon reentering their communities.

Strategic Performance Goal(s):

- Train 100% of DRC Reception Center mental health staff in the proper assessment of the criminogenic needs by the end of FY 2012
- Increase the number of Residential Treatment Units (RTU) that provide a mental health based reentry program specific to the needs of the mentally ill by four before the end of FY 2012.
- Increase the number of RTU's within DRC utilizing the Wellness Management and Recovery Program (WMRP) or similar emerging practice by 100% by 2013.
- Increase the number of released offenders with mental illness participating in the WMRP or support programs by 75%.

Agency Responsibility:

- For the Severely Mentally Ill (SMI) population at DRC, DRC Reception Centers shall become Diagnostic Centers for the assessment of mental illness and criminogenic needs by the end of FY 2011.
- DRC will develop a mental health reentry treatment track within four RTU's by the end of FY 2012.
- Develop a new DRC mental health evaluation form that incorporates criminogenic needs into the assessment.
- Disseminate evidenced-based practice information to all ADAMHS/ADAS Boards, and DMH certified/accredited providers about DRC and DMH's collaborative effort to increase the number of offenders with mental illness involved in WMRP.

Strategic Performance Outcome(s):

- FY 2011: Three DRC Reception Centers will be commissioned to assess criminogenic factors for the SMI population.
- FY 2012: Four DRC RTU's will develop a special track for reentry, specific to the SMI population. In addition, three mental health departments within DRC will pilot the WMRP program or a similar evidenced based practice with a SMI population.
- FY 2013: 100% of DRC reception mental health staff shall be trained in identifying criminogenic needs.
- FY 2014: 50% of DRC mental health programs and 50% of all DRC mental health staff at all non-RTU institutions will be primarily reentry focused.

Number of incarcerated offenders with severe mental illness who received the Wellness Management and Recovery Program or similar evidenced-based practice while in the institution:

- FY 2010: 64 Offenders complete
FY 2011: 112 Offenders complete
FY 2012: 196 Offenders complete
FY 2013: 343 Offenders complete

Strategic Performance Goal(s):

- 95% of the offenders with SPMI will have linkages made to community mental health agencies and other supports necessary for successful reentry prior to leaving ODRC
- DMH Community Linkage (CL) staff will begin the process of linking offenders with a mental illness who have an interest to a community based support or treatment program (e.g., Wellness Management and Recovery, or Consumer Operated Services, reentry task force, family, mentoring program, faith-based initiative, etc). CL staff will link 2.5% of offenders participating in the community linkage program in 2011, and gradually increase it to 10% by 2013.

- DRC will establish the baseline data for the number of incarcerated offenders with a serious mental illness (SMI) who are eligible for benefits. DMH will develop and implement a process of applying for benefits for offenders who are SMI. The number of offenders identified and for whom applications are submitted and approved will increase by 50% each year.
- DMH through the ACMIC Reentry/Diversion sub-committee will explore ways to incorporate peer mentors and family members into the reentry process of individuals with SMI leaving prison

Agency Responsibility:

- DMH will develop a localized collaborative monitoring strategy that enhances the effectiveness of the Community Linkage Program.
- DMH will explore policy and evidenced-based best practices options that could enhance the compliance rate of offenders continuing mental health services in the community.
- DMH will provide one on one coaching to offenders about the importance of follow through with their mental health treatment.
- DMH will develop a process for community linkage to assist offenders with mental illness in applying for applicable community benefits (e.g., Medicaid, Social Security).
- DMH will provide additional resources to community linkage staff related to other supports in the community that could enhance the offender's ability to function at his/her optimal level in the community.
- DMH will develop a process for peer mentors to become involved in working with offenders with mental illness who are returning to their communities from prison.
- DMH shall work with local Mental Health Boards to identify appropriate provider organizations and other supports to which offenders may be linked.
- DMH and DRC, and DYS, shall explore enhanced funding or volunteers for mental health programs and supports that provide immediate treatment/services for adults and juveniles returning to the community.

Strategic Performance Outcome(s):

Percentage of offenders linked with mental health appointments at the time of discharge from an ODRC prison.

FY 2009: 64%
 FY 2010: 82%
 FY 2011: 90%
 FY 2012: 95%
 FY 2013: 98%
 FY 2014: 98%
 FY 2015: 98%

The number of offenders with mental illness will be linked to additional (other than a community linkage appointment) supports in the community upon release from the prison (based upon the anticipated number of linkages total – 1,800 for FY 2011). Other supports may include Wellness

Management Recovery (or other evidence-based program), consumer operated services, transportation, family, reentry task force, mentoring program, and faith-based initiatives.

FY 2010 N/A
FY 2011: 45 (2.5%) Offenders
FY 2012: 90 (5 %) Offenders
FY 2013: 180 (10%) Offenders
FY 2014: 270 (15%) Offenders
FY 2015: 360 (20%) Offenders

The numbers of released offenders with severe mental health issues who are released from prison with at least one community benefit (SSI/SSDI or Medicaid) approved and ready to be started upon release:

FY 2010: N/A
FY 2011: 100 Offenders
FY 2012: 150 Offenders
FY 2013: 225 Offenders
FY 2014: 338 Offenders
FY 2015: 338 Offenders

The number of peer mentors working in collaboration with reentry coalitions, consumer operated services or other entities in the community to enhance an offender with mental illness chances for successful reintegration into the community.

FY 2010: N/A
FY 2011: 3 Peer Mentors identified and trained/working with people being released
FY 2012: 6 Peer Mentors (same as above)
FY 2013: 12 Peer Mentors (same as above)
FY 2014: 18 Peer Mentors (same as above)

Strategic Performance Goal(s):

- Engage and support community-based behavior health providers to address the needs of juvenile offenders released from state operated facilities.
- Assist communities in the development of screening, assessment, and evidence-based practices to address locally the behavioral health needs of youth in contact with the juvenile justice system.

Agency Responsibility:

- Through a request for qualifications process, DYS will engage and support community-based behavioral health providers to serve youth returning to the community.
- DYS will provide behavioral health/juvenile justice grants for communities to support screening, assessment, and evidence-based services.
- DYS, DMH, and ODADAS 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.

Strategic Performance Outcome(s):

The number of community-based behavioral health providers identified and supported by DYS to provide behavioral health services to youth returning to the community will total:

- FY 2012: 9 community-based behavioral health providers
- FY 2013: 10 community-based behavioral health providers
- FY 2014: 11 community-based behavioral health providers
- FY 2015: 12 community-based behavioral health providers
- FY 2015: 13 community-based behavioral health providers

DYS and DMH will support the development of community-based behavioral health programs in a minimum of six communities to provide screening, assessment and evidence-based practices to identify and treat youth with behavioral health issues involved in the juvenile justice system.

- FY 2012: 6 community-based behavioral health programs funded
- FY 2013: 6 community-based behavioral health programs funded
- FY 2014: 6 community-based behavioral health programs funded
- FY 2015: 6 community-based behavioral health programs funded
- FY 2016: 6 community-based behavioral health programs funded

V. Substance Abuse

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, impedes offenders' ability to function in society and leads to increased recidivism.

Strategic Performance Goal(s):

- Increase the number of offenders within DRC utilizing the institutional Recovery Services treatment programs and the two funded Therapeutic Community (TC) or 20% by 2013
- Increase the number of released offenders with substance abuse participating in ODADAS certified programs upon their return to the community.

Agency Responsibility:

- Disseminate evidenced-based practice information to all ADAMHS/ADAS Boards and ODADAS certified providers about DRC and ODADAS's collaborative efforts to increase the number of offenders with substance abuse problems participating in community-based programming.
- Develop and implement a plan to link offenders with substance abuse to an ODADAS certified treatment programs in the community.

- DRC, DYS, and ODADAS shall explore enhanced funding for substance abuse programs that provide immediate treatment for adults and juveniles on community supervision.
- ODADAS shall work with local ADAMHS/ADAS Boards to identify appropriate provider organizations to link offenders with substance abuse who are returning to their communities.

Strategic Performance Outcome(s):

Number of incarcerated offenders with substance abuse issues who participated in Recovery Service Programs/Therapeutic Communities while in the institutional setting.

FY 2011: 526 Offenders participate
 FY 2012: 530 Offenders participate
 FY 2013: 540 Offenders participate
 FY 2014: 545 Offenders participate

Number of offenders with substance abuse issues linked to an ODADAS certified treatment program in the community upon release from the prison in five targeted counties: Cuyahoga, Mahoning, Stark, Lorain, and Summit.

FY 2010: 900 Offenders
 FY 2011: 1,000 Offenders
 FY 2012: 1,100 Offenders
 FY 2013: 1,200 Offenders

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 using the Access to Recovery (ATR) model.

Agency Responsibility:

- 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 ATR model as a pilot in selected counties/regions.
- DRC and ODADAS will work in partnership with local AOD providers to expand services to offenders released from prison.

Strategic Performance Outcome(s):

A minimum of 5,547 offenders will receive recovery support services through the ATR model over the course of the grant program period and as indicated below:

FY 2012: 1316 offenders
FY 2013: 2884 offenders
FY 2014: 2845 offenders
FY 2015: 1636 offenders

STATEMENT OF THE PROBLEM Ohio's opiate epidemic is a crisis of unparalleled proportions with devastating, often deadly, consequences. The most culpable substances are the opiate family, which includes heroin and prescription pain reliever medications. In fact, these substances accounted for nearly 40 percent of the state's 1,373 overdose deaths in 2009. In addition to the human toll, Ohio's opiate and prescription drug epidemic has severely strained law enforcement, criminal justice and health care resources and stretched the capacity of Ohio's publicly-funded alcohol and other drug addiction treatment services system.

Strategic Performance Goal(s):

- Development of a Medication Assisted Treatment (MAT) Protocol - Relapse rates for opiate addiction may range from 80-95 percent without some form of Medication Assisted Treatment, counseling and other supportive services.
- Development of an Opiate Treatment Program (OTP) model integrated with a Federally Qualified Health Center (FQHC) – This model would be located in southern Ohio, which has been particularly hard-hit by this crisis, and is widely considered “a window on the world” in terms of the wreckage caused when prescription drug abuse and addiction becomes entrenched in a community.
- Recovery to Work – Currently in Ohio, there are thousands of individuals with drug or alcohol addiction and mental illness in need of vocational rehabilitation services to help them move towards recovery and employment. One of the target populations is represented by individuals with an addiction or mental illness diverted or reentering from a local or state correctional facility.

Agency Responsibility:

- ODADAS along with ODMH, ODJFS, CareSource, NIDA Clinical Trials Network, local Boards and community-based AoD providers
- ODADAS, Ohio Association of Community Health Centers (OACHC), Center for Substance Abuse Treatment (CSAT) and the Health Resources Services Administration (HRSA)
- ODADAS, RSC, Board Association, ODMH

Strategic Performance Outcome(s):

- A. Rigorously tested protocol evaluated by the NIDA Node to deploy MAT to a wider audience.
B. Protocol adoption by approximately five sites statewide in SFY 2012.
C. Reduced relapse rate for individuals receiving MAT in conjunction with the MAT Protocol.
- OTP/FQHC model that provides integrated healthcare and MAT services to 100 clients in the target area in SFY 2012.
- Services provided to 1,985 clients statewide through the Recovery to Work program.

Strategic Performance Goal:

- Engage and support community-based substance abuse/abuse providers to address the substance abuse needs of juvenile offenders released from state operated facilities.

Agency Responsibility:

- Through a request for qualifications process, DYS will engage and support community-based substance abuse providers to serve youth returning to the community.

Strategic Performance Outcome(s):

The number of community-based substance abuse providers identified and supported by DYS to provide substance abuse services to youth returning to the community will total:

FY 2012: 6 community-based substance abuse providers
FY 2013: 7 community-based substance abuse providers
FY 2014: 8 community-based substance abuse providers
FY 2015: 9 community-based substance abuse providers
FY 2016: 10 community-based substance abuse providers

VI. Family

STATEMENT OF THE PROBLEM According to the 2009 Intake Study produced by the Ohio Department of Rehabilitation and Correction, nearly 25% of inmates admitted to the department had at least one prior domestic violence conviction. In FY 2010, there were nearly 850 commitments to the department with domestic violence as their most serious offense. Absent effective programmatic intervention, many of these offenders pose a significant risk to commit acts of intimate partner violence upon release.

Strategic Performance Goal(s):

- Increase the number of certified PROVE (Personal Responsibility of Violence Elimination) curriculum facilitators through the training of DRC staff and allied professionals.
- Increase the number of appropriate offenders who participate in the PROVE Program within correctional institutions and during any period of supervision under the authority of DRC.

Agency Responsibility:

- DRC through the Office of Victim Services will train additional DRC staff and allied professionals in the delivery of the PROVE curriculum.

- DRC through the Office of Victim Services will facilitate trainings relating to the macro and micro dynamics of domestic violence that increase the ability to identify appropriate referrals to the PROVE program.
- DRC will identify approximately 300 offenders from target population to be interviewed as well as review and analyze data collected.

Strategic Performance Outcome(s):

Increase the number of domestic violence offenders screened for batterer typology.

- | | |
|----------|--|
| FY 2012: | Develop research survey instrument |
| FY 2013: | Conduct survey of 300 offenders from target population and analyze results culminating in a final report |
| FY 2014: | Identify approximately 100 offenders for admission to the PROVE Program and implement PROVE in 4 pilot locations in the community. |
| FY 2015: | Identify 100 offenders for admission to the PROVE Program. Submit grant application for funding to expand and continue evaluating the PROVE Program. |
| FY 2016: | Identify approximately 100 offenders for admission to the PROVE Program and conduct evaluation of program comparing institution-based versus community based PROVE Program, culminating in a final report. |

STATEMENT OF THE PROBLEM It is difficult to identify appropriate and meaningful programming for those offenders with multiple offenses or for those who are convicted of offenses where there is no offense-specific programming. Offenders are most often referred to programs that address issues that underlie their criminal behavior. Programs such as substance abuse treatment and anger management directly address problems associated with crime such as drug use, negligence and poor emotional control. On the other hand, the Victim Awareness Program is designed to address actual criminal thinking errors. This is accomplished through the design of an intensive crime-specific curriculum with group and individual activities that build accountability and empathy.

Strategic Performance Goal(s):

- Provide Victim Awareness Programming in all existing regions of the Adult Parole Authority (APA)

Agency Responsibility:

- DRC, through the Office of Victim Services will provide additional Victim Awareness Facilitator training for DRC staff and allied professionals in program delivery as needed throughout the APA Regions.

Strategic Performance Outcome(s):

DRC will increase the number of offenders/parolees/probationers participating/sanctioned to the Victim Awareness Program each year:

- FY 2012: Identify APA Regions lacking capacity to run the Victim Awareness Program. Provide facilitator training to areas needing facilitators.
- FY 2013: Increase by 50 the number of program participants from FY 2012
- FY 2014: Increase by 50 the number of program participants from FY 2013
- FY 2015: Increase by 50 the number of program participants from FY 2014
- FY 2016: Increase by 50 the number of program participants from FY 2015

STATEMENT OF THE PROBLEM There is tremendous backing 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.

Strategic Performance Goal(s):

- Increase family participation in reentry planning for DYS youth through the usage of video communication and engagement of family in release planning.

Agency Responsibility:

- DYS will expand the use of video communication between incarcerated youth and parents to develop reentry plans.
- DYS will use the Family Finding model to identify family and fictive family members to assist with the reentry of youth.
- DYS will assist families with transportation to DYS facilities so they may play an active role in reentry planning.
- DYS, with the assistance of the University of Cincinnati, will equip families and parole officers to more effectively work with youth during reentry by providing training in the Effective Practices in Community Supervision- Family Intervention (Family EPICS) model for families and parole staff.
- DRC, DYS, Governor’s Office of Faith-Based and Community Initiatives, and JFS will collaborate on developing appropriate support mechanisms and funding for community partners.

Strategic Performance Outcome(s):

DYS will increase the usage of video communication by families and increase the number of families participating in reentry planning by 5% each fiscal year beginning in 2010.

- CY 2012: 110 uses of video communication
- CY 2013: 115 uses of video communication
- CY 2014: 120 uses of video communication
- CY 2015: 125 uses of video communication
- CY 2016: 130 uses of video communication

DYS will promote effective reentry practices by providing family members and parole officers coaching/counseling/trainings in Family EPICS.

CY 2012: 80 coaching/counseling/trainings provided in Family EPICS
CY 2013: 88 coaching/counseling/trainings provided in Family EPICS
CY 2014: 97 coaching/counseling/trainings provided in Family EPICS
CY 2015: 107 coaching/counseling/trainings provided in Family EPICS
CY 2016: 118 coaching/counseling/trainings provided in Family EPICS

DYS will train all parole staff in the Family Finding model and use the model to identify family and fictive family members to assist with the reentry of youth.

FY 2012: 75 parole staff trained in Family Finding model
FY 2013: new parole staff trained in Family Finding model
FY 2014: new parole staff trained in Family Finding model
FY 2015: new parole staff trained in Family Finding model

STATEMENT OF THE PROBLEM Significant child support arrearage can be a barrier to ex-offenders successfully re-entering the community. Counties requested the authority to develop waiver and compromise programs in order to be able to negotiate with obligors regarding arrearages. In October 2010, ODJFS initiated the waiver and compromise program to allow counties the ability to waive up to \$5,000 in child support arrearage owed to the State without state approval (more than \$5,000 with state approval). Counties must develop a plan and procedures for this program and get their plan approved by the State. Currently, there are 32 counties with approved waiver and compromise programs.

Strategic Performance Goal(s):

- ODJFS will encourage more counties to apply for approval of a waiver and compromise program so this opportunity will eventually be available to ex-offenders throughout the State.

Agency Responsibility:

- ODJFS will work with local county child support agencies, local re-entry coalitions and the Ohio CSEA Director's Association to encourage counties to apply for approval of a waiver and compromise program.
- ODJFS will provide technical assistance to local child support agencies seeking to have a waiver and compromise program approved by the State.

Strategic Performance Outcome(s):

Increase the number of county CSEAs with an approved waiver and compromise program by 20% each year.

FY 2011: 32
FY 2012: 38
FY 2013: 45
FY 2014: 54
FY 2015: 65

STATEMENT OF THE PROBLEM Lack of knowledge regarding child support programs, process and requirements can be a barrier to ex-offenders successfully re-entering the community.

Strategic Performance Goal:

- ODJFS to work with DRC Prison News Network to develop educational videos to be broadcast by the Prison News Network to increase access to child support policy and process information in correctional facilities.

Agency Responsibility:

- DRC and ODJFS will coordinate efforts to produce and develop child support educational videos to be broadcasted in correctional facilities.

Strategic Performance Outcome(s):

Produce and broadcast new educational videos on a child support topics that will make the policies, rules, and processes easier to understand.

FY 2012:	One new video
FY 2013:	One new video
FY 2014:	One new video
FY 2015:	Evaluate the need for additional videos or updating previously produced videos
FY 2016:	Evaluate the need for additional videos or updating previously produced videos

VII. Mentoring/Community Engagement

STATEMENT OF THE PROBLEM Approximately 7% of the Department of Youth Services youth “age out” of the system creating young adults ill-equipped to reenter the community.

Strategic Performance Goal(s):

- Increase the community’s involvement in the lives of DYS youth by engaging youth in community service activities, and recruiting volunteers and mentors to interact with youth during their institutional stay and parole supervision period.

Agency Responsibility:

- DYS Institutions and Regional Parole Offices will work with faith-based and community service organizations to identify, recruit, and train volunteers and mentors.
- DYS will assist youth to participate in community service activities.
- DYS shall identify and engage volunteers from the community.

- DYS shall link offenders with trained community mentors as they are released from juvenile facilities.
- DYS shall assist youth to participate in community service.

Strategic Performance Outcome(s):

Number of mentors will increase by 10% each year. The FY2010 baseline is 62 mentors.

CY 2011: 75 mentors
 CY 2012: 83 mentors
 CY 2013: 91 mentors
 CY 2014: 100 mentors
 CY 2015: 110 mentors
 CY 2016: 121 mentors

Number of Hours of Community Service conducted by youth

FY 2011: 1,050
 FY 2012: 1,100
 FY 2013: 1,150
 FY 2014: 1,200
 FY 2015: 1,250
 FY 2016: 1,300

STATEMENT OF THE PROBLEM Starting a reentry coalition/task force can be a daunting task. Launching such an initiative can be overwhelming to community stakeholders wanting to start and sustain a reentry task force. A critical first step is getting the right people together to assess the problem and collecting the right information to develop the committee and strategic plan.

Strategic Performance Goal(s):

- Increase the number of local reentry task forces with 5-year strategic plans by 10% each fiscal year. The current baseline is 16.
- Increase the number of newly formed Reentry Alliances by 5-7 entities each fiscal year beginning FY12. An alliance is a group working collaboratively with stakeholders and services very similar to those of a coalition but who have not put forth a 5-year strategic plan. The current baseline is 15.
- Increase the number of Community Reentry Partners to 88 by the end of FY13. A Community Reentry Partner (CRP) is a person in a community who has an understanding of reentry issues and knowledge of the local community resources. This person is willing to serve as a primary contact for the county for offender reentry purposes. A Community Reentry Partner will be available in each county (all 88 counties) by the end of FY13. In counties where a task force exists or that are part of an alliance the CRP will be the coalition or alliance chair or coordinator. The current baseline is 35.

Agency Responsibility:

- DRC, DYS, DMH, ODADAS, OCJS, and ODJFS will assign staff to provide technical assistance to those counties/regions on behalf of the Reentry Coalition requesting assistance.
- DRC, DYS, DMH, ODADAS, OCJS, and ODJFS will lend its expertise to counties/regions who are addressing the local identified issues facing offenders when they return home.
- DRC will continue to operate and maintain support of the Ohio Ex-Offender Reentry Coalition website at www.reentrycoalition.ohio.gov. This website shall be Ohio's information hub on offender reentry.
- DRC, DYS, DMH, ODADAS, OCJS, and ODJFS will provide local representation and/or points of contact to assist the local reentry task forces.

Strategic Performance Outcome(s):

The number of local reentry task forces with a 5-year strategic plan will increase by a minimum of 10% each fiscal year:

FY 2010: 14 total reentry task forces with 5-year strategic plans
FY 2011: 15 total reentry task forces with 5-year strategic plans
FY 2012: 17 total reentry task forces with 5-year strategic plans
FY 2013: 21 total reentry task forces with 5-year strategic plans
FY 2014: 23 total reentry task forces with 5-year strategic plans

The number of newly formed Reentry Alliances will increase by 5-7 each fiscal year with a baseline of 15:

FY 2010: 2 Newly Formed Reentry Alliances
FY 2011: 2 Newly Formed Reentry Alliances
FY 2012: 5 Newly Formed Reentry Alliances
FY 2013: 7 Newly Formed Reentry Alliances
FY 2014: 7 Newly Formed Reentry Alliances

The number of Community Reentry Partners will increase to 100% by the end of FY13

FY 2012: Finalize Action Plan to accomplish strategic goal:
FY 2013: 88 Community Reentry Partners
FY 2014: Maintain 88 CRPs
FY 2015: Maintain 88 CRPs
FY 2016: Maintain 88 CRPs

STATEMENT OF THE PROBLEM According to the 2009 Intake Study Report produced by the Ohio Department of Rehabilitation and Correction, nearly 25% of admissions had at least one prior domestic violence conviction. In FY 2010 there were nearly 850 commitments to the department with domestic violence as the most serious offense. Absent effective programmatic intervention many of these offenders pose a significant risk to commit acts of intimate partner violence upon release.

Strategic Performance Goal(s):

- Revise and enhance the existing Personal Responsibility of Violence Elimination (PROVE) curriculum.
- Increase the number of certified PROVE facilitators through the training of DRC staff and allied professionals.
- Increase the number of appropriate offenders who participate in the Personal Responsibility of Violence Elimination (P.R.O.V.E.) Program within correctional institutions and during any period of community supervision under the authority of DRC.

Agency Responsibility:

- DRC will develop survey for target population.
- DRC will identify approximately 300 offenders from target population to be interviewed, additionally review and analyze collected data.
- DRC will train as appropriate designated DRC staff and allied professionals in PROVE curriculum delivery.

Strategic Performance Outcome(s):

Increase the number of domestic violence offenders screened for batterer typology

FY 2010: N/A

FY 2011: Complete PROVE curriculum review and redesign/Develop research survey instrument.

FY 2012: Conduct a survey of 300 offenders from target population and analyze results culminating in a final report.

FY 2013: Identify approximately 100 offenders for admission to the PROVE Program and implement PROVE in 4 pilot locations in the community.

FY 2014: Submit and secure grant funding for the expansion and future evaluation of the PROVE program.

VIII. Housing

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 fall under these categories and were released on supervision without viable housing. It is projected that at least as many offenders are released without supervision into similar housing scenarios.

Strategic Performance Goal(s):

- Reduce the number of offenders released into homelessness.
- 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.
- Remove barriers for ex-offenders to public housing resources due to local-level policy.

Agency Responsibility:

- ODRC and DYS will add questions regarding predicted housing status upon release to the in-reach process and flag those who indicate likelihood of homelessness.
- ODRC and DYS will collaborate with ODMH and local service providers to make referrals to permanent supportive housing for offenders flagged as severely mental ill and at risk of homelessness at release.
- ODRC, ODADAS, DYS and ODOD, along with local service providers, will collaborate to design a service-light transitional housing model(s) appropriate for youth and female offenders whose primary challenge upon release is housing.

Strategic Performance Outcome(s):

- Decrease the number of offenders who are released under supervision and without viable and safe housing by For offenders with severe and persistent mental illness who are at risk of homelessness, increase the successful referral to permanent supportive housing by 25% per year for 5 years.
- Identify a baseline of offenders released without supervision into homelessness for FY 2012. Once a baseline is established reduce the number of offenders who are released without supervision and into homelessness by 7% per year for the next 4 years.
- 100% of local reentry coalitions will include representation from all public housing authorities within their jurisdictions by 2013.
- FY 2012 – 12 local reentry coalitions include public housing authority representation
- FY 2013 – 25 local reentry coalitions include public housing authority representation (All newly created local reentry coalitions should include public housing authority from their inception.)

IX. Developmental Disabilities and Veterans

STATEMENT OF THE PROBLEM Offenders with intellectual disabilities face a host of issues to being successfully reintegrated into their communities upon release from prison. The challenges are different for individuals with intellectual disabilities than those experienced by other populations released from prison. A significant number do not have the proper supports in place upon release. For individuals with intellectual disabilities a crucial component of reentry is establishing or reestablishing services from the County Boards of Developmental Disabilities.

As of September 2011, there are 148 individuals with intellectual disabilities incarcerated at DRC. The following chart is a breakdown of the committing counties for the majority of offenders in DRC with intellectual disabilities:

County of Commitment	Number of Offenders From County
Cuyahoga	41
Franklin, Hamilton and Lucas	10
Stark	8
Montgomery	7
Lorain	6
Richland and Summit	4

Strategic Performance Goal:

- Reduce recidivism for offenders with intellectual disabilities by increasing the success rate of offenders who transition from DRC by ensuring adequate services and programming are provided in the community.

Agency Responsibility:

- DODD and DRC will coordinate efforts by DRC, DODD and county boards of developmental disabilities to connect offenders with intellectual disabilities with services in Ohio’s development disability system.
- DODD and DRC will establish a transition relationship between DRC, DODD and county boards of developmental disabilities.
- DODD and DRC will identify offenders with intellectual disabilities who are eligible for services from county boards of developmental disabilities and referred for services.
- DRC and DODD will work collaboratively to establish a memo of understanding with DRC and county boards of developmental disabilities.
- DODD and county boards of developmental disabilities will develop an eligibility protocol and referral process to assist DRC with release planning for offenders with intellectual disabilities.

Strategic Performance Outcome(s):

- Baseline of 1 MOU and increase by 2 MOUs each fiscal year
 - FY2012 - 3 total MOUs developed
 - FY2013 - 5 total MOUs developed
 - FY2014 - 7 total MOUs developed
 - FY2015 - 9 total MOUs developed
- Number of individuals who are referred (referral will include those individual who were receiving services prior to incarceration and whose services are reestablished) for services. Baseline of 19, increase by 5 each fiscal year.
 - FY2012 - 24 referred
 - FY2013 – 29 referred
 - FY2014 - 34 referred

- FY2015 – 39 referred

STATEMENT OF THE PROBLEM Ex-incarcerated veterans have specialized transitional needs. Although there are a number of programs and services focused on assisting veterans, these efforts often are not coordinated or made available to the veterans upon release. These veterans services must be coordinated and front-loaded under a comprehensive reentry plan so the services are available immediately upon post release and cover the first 90 day to 180 days subsequent to returning to the community.

Strategic Performance Goal(s):

- Identify all services and resources available to the incarcerated veteran while incarcerated and upon release.
- Develop Memorandum of Understanding (MOU) with every identified partner agencies and community resources available for veterans.
- Identify and document the primary needs and services of the incarcerated veteran upon release in a unified case plan.
- Identify and develop an integrated process of frontloading those programs and services required by incarcerated veterans immediately upon their release.

Agency Responsibility:

- DRC, DVS, and JFS will coordinate with One-Stop Shops to facilitate this goal.
- DRC will target the veterans’ population, review data, and assess Veterans’ needs during confinement through ORAS.
- DVS will facilitate linkages with veteran’s resources and veterans community.
- DRC will work with DVS to form partnerships with Local Veterans Centers (DVS), and Veteran Justice Outreach Coordinators (USDVA).
- DRC will coordinate with the Departments of Aging, Mental Health and ODADAS to coordinate the frontloading of service delivery.
- DRC and DVS will sustain linkages with CVSOs, OACVSO, and OASVC, and State and local Veterans organization (VVA, AMVETS, VMW)

Strategic Performance Outcome(s):

Increase number of unified case plans by 25% each year beginning in FY13 with a baseline of 0.

FY 2012: Finalize Action Plans to accomplish Strategic Goal

FY 2013: 25% will have a unified case plan upon release from DRC

FY 2014: 50% will have a unified case plan upon release from DRC

FY 2015: 75% will have a unified case plan upon release from DRC

FY 2016: 100% will have a unified case plan upon release from DRC

X. Aging

STATEMENT OF THE PROBLEM The population of Ohio is growing older; 23% of the state’s citizens will be over the age of 60 by 2020. Roughly 14.6% or 7,371 of DRC’s inmates

are over the age of 50. ODRC has more than 366 offenders over the age of 70, with two inmates in the Hocking Correction Facility being over the age 90. In prisons, 50-year-olds are commonly considered old, in part because the health of the average 50-year-old prisoner approximates that of average persons 10 years older in the free community. The needs and motivations of the older offenders reentering communities are much different from those of the young. About two-thirds of older offenders return back to their home counties upon reentry.

Health issues have proven to be the major challenge for elderly offenders. They experience multiple health problems, including substance abuse, chronic medical conditions (e.g., HIV/AIDS, diabetes, hepatitis C and mental health problems), and they lack age appropriate resources when transitioning back into the community. While health issues are a challenge, today's elders are healthier and more 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 for both the correctional system and the aging network. Elderly offenders fall into two service categories, with a percentage needing some of both:

- Those needing long term care services and supports will need access to institutional care, assisted living and home- and – community based services, and
- Those needing self-sufficiency and support services such as employment services, nutrition, transportation, Golden Buckeye Card, and health care, including training and support to help them manage chronic conditions.

Currently, there are limited standardized programs and/or protocols that cross the correctional system and the aging network for:

- Educating aging network professionals about the prevalence of older offenders reentering their communities and the special needs, barriers and circumstances (e.g., adequate identification, criminal background exclusions, employment readiness, health care, housing, community supervision) associated with reentry;
- Educating offenders in the reentry process about the services available from Ohio's aging network (e.g., area agencies on aging, local councils on aging, senior centers, Senior Community Service Employment Program); and,
- Educating corrections and reentry professionals on the needs and circumstances (e.g., physiological changes and accommodations, generational differences, communication preferences) of older adults and the services that are available to older offenders upon reentry.

In addition, there is a limited availability of training to assist offenders manage their chronic health conditions prior to and after their reentry to the community.

Strategic Performance Goal

- Achieve a standardized process to ensure older adults exiting the corrections system are aware of aging network programs, services and benefits that are available to them and that aging network professionals are prepared to serve them.

Agency Responsibility:

- The Ohio Departments of Aging and Rehabilitation and Correction will take ownership of the goal. Additional partners (e.g., AAAs, SCSEP providers, councils on aging, OPI, local reentry coalitions, Task Force on Justice and Mental Health, Aging Subcommittee) will be consulted as needed.
- ODA and ODRC will develop printed and online materials to be made available to offenders in the reentry process to provide information on aging network programs, services and benefits, including appropriate contact information.
- ODA and ODRC will develop a training program and/or provide access to resources to educate correction and reentry professionals on the special needs and circumstances of older adults and the programs, services and benefits that are available to older offenders upon reentry.
- ODA and ODRC will develop a training program and/or provide access to resources to educate aging network professionals about the prevalence and special needs and circumstances of older offenders reentering their communities.

Strategic Performance Outcome(s):

FY 2013: 100% of offenders in the reentry process receive materials upon release.

FY 2013: 50% of correction and reentry professionals receive training and/or resources.,

FY 2014: 100% of correction and reentry professionals receive training and/or resources.

FY 2014: 50% of aging network professionals receive training and/or resources.

FY 2015: 100% of aging network professionals receive training and/or resources.

Strategic Performance Goal

- Provide access to programs and training that assist offenders in the reentry process self-manage chronic health conditions.

Agency Responsibility

- The Ohio Departments of Aging, Health, and Rehabilitation and Corrections (e.g., Master Trainers from the Hocking Correction Facility) will take ownership of these objectives. Additional partners (e.g., AAAs, CDSMP T and Master Trainers, local reentry coalitions, CDSMP/DSMP, Task Force on Justice and Mental Health, Aging Subcommittee) will be consulted as needed.
- Train ODRC and reentry professionals to implement the evidence-based Chronic Disease and Diabetes Self-Management Programs and offer workshops prior to release and/or post-release.

Strategic Performance Outcome(s):

- FY 2013: 100% of offenders in the reentry process will receive information about CDSMP/DSMP workshops available in the communities to which they will be returning.

- FY 2013: Complete training of CDSMP/DSMP lay leaders and/or master trainers in correction facilities which have high concentrations of inmates with chronic conditions so they can make CDSMP/DSMP workshops available to inmates to support reentry.
- FY 2013: 100% of community reentry professionals are made aware of CDSMP/DSMP workshops available in their communities and the opportunity to become lay leaders and hosts workshops for their constituencies.

Looking Ahead



The Reentry Coalition is well positioned to engage the expertise and resources that reside across its member agencies by maximizing the use of evidence-based practices, expanding the reliance on data, and applying replicable strategies to those individuals who are at the highest risk of reoffending. In this endeavor, the members recognize and are committed to working towards an expansion of the use of community partners in law enforcement, treatment agencies, and social services. This 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 support for 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 commitment to reducing recidivism by 50% over the course of the next five years, in partnership with its member agencies, and local reentry coalitions across the state. 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 require interdisciplinary team work to effect significant change. This change can exert a significant impact on Ohio’s economy and the quality of life of all Ohioans, particularly for offenders and the communities to which they return.

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 the work of the Reentry Coalition, and all those committed to achieving positive results, the adoption and implementation of its goals offers meaningful focusing on recidivism reduction and offender reintegration. Each of the goals and associated outcome measures will be carefully monitored to ensure that implementation is proceeding on schedule and that appropriate adjustments are made, as necessary. Periodic evaluations 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.



The strategic plan is tied in important ways to the publication of the annual report. Each year the Reentry Coalition will issue a report on its activities and the results achieved through the adoption of the strategic plan. These reports will 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.