

# **Clark County Reentry Coalition**



## **Five Year Strategic Plan**

**Final Draft**  
**January 31, 2011**

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## Background

Currently, federal, state, and local governments hold approximately 2.3 million people incarcerated, with another 5.1 million on parole or probation.<sup>1</sup> In December 2010, the Ohio Department of Rehabilitation and Correction (ODRC) housed 50,993 offenders in 31 institutions.<sup>2</sup> This translates to 1 in 25 adults in Ohio under correctional control.<sup>3</sup> Ohio's total prison population exceeds the system's rated capacity by thirty percent.<sup>4</sup> Ohio tax payers' spending on criminal justice has grown five-fold since 1983, even after adjusting for inflation.<sup>5</sup> The average cost to tax payers for each offender is \$66.15 per day or \$24,144.75 per year.<sup>6</sup> Nationally states spend an average of 6.7% on corrections, while Ohio spends approximately 7.3% of the state budget on corrections. One contributing factor is that Ohio's overall crime rate is about two percent higher than the national average.<sup>7</sup>

Because ninety-five percent of individuals incarcerated are eventually released, ex-offenders reenter communities daily across the United States. In 2009 (the most recent year with complete statistics), ODRC released 26,211 ex-offenders back into local communities. Of the total number of offenders released, 13,138 received no extended supervision. Many ex-offenders reenter communities with broken family ties and reduced opportunities for employment. Without intentional opportunities for new directions, many ex-offenders will recidivate and return to prison or jail.

The state of Ohio is increasingly focused on the challenges of reentry. According to the *Ohio Ex-Offender Reentry Coalition Five-Year Strategic Plan Fiscal Years 2010-2014*:

The field of corrections has embarked on a major reexamination of offender reentry as it moves through the first decade of the twenty-first century. Offender reentry is gaining strength and momentum within and outside of correctional systems across the country. In a short span of time, an impressive array of efforts have been launched at all levels of government and by untold community organizations to build more effective and innovative responses to the myriad challenges presented by the release of offenders following a period of confinement. (p. 2)

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

The notion of preparing offenders for their return to the general population is not a new concept. However, it is now being addressed from within a fundamentally different framework or paradigm: one that recognizes correctional systems alone are not sufficient to change offender behavior; continuing to do so promises to repeat the failures of the past. This newly evolving framework targets

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<sup>1</sup> The Center for Economic and Policy Research, *Ex-offenders and the Labor Market*, Schmitt and Warner, 2010.

<sup>2</sup> Ohio Department of Rehabilitation and Corrections  
<http://www.drc.ohio.gov/web/Reports/FactSheet/December%202010.pdf>

<sup>3</sup> The Pew Center on the States, *One in 31, The Long Reach of American Corrections*, 2009.

<sup>4</sup> The Buckeye Institute for Public Policy Solutions, *Smart on Crime*, Marc A. Levin, 2010.

<sup>5</sup> *Ibid.*

<sup>6</sup> Ohio Department of Rehabilitation and Correction, Monthly Fact Sheet, December 2010.

<sup>7</sup> Source: <http://nicic.gov/features/statestats/?state=oh> (accessed online 01/07/11; 2008 data)

the barriers offenders face in reestablishing themselves in the community. Reentry is not a fad: it happens every day in the lives of hundreds of thousands of offenders returning to their communities.

The interest in reentry has been fueled by many factors, including the recognition by legislators, correctional and community leaders, and others that public safety is compromised when hundreds of thousands of offenders released from institutions and jails are ill-prepared and ill-equipped to succeed in the free world. It is notable that approximately 700,000 adult offenders and 150,000 juvenile offenders will be released annually from county, state, and federal facilities to neighborhoods across the land. In Ohio alone, it is estimated over 28,000 adult offenders and 1,700 juvenile offenders will be released from institutions during the next year. Over the course of the next decade, more than seven million offenders in the United States will return home having served some time in confinement. (pp. 3-4)

As a result of this state focus on reentry, OIC of Clark County was invited to submit a proposal to develop a five year strategic plan for reentry in Clark County.

### Clark County Needs Assessment

Clark County has a high crime rate and a high recidivism rate. Our crime rate is the highest of our neighboring counties and is more in line with the biggest counties in Ohio.

County	Crime Rate <sup>8</sup>	Recidivism Rate <sup>9</sup>
Madison	2.2 %	35.2%
Champaign	2.3%	30.3%
Greene	3.0%	34.2%
Cuyahoga	4.1%	40.3%
Montgomery	4.4%	30.0%
<b>Clark</b>	<b>4.7%</b>	<b>43.8%</b>
Hamilton	4.9%	36.8%
Franklin	5.8%	38.9%
Lucas	6.3%	33.8%

In another look at recidivism, the profile of Clark County’s Prisoner Intakes from 2008 provided by ODRC, stated that 42% percent of the sample Intakes had prior prison incarcerations (17% had been incarcerated three or more times).<sup>10</sup>

This same report provides insight into the characteristics of Clark County offenders.

- 57.8% had a prior felony conviction
- 68.7% had a prior nonviolent misdemeanor
- 28.1% had a prior violent misdemeanor
- 53.3% had less than a high school diploma
- 18.8% had been treated for mental illness
- 12.7% experienced physical abuse as a child, and 7.8% experienced sexual abuse as a child

<sup>8</sup> Source: [http://www.ocjs.ohio.gov/crime\\_stats\\_reports.stm](http://www.ocjs.ohio.gov/crime_stats_reports.stm) downloaded January 11, 2011.

<sup>9</sup> Source:

<http://www.drc.ohio.gov/web/reports/Recidivism/County%20Three%20Year%20Recidivism%20Rates%202005%20Releases.pdf> downloaded January 10, 2011.

<sup>10</sup> Source: <http://www.drc.ohio.gov/web/Reports/intake/Intake%202008%20-%20Clark%20County%20Profile.pdf> downloaded January 5, 2010.

- Substance abuse:
  - 53.1% had abused alcohol in the past
  - 84.6% had abused drugs in the past
  - 23.4% were under the influence of drugs at the time of the offense
  - 12.5% were under the influence of alcohol at the time of the offense
  - 17.2% were under the influence of drugs and alcohol at the time of the arrest
  - Only 20% had completed a substance abuse treatment program
- 43.1% were unemployed at the time of arrest; 24.6% were working part time.
- 87.7% are male
- 12.3% are female

Additionally, over half of these individuals had begun their criminal activity as youth: 55.1 % had a record as a juvenile.

In 2009, Clark County committed 437 offenders to prison. In the past three years, between 400-500 ex-offenders were released back into Clark County<sup>11</sup> each year. The local jail has an average daily population of over 240 offenders, including repeat, non violent, low-risk, offenders cycling in and out of the criminal justice system.<sup>12</sup> Overall, it is difficult to estimate the total number of ex-offenders from jail, federal, and state prison reentering the community.

The cost of the criminal justice system in Ohio has been noted. The high crime rate in Clark County directly affects the county budget as well. Over sixty percent of the Clark County general fund is allocated to criminal justice costs.

<b>Department</b>	<b>2010 Budget</b>	<b>2009 Actuals</b>	<b>2008 Actuals</b>	<b>2007 Actuals</b>	<b>2006 Actuals</b>
Prosecuting Attorney	1,376,983	1,368,651	1,285,363	1,298,333	1,237,481
Sheriff	12,378,273	12,700,827	12,509,360	11,776,394	11,065,054
Public Defender	809,645	836,834	789,048	784,858	710,939
Appeals Court	34,293	21,179	25,238	20,504	22,909
Common Pleas Court	1,013,172	1,148,032	1,146,467	1,118,584	1,145,054
Domestic Relations Court	646,912	641,521	617,676	623,569	578,543
Probate Court	414,245	401,715	394,589	395,401	374,914
Juvenile Court	1,427,925	1,305,702	1,266,646	1,227,327	1,261,808
Juvenile Probation	691,846	693,351	669,164	633,293	605,131
Juvenile Detention	1,943,633	1,920,280	1,882,272	1,774,282	1,662,252
Municipal Court	257,919	251,732	265,724	249,311	249,195
Clerk of Courts	753,623	733,676	717,139	709,407	683,259
Law Library	-	49,213	47,537	46,443	45,634
Coroner	333,184	350,866	344,864	323,934	312,083
<b>Total Criminal Justice</b>	<b>22,081,653</b>	<b>22,423,579</b>	<b>21,961,087</b>	<b>20,981,640</b>	<b>19,954,256</b>
<b>Total Other Dept.</b>	<b>13,521,372</b>	<b>13,913,953</b>	<b>14,244,786</b>	<b>14,683,173</b>	<b>14,613,716</b>
<b>Total General Fund</b>	<b>35,603,025</b>	<b>36,337,532</b>	<b>36,205,873</b>	<b>35,664,813</b>	<b>34,567,972</b>
<b>% for Criminal Justice</b>	<b>62%</b>	<b>62%</b>	<b>61%</b>	<b>59%</b>	<b>58%</b>

<sup>11</sup> County Reentry Profiles: CY 2005-2008 Prison Releases.

<sup>12</sup> Clark County Sheriff’s Office, 2009 Sheriff’s Office Overview.

### Community Perceptions on Recidivism

Interviews were conducted with the following individuals to understand their perspective of the recidivism problem.

- ◇ Springfield Chief of Police Steve Moody
- ◇ Clark County Sheriff Gene Kelly
- ◇ Clark County Prosecutor Steve Schumaker
- ◇ Clark County Department of Jobs and Family Services Director Bob Suver
- ◇ Clark County Department of Jobs and Family Services Deputy Director Geoff Steele
- ◇ WorkPlus Director Lehan Peters
- ◇ Opportunities for New Direction Director Bobby Mims
- ◇ Clark County Family and Children First Council Director Marilyn Demma
- ◇ McKinley Hall Director Dan Barksdale

Interview participants identified many challenges that may keep ex-offenders from successfully reentering their communities and reconnecting with their families. A brief summary of challenges includes:

- Job related
  - Low educational attainment.
    - Some returnees may need help with basic literacy.
  - Poor job readiness skills & attitudes.
  - Poor employment history.
  - Employers unwilling to hire individuals who cannot pass a BCI background check.
- Housing related
  - Inability of some returnees to be able to live with family.
  - Lack of affordable housing for individuals with limited income.
  - Lack of transitional housing for individuals who are not ready to live alone or have no alternative housing.
  - Limited availability of beds for homeless males.
- Substance abuse related
  - Some ex-offenders immediately return to using drugs or alcohol upon release from prison.
  - Many returnees are unable to pass drug tests to stay in a program such as Opportunities for New Directions or to remain employed.
  - Substance abuse is a contributing factor in almost every crime in Clark County
  - Limited availability of programs to address drug and alcohol abuse.
    - Depending on the caseload at the point in time an ex-offender may need treatment, males may be put on a waiting list for treatment.
    - There is currently no residential treatment facility for females in Clark County, although there is an agreement with a female residential program in Greene County.
- Family related

- Families experience interpersonal problems as they adjust to the return of the family member.
  - Family relationships must be rebuilt.
  - Families may be unprepared to understand what the returnee needs.
  - Interpersonal problems may lead to domestic violence.
  - Children may be adversely affected in multiple ways from the absence of the family member while in prison and the return of the ex-offender to the family.
- Some families value behavior that leads to incarceration.
  - The Chief of Police and County Sheriff both reported seeing third generation members of the same families committing crimes. They report that crime appears to be the family business.
  - Crime and incarceration may be perceived as a rite of passage in some families.
- Finance related
  - Returnees without jobs have very limited financial resources to meet food, housing, or family needs. This can sometimes drive an ex-offender to re-offend.
  - Some returnees have unmet child support obligations, which may cause them to enter a cycle where they cannot get ahead financially.
  - Single males and non-custodial male parents have limited access to public assistance.
- Mental health related
  - Nearly 20% of incarcerated individuals reported experiencing mental health problems prior to incarceration.
  - Returnees may need help dealing with the inevitable frustrations of returning to the community.
    - Family challenges.
    - Lack of job opportunities.
    - Financial problems.
- General support related
  - Ex-offenders have few relationships with pro-social community members and more ties to other ex-offenders perpetuating criminogenic attitudes.
  - Ex-offenders who have not had positive role models may be unaware of what acceptable behaviors include.
  - There may be a need for overall case management, for a single point of contact when a returnee encounters a barrier.

### Clark County Poverty

A contributing factor for the high crime rate in Clark County may be the high poverty rates in some parts of the county. The causes of poverty are varied, complex, and well entrenched in our community. Many families are in a difficult cycle of generational poverty. The State of Ohio issued a report in 2007 entitled *The Ohio Poverty Report*, which identified the rate of poverty for all Ohio counties. Clark County at 10.7% poverty is only slightly higher than the state as a whole (10.6%). *The Ohio Poverty Report* identified the following poverty rates for Clark County as of 1999. This chart indicates that there is a small, but significant group of

individuals who are desperately poor, and a much larger group that is struggling more than is indicated by the average poverty rate alone.

Total	Under 100%		Under 125%		Under 150%		Under 175%		Under 200%	
141,106	15,054	10.7%	19,874	14.1%	25,669	18.2%	31,485	22.3%	37,904	26.9%

Source: *Ohio Poverty Report*

Notably, the distribution of poverty is dramatic. There is a wide difference in rates between the 45505 and 45506 and the other three zip code areas within Springfield, the largest urban area in Clark County. The poverty in these two zip codes is similar to that in many of the Appalachian counties in Ohio.

#### Poverty Rates – Five Springfield Area Zip Codes

	45502	45503	45504	45505	45506
Median Household Income	\$54,457	\$40,113	\$42,451	\$28,666	\$31,737
Below Poverty Line	3.2%	9.2%	11.9%	17.7%	19.4%

Source: <http://zipskinny.com> (accessed online 01/06/11; using census 2000 data)

A survey of Clark County intakes from the Ohio Department of Rehabilitation and Correction revealed 43.1% of offenders were unemployed at the time of arrest. In November 2010, Clark County was ranked 48<sup>th</sup> in a survey of high unemployment rates in Ohio's 88 counties. Overall, Ohio's seasonally adjusted unemployment rate rose from 5.8% in March 2006 to 11.0% in March 2010.<sup>13</sup> The most recent statistics show Clark County's unemployment rate at 9.8%.<sup>14</sup>

## Summary

The cost of crime in Ohio and Clark County is expensive and far reaching. While some of these costs are short-term, others are long-term or even last a lifetime. Victims of crime incur financial consequences that may include medical costs, property losses, and loss of income. Criminal activity is not only costly in regards to criminal justice in a community, it also impacts the community negatively by affecting public safety, the quality of life, property values, and external perceptions of our community.

According to the *Ohio Ex-Offender Reentry Coalition Five-Year Strategic Plan Fiscal Years 2010-2014*,

**"Whether returning offenders become taxpayers or tax burdens is largely dependent on their ability to find productive employment, stable housing, and links to vital community services." (p. 4)**

The Clark County Reentry Coalition intends to help an increasing number of ex-offenders become taxpayers rather than tax burdens.

## Clark County Reentry Coalition

In late 2009, OIC of Clark County was invited by the state of Ohio to submit a proposal to secure a grant funding the creation of a countywide reentry coalition serving Clark County. The grant was received in May of 2010.

<sup>13</sup> Source: <http://lmi.state.oh.us/laus/Ranking.pdf> downloaded January 11, 2011.

<sup>14</sup> Source: <http://jfs.ohio.gov/releases/unemp/201012/unemppressrelease.asp> retrieved January 11, 2011.

The Clark County Reentry Coalition was formally established in June of 2010 to develop a county wide, holistic plan to reduce recidivism in Clark County. Activities that led to this included:

- Established a Collaboration Board to provide executive oversight to the reentry effort. The Collaboration Board consists of:
  - County Commissioner David Hartley, co-chair
  - Mike Calabrese, Executive Director of OIC of Clark County, co-chair
  - Steve Schumaker, Clark County Prosecutor; Replaced by Andy Wilson
  - Steve Moody, Chief of Police for the City of Springfield
  - Gene Kelly, Clark County Sheriff
  - Bob Suver, Director of Clark County Department of Jobs and Family Services
  - Marilyn Demma, Director of Clark County Family & Children First Council
  - Bobby Mims, Director of Reentry Services for OIC of Clark County
  - Barb Stewart, Director of Springfield Metropolitan Housing Authority
  - Elaina Bradley, Director of Interfaith Hospitality Network
  - David Zak, Vice President for Economic Development for Greater Springfield Chamber
  - Warren Copeland, Mayor of Springfield; Replaced by Kevin O’Neill, Springfield City Commissioner
  - Dave Ervin, Director of West Central Community Corrections Facility
  - Trish Griffin, OIC of Clark County
  - Andy Watters, Ex-offender
  - Adam Leventhal, Employer
  - Jennifer Messick, Victim Advocate, Clark County Prosecutor’s office
- Developed a needs assessment highlighting the challenges with crime and recidivism in Clark County.
- Invited representatives of all community organizations and agencies providing services that may be beneficial for ex-offenders to participate in the coalition. (See Appendix 3 for a complete list of coalition members)
- Secured co-chairs for each of the defined work groups.
- Defined charters for each work group.
- Held a project launch meeting with Judge Rice, Co-chair of Montgomery County Reentry Coalition presenting information on why reentry is critical and information on lessons learned from Montgomery County’s efforts.
- Held regular meetings of all work groups and held monthly meeting of entire coalition.

The **Mission** of the Clark County Reentry Coalition is to:

Provide leadership in developing and implementing a plan to provide holistic reentry services that will reduce recidivism in Clark County by 50%.

When successful, our **Vision** of the future includes:

1. Improved public safety through reduced crime.
2. Reduced costs for the criminal justice system in Clark County and Ohio.
3. Improved opportunities for economic development in Clark County.
4. Increased percentage of well-functioning lawful residents in Clark County.

Our **Strategies** for achieving this vision include:

1. Ensure collaboration among all providers of services to offer seamless access to all needed services.
2. Focus on evidence-based programs and services – those that have been proven to be effective.
3. Provide services targeted to the risk level of each participant. Our initial focus area will be ex-offenders of medium to high risk level.
4. Address root causes of recidivism and provide root cause solutions.
5. Increase public awareness of the value of an effective reentry system.

### Summary of the Goals and Objectives in the Plan

Focus Area	Strategic Goals	Strategic Objectives
<b>Pre &amp; Post Release</b>	Provide comprehensive, integrated, holistic reentry services for ex-offenders returning to Clark County.	<ol style="list-style-type: none"> <li>1. Establish and sustain the Office of Reentry Services to manage all reentry efforts and meet the needs of ex-offenders.</li> <li>2. Develop comprehensive assessment tool addressing information and needs identified by different work groups.</li> <li>3. Establish mechanism to identify qualified participants, to attract qualified ex-offenders to the program, and to support and monitor ex-offender participation in the program.</li> <li>4. Develop reentry plan format and practices to address the individual needs of each ex-offender.</li> <li>5. Establish mechanism for one-stop access to services.</li> <li>6. Establish and monitor contracts with providers of services for ex-offenders.</li> <li>7. Integrate cognitive behavior therapy throughout the programs.</li> <li>8. Actively promote the value of reentry &amp; the reentry program throughout Clark County.</li> <li>9. Advocate with City, County, State, and Federal government on behalf of ex-offenders</li> </ol>
<b>Children &amp; Families</b>	<ul style="list-style-type: none"> <li>• Support family stability during the absence of the offender.</li> <li>• Support family reunification with biological or chosen family (where appropriate).</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop a holistic family needs assessment (based on Family Development Matrix).</li> <li>2. Identify services and supports available for families during family member incarceration.</li> <li>3. Establish a family-centered case management wraparound protocol for families.</li> <li>4. Provide, via wraparound planning, family supportive programs such as Family Reentry, Parenting, Fatherhood, Motherhood, Child development, and Parenting support group.</li> </ol>
<b>Health Care</b>	Increase access to needed medical services.	<ol style="list-style-type: none"> <li>1. Assist with access to Medicaid and/or SSI (if eligible)</li> <li>2. Connect with Rocking Horse Center, Combined Health District and/or Planned Parenthood for medical services.</li> <li>3. Coordinate required supports: referrals for service, interim medications, and medical record.</li> </ol>
<b>Housing</b>	Provide emergency, short term, and long term housing options for ex-offenders.	<ol style="list-style-type: none"> <li>1. Connect program participants with emergency housing options if needed.</li> <li>2. Develop new housing with supportive services appropriate for single or family situation post-release.</li> <li>3. Rehabilitate inner-city housing through City programs supported by HOME funds or Community Development Block Grant (CDBG) funds.</li> <li>4. Develop plans for Group Home housing options with experienced service provider.</li> <li>5. SMHA will review housing program restrictions for ex-offenders to allow more flexibility with local housing options.</li> </ol>

Focus Area	Strategic Goals	Strategic Objectives
<b>Mental Health and Substance Abuse</b>	Address the mental health and substance abuse needs of ex-offenders in a timely manner.	<ol style="list-style-type: none"> <li>1. Encourage agencies to develop and implement programs and protocols addressing the specific needs of medium to high risk ex-offenders who need mental health services and/or substance abuse treatment.</li> <li>2. Coordinate required supports: referrals for service, interim medications, and medical record.</li> <li>3. Provide appropriate training &amp; education for 1) mental health &amp; substance abuse staff, 2) caregivers/family members, 3) employers.</li> </ol>
<b>Education</b>	Provide educational opportunities targeted to the ex-offender's strengths and needs that will lead to increased employment opportunities.	<ol style="list-style-type: none"> <li>1. Provide three tiers of educational programs: basic literacy and math skills, GED attainment, and post-secondary options all leading to improved employment opportunities.</li> <li>2. Provide comprehensive soft skills and life skills programs, incorporating cognitive behavior therapy for all ex-offenders in the reentry program.</li> </ol>
<b>Employment</b>	Provide a comprehensive suite of employment services and options that will increase the probability that ex-offenders will secure and retain long term employment.	<ol style="list-style-type: none"> <li>1. Implement a Continuum Service Model for ex-offenders ranging from Work Readiness to post (unsubsidized) employment supports and career development</li> <li>2. Establish a Transitional Jobs Program inclusive of a comprehensive set of services to help participants overcome barriers while building work-related skills that ultimately lead to apprenticeships and/or unsubsidized employment.</li> <li>3. Make it easier for area employers to hire ex-offenders.</li> <li>4. Advocate with City, County, State, and Federal government to increase incentives for employers that hire ex-offenders and reduce obstacles to employment opportunities.</li> <li>5. Connect ex-offenders with special needs (such as ex-offenders with disabilities, veterans) to organizations providing specialized services.</li> </ol>
<b>Legal Issues</b>	Establish and implement a means to identify and address outstanding legal issues that are barriers to successful reentry.	<ol style="list-style-type: none"> <li>1. Develop a legal needs assessment to identify outstanding legal issues.</li> <li>2. Develop network of Clark County resources to identify and assist with outstanding legal issues.</li> <li>3. Develop network of resources such as lawyers and law students qualified and willing to offer guidance.</li> <li>4. Assist in accessing needed legal documents such as driver's license, etc.</li> </ol>
<b>Mentoring and Long Term Support</b>	Develop and implement a multi-layered mentoring program that will support Clark County Ex-Offenders.	<ol style="list-style-type: none"> <li>1. Define and develop the mentoring program options and components.</li> <li>2. Define characteristics of positive mentors and recruit individuals with these characteristics.</li> <li>3. Develop and implement a training program for all mentors, incorporating cognitive behavior therapy concepts.</li> <li>4. Match the mentors with the offenders while incarcerated.</li> <li>5. Support the ongoing mentor/mentee relationship.</li> </ol>
<b>Transportation</b>	Connect ex-offenders with affordable transportation options in Clark County.	<ol style="list-style-type: none"> <li>1. Identify transportation options available for program participants.</li> </ol>

## Strategic Goals, Objectives, and Measures of Success

### Pre & Post Release

#### Statement of the Problem

Although there are many services in Clark County that can benefit ex-offenders, there is not a coordinated way to access the services today, nor an effective way to inform ex-offenders what the service options are. Clark County needs a one stop option to provide a central point of contact for ex-offenders and their families to manage the contracted services and service providers, to ensure program integrity of all services, and to manage the participation of ex-offenders in the services.

#### Strategic Performance Goal:

**Provide comprehensive, integrated, holistic reentry services for ex-offenders returning to Clark County.**

#### Objectives:

1. Establish and sustain the Office of Reentry Services to manage all reentry efforts and meet the needs of ex-offenders.
2. Develop a comprehensive assessment tool addressing information and needs identified by different work groups (i.e. legal needs assessment, family assessment).
3. Establish mechanisms to identify qualified participants, to attract qualified ex-offenders to the program, and to support and monitor ex-offender participation in the program.
4. Develop reentry plan format and practices to address the individual needs of each ex-offender.
5. Establish mechanism for one-stop access to services.
6. Establish and monitor contracts with providers of services for ex-offenders to ensure program integrity and program quality.
7. Integrate cognitive behavior therapy throughout the programs.
8. Actively promote the value of reentry and the reentry program throughout Clark County.
9. Advocate with City, County, State, and Federal government on behalf of ex-offenders
  - a. Increase incentives for employers that hire ex-offenders and reduce obstacles to employment opportunities.
    - i. Local incentives from city and county (tax) for employer that hire ex-offenders
    - ii. Increased federal incentives
    - iii. Remove obstacles to employment (I.e. Employer culpability, Restrictions on jobs ex-offenders may hold)
  - b. Services needed to support ex-offenders (i.e. sufficient mental health and substance abuser resources)

#### Measures of success:

- ◇ # participants
- ◇ # who complete all steps of reentry plan
  - For those who don't complete all steps, % of plan steps completed
- ◇ measure and determine reduction in annual recidivism rate of program participants

### Children, Families & Support Systems

#### Statement of the Problem

Entire families can become increasingly unstable when a family member is incarcerated. Challenges can include:

- The family may lose the primary breadwinner, causing economic hardships.
- Children may lose their primary guardian, requiring new custody arrangements.
- The loss of a family member may cause psychological damage to others in the family, especially children, requiring supportive services.
- High rates of recidivism cause additional disruption as parents cycle in and out of the family.

Research has demonstrated that the family is a critical part of successful re-entry. Family support was identified as the most important factor that kept ex-offenders from returning to prison. However it can be challenging for the family to maintain contact with the incarcerated family member. Phone calls may be too expensive to hold regularly, the family may have difficulty traveling to the prison, and prison visiting rules may be difficult to navigate.

Family reunification may also present challenges. For example, the incarcerated individual may expect to return to the family in the same capacity as prior to incarceration, yet the family may have established new models of interaction. It must also be recognized that some families contribute to criminogenic attitudes and behaviors, and ex-offenders would not benefit from returning to these families.

#### **Strategic Performance Goals:**

- Support family stability during the absence of the offender.
- Support family reunification with biological or chosen family where appropriate.

#### **Objectives:**

2. Develop a holistic family needs assessment (based on Family Development Matrix).
3. Identify services and supports available for families during family member incarceration.
  - a. Housing, food, transportation and utility needs - include use of Ohio Benefit Bank and public assistance eligibility.
  - b. Trauma, mental health, A&D, domestic violence service needs
  - c. Education or training needs (life skills such as relationship and parenting as well as employment oriented)
  - d. Child mentoring
  - e. child and family visitation
4. Establish a family-centered case management wraparound protocol for families
5. Provide, via wrap-around planning, family supportive programs for the offender/ex-offender and their family members such as:
  - a. Family Reentry
  - b. Parenting, Fatherhood, Motherhood
  - c. Child development
  - d. Education and support for incarcerated pregnant women
  - e. Parenting support group during incarceration and after release.

#### **Measures of success:**

- ◇ Improvement in family stability as measured by the Family Development Matrix
- ◇ # offenders engaged in pro-social family or support system

## **Health Care**

### **Statement of the Problem**

Many of the ex-offenders released from incarceration have health care needs, yet have no or insufficient insurance.

### **Strategic Performance Goal:**

**Increase access to needed medical services.**

#### **Objective:**

1. Assist with access to Medicaid and/or SSI (if eligible)
2. Connect with Rocking Horse Center, Combined Health District and/or Planned Parenthood for medical services.
3. Coordinate required supports: referrals for service, interim medications, and medical record.

#### **Measure of Success:**

- ◇ # of ex-offenders receiving timely access to health services.

## Housing

### Statement of the Problem

Secure housing is a vital component of successful reentry, providing needed stability that enables the ex-offender to concentrate on important activities such as securing and retaining employment and completing needed education programs.

### Strategic Performance Goal:

**Provide emergency, short term, and long term housing options for ex-offenders.**

#### Objectives:

1. Connect program participants with available emergency housing options if needed.
2. Develop new housing with supportive services appropriate for single or family situation post-release.
3. Rehabilitate inner-city housing through City programs supported by HOME funds or CDBG funds.
4. Develop plans for Group Home housing options with an experienced service provider.
5. SMHA will review housing program restrictions for released offenders to allow more flexibility with local housing options.

#### Measure of Success:

- ◇ Measure and determine reduction in number of ex-offenders homeless or living in poor/dangerous environment.

## Mental Health and Substance Abuse

### Statement of the problem

Mental health is an essential cornerstone of an ex-offender's stability. The ability to pass a drug screen is essential for securing and retaining employment. Substance abuse treatment is required to enable ex-offenders to achieve long term behavior change that will free the ex-offenders from abusing drugs and alcohol.

According to the Springfield Police Department and Clark County Sheriff, substance abuse is the major contributor to crime in Clark County. This is confirmed by the ODRC Intake Profile of Clark County for 2008 (the most recent report available), which stated that individuals entering prison from Clark County in 2008 had the following mental health and substance abuse statistics:

- 53.1% had abused alcohol in the past
- 84.6% had abused drugs in the past
- 23.4% were under the influence of drugs at the time of the offense
- 12.5% were under the influence of alcohol at the time of the offense
- 17.2% were under the influence of drugs and alcohol at the time of the arrest
- Only 20% had completed a substance abuse treatment program
- 18.8% had been treated for mental illness

### Strategic Performance Goal:

**Address the mental health and substance abuse needs of ex-offenders in a timely manner.**

#### Objective:

1. Encourage agencies to develop and implement programs and protocols addressing the specific needs of medium to high risk ex-offenders who need mental health services and/or substance abuse treatment (i.e. specialized clinics, services for both genders, intensive treatments).

2. Coordinate required supports: referrals for service, interim medications, and medical record.
3. Provide appropriate training & education for 1) mental health & substance abuse staff, 2) caregivers/family members, 3) employers.

**Measure of Success:**

- ◇ % of ex-offenders needing mental health services who are able to access the services within 14 days of release
- ◇ % of ex-offenders needing substance abuse services who are able to access the services within 14 days of release
- ◇ % of ex-offenders who stay on medications, complete Mental Health counseling, and adhere to Mental Health recommendations
- ◇ % of ex-offenders who remain substance free after three months, six, nine, and twelve months

## **Education**

### **Statement of the problem**

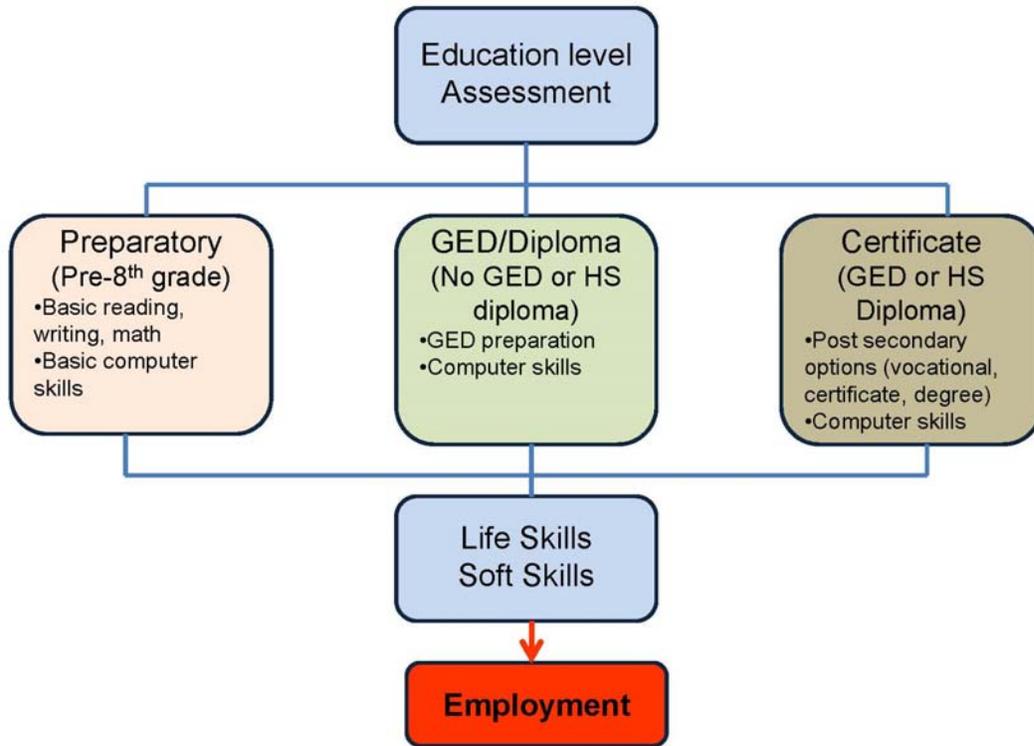
According to the ODRC Intake Profile of Clark County for 2008, the majority of individuals entering prison from Clark County in 2008 (53.8%) have less than a high school diploma, while 43.3% have completed high school or achieved a GED. Only 3.3% have graduated from college. Lack of educational attainment severely limits an individual's ability to secure a job with a living wage.

### **Strategic Performance Goal:**

**Provide educational opportunities targeted to the ex-offender's strengths and needs that will lead to increased employment opportunities.**

**Objective:**

1. Provide three tiers of educational programs: basic literacy and math skills, GED attainment, and post-secondary options all leading to improved employment opportunities.
2. Provide comprehensive soft skills and life skills programs, incorporating cognitive behavior therapy, for all ex-offenders in the reentry program.



Life & Soft Skills include but not limited to: Cognitive Behavior Therapy, Goal Setting, Anger Management, Resolving Conflicts, Victim Empathy, Substance Abuse Relapse Prevention, Parenting - Mother/Father Figure, Employment Readiness & Retention

**Measure of Success:**

- ◇ % of ex-offenders completing targeted education curriculum

**Employment**

**Statement of the problem**

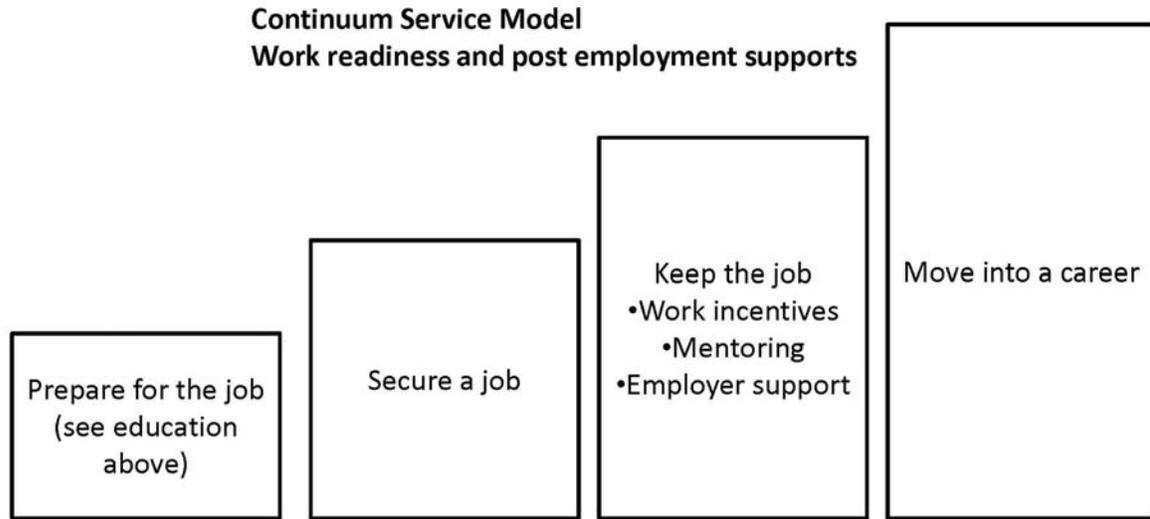
The absence of employment opportunities contributes to the risk of recidivism. According to the ODRC Intake Profile of Clark County for 2008, only 32.3% of individuals were employed full time at the time of arrest. Many ex-offenders do not have strong work or job skills or experience with long term employment.

**Strategic Performance Goal:**

**Provide a comprehensive suite of employment services and options that will increase the probability that ex-offenders will secure and retain long term employment.**

**Objective:**

1. Implement a Continuum Service Model for ex-offenders ranging from Work Readiness to post (unsubsidized) employment supports and career development.



2. Establish a Transitional Jobs Program (Could be accomplished by the establishment of a new local social enterprise and/or an expansion of OIC existing Construction Trades Training Program, and/or other innovative opportunities) inclusive of a comprehensive set of services to help participants overcome barriers while building work-related skills that ultimately lead to apprenticeships and/or unsubsidized employment.
  - a. Education and training components tailored to the needs of the individual ex-offender
  - b. Comprehensive Work Readiness components
  - c. Intensive Case Management and Mentoring
  - d. Unsubsidized Employment Placement Assistance
  - e. Long-term follow-up and retention activities
    - i. Individual incentives – such as Individual Development Account (IDA) to enable/incent the ex-offender to continue working and saving (Longevity bonus, Education accounts)
    - ii. Facilitate transition into apprenticeships and/ or certificated training programs.
3. Make it easier for area employers to hire ex-offenders.
  - a. Work with the existing workforce development system (WorkPlus) to improve its ability to deliver qualified ex-offender candidates to companies for consideration.
  - b. Work with the existing workforce development system to identify, allocate, and procure training grants for ex-offenders.
  - c. Work with existing corporate training/education system to improve its ability to train and certify ex-offenders for in-demand employment opportunities.
  - d. Work within the existing business retention and expansion system to ensure that employers that are currently hiring ex-offenders are getting best possible service (e.g., resource linkage) from the system (they are treated as VIP clients).
  - e. Work within the existing business retention and expansion system to identify hiring opportunities that are a good fit for ex-offenders in general and for specific ex-offenders (serve as a headhunter services for ex-offenders)
  - f. Provide technical assistance to employers in accessing/ utilizing available resources and incentives to hire ex-offender (bonding, tax incentives, etc.)
4. Connect ex-offenders with special needs (such as ex-offenders with disabilities, veterans) to organizations providing specialized services.

**Measure of Success:**

- ◇ % of ex-offenders securing a job
- ◇ % of ex-offenders retaining the job at six months and one year

- ◇ # of businesses employing ex-offenders

## Legal Issues

### Statement of the problem

Many incarcerated individuals have more than one legal issue. For example, they may have additional outstanding warrants, they may have lost their driver's license, or they may have outstanding child support warrants and charges.

### Strategic Performance Goal

**Establish and implement a means to identify and address outstanding legal issues that are barriers to successful reentry.**

#### Objectives:

1. Develop a legal needs assessment to identify outstanding legal issues (such as custody, child support, outstanding warrants, identification).
2. Develop network of Clark County resources to identify and assist with outstanding legal issues (i.e. County probation contacts, CSEA contacts)
  - a. Pending charges, unpaid fines and unpaid court costs - check websites for Clark County, Ohio Common Pleas Court and website for Clark County, Ohio Municipal Court website to determine if there are pending charges, unpaid fines or unpaid court costs. If it is determined that charges are pending, ORS can contact Jim Marshall, (937) 521-1729, at the Clark County public defender office for input on how to proceed.
  - b. Unpaid restitution or unpaid probation fees – contact Ron Woolf at the Clark County, Ohio adult probation department, (937) 521-1712 and Ken Brown at the Clark County, Ohio Municipal Court probation department, (937) 328-3754 for assistance in determining if the individual has unpaid restitution or unpaid probation fees.
  - c. Driver license issues – ORS can contact Chief Springfield City prosecutor Michael Sheils, (937) 3283740, for assistance in determining the status of an individual's driver's license and what needs to be done to obtain valid driving privileges. ORS to instruct individual with regard to the information obtained.
  - d. Child support issues – ORS can contact Dr. Virginia K. Martycz, (937) 327-3631 at the Clark County Child Support Enforcement agency to determine what steps an individual can take to address unpaid child support and/or ongoing child support orders and what steps an individual can take to clear a license suspension imposed due to child support arrears.
  - e. Record sealed – at this point, because of the legal issues involved, the individual should be instructed to seek advice from an attorney regarding this issue.
3. Develop network of resources such as lawyers and law students qualified and willing to offer guidance.
4. Provide information on securing needed legal documents such as driver's license, birth certificate, etc.

#### Measures of Success:

- ◇ # of ex-offenders with a legal barrier that is addressed.

## Mentoring & Long Term Support

### Statement of the problem

Many incarcerated individuals lack a positive role model in their lives. Many also struggle to develop a vision of successful reentry and a life after incarceration.

### Strategic Performance Goal:

**Develop and implement a multi-layered mentoring program that will support Clark County Ex-Offenders.**

**Objectives:**

2. Define and develop the mentoring program options and components.
  - a. Pre and post release.
  - b. One on one mentoring and group options.
3. Define characteristics of positive mentors and recruit individuals with these characteristics.
  - a. Successful community members
  - b. Successful ex-offenders
4. Develop and implement a training program for all mentors, incorporating cognitive behavior therapy concepts.
  - a. Portland Project – Best Practices Model
  - b. Train to recognize history of abuse, trauma, poverty and criminal tendencies (triggers)
  - c. Support Systems
  - d. Clear vision of how to break the cycle
  - e. Resources
5. Match the mentors with the offenders while incarcerated.
  - a. Manage the logistical challenges of remote prisons.
    - i. Mail, phone cards, etc.
6. Support the ongoing mentor/mentee relationship.
  - a. Include the family in the ex-offenders' mentoring process to encourage acceptance and growth
  - b. Training for participants to learn about the mentoring process
  - c. Logistics of pre-release mentoring
  - d. When creating mentoring plan keep in mind to incorporate Social activities, Group activities, and Family activities

**Measure of success:**

- ◇ % of ex-offenders who have a mentor prior to release and during the first year post release

**Transportation****Statement of the problem**

Many ex-offenders do not own cars or do not have access to steady, reliable transportation. Public transportation options within Clark County are limited in geographical coverage and time of day.

**Strategic Performance Goal:**

**Connect ex-offenders with affordable transportation options in Clark County.**

**Objectives:**

1. Identify transportation options available for program participants.
  - a. Assist with bus pass
  - b. Connect with *RidesPlus*
  - c. Assist in vehicle repairs

**Measure of success:**

- ◇ Decrease in the number of ex-offenders who cannot work or access needed services because of transportation barriers.

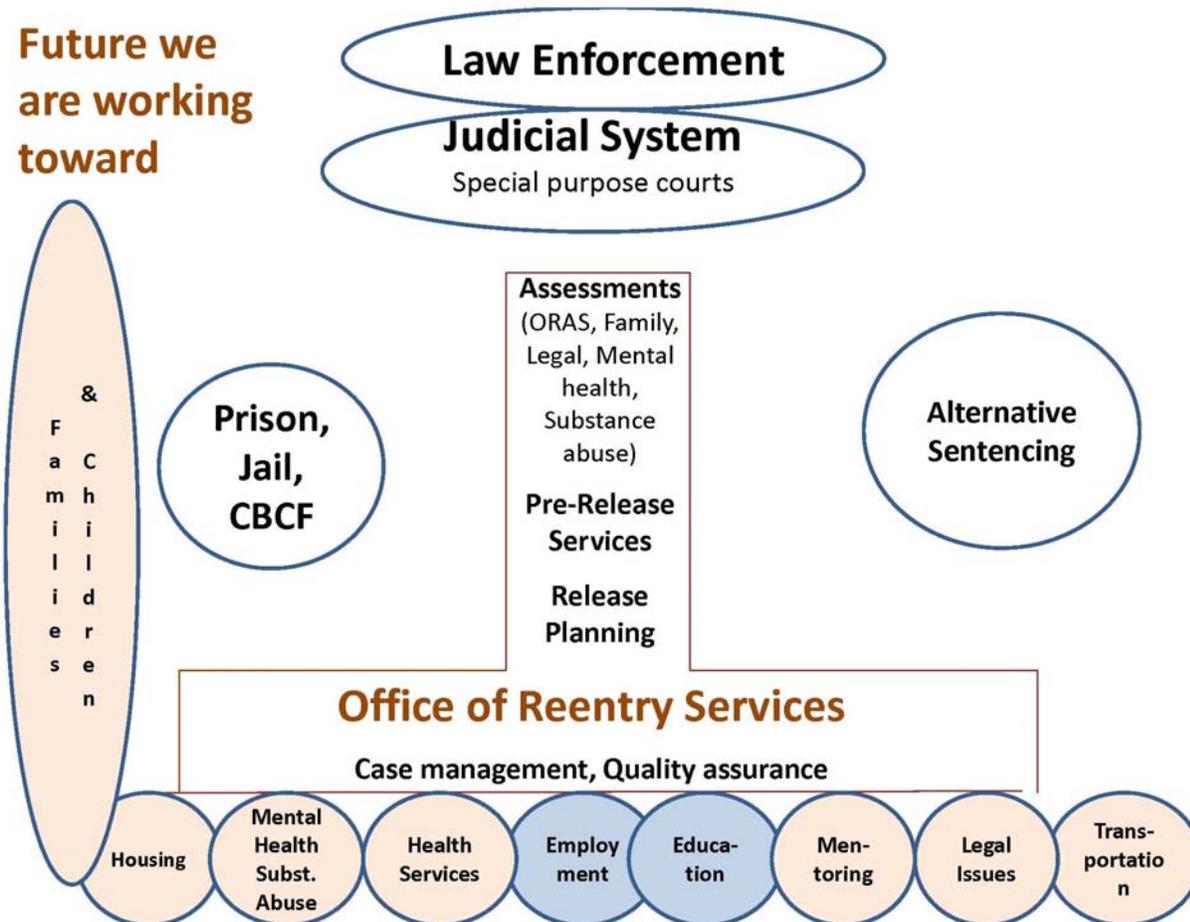
## Appendix 1: Expected Process Flow

### The Office of Reentry Services will:

1. Complete assessments at time of incarceration:
  - a. ORAS for individual to identify needs and strengths.
  - b. Clark County assessment information
    - i. Specific educational or life skills programs needed during incarcerations
    - ii. Identify outstanding legal issues that must be addressed and help offender begin to address them.
    - iii. Family assessment to identify supports family want and need while individual is incarcerated.
      1. Basic family needs: Housing, food, transportation and utility needs - include use of Ohio Benefit Bank and public assistance eligibility.
      2. Trauma, mental health, A&D, domestic violence service needs
      3. Education or training needs (life skills such as relationship and parenting as well as employment oriented)
      4. Child custody needs & plans
      5. Desire for child mentoring
      6. Desire/benefit for visitation, visitation plans
2. Develop plan for offender while incarcerated to specify needed programs that will prepare for successful reentry.
  - a. Coordinate programs and workshops that take place while incarcerated
3. Develop plan for family to support them while offender is incarcerated and to prepare for ultimate reentry and reunification (if reunification is appropriate)
  - a. Perform case management for families as needed including referrals to support services identified in family assessment
4. Prepare for reentry (at least 6 months prior to release)
  - a. Complete ORAS prior to release for offender to identify current strengths and needs
  - b. If appropriate, complete mental health and substance abuse assessment to enable development of a treatment plan.
  - c. Update family assessment to determine ongoing family needs, ability of family to be involved in reentry
    - i. Basic family needs as above
    - ii. Child custody changes
    - iii. Family support group
    - iv. Living arrangements
  - d. Identify need for housing, education services, employment services, outstanding legal issues (pending charges; status of driver's license and what needs to be done to obtain valid driver's license; unpaid fines, court costs, restitution or probation fees; child support issues; and sealing of record) , mentoring, physical health needs, facilitated support group etc. Confirm that each returnee has the following supports:
    - i. Appropriate referrals for care
    - ii. Interim medications
  - e. Coordinate mentors for incarcerated individuals – mentors to continue post release.
5. Prepare reentry plan identifying services and supports needed.
  - a. Assign case manager. Case manager will engage offender in relationship prior to release and maintain that relationship after release.
  - b. Engage family in release planning
  - c. Plan for actual release event. Case manager or other safe individual available to pick up ex-offender, see that he/she has a set of decent clothes and a meal – if possible with family.
  - d. Coordinate support groups for released offenders and for families of offenders as appropriate.
  - e. Ex-offender signs off on plan confirming agreement with contents.

6. Perform case management after release to ensure ex-offender is completing activities in the plan.
7. Manage relationship with contracted service providers and perform quality control of contracted services and service providers to ensure they are delivering what promised and that they are having an impact.
8. Maintain relationships with critical partners such as APA, Probation, WorkPlus, BVR, DYS, Rocking Horse Center, and jail and prison chaplains.

**Future we are working toward**



**Critical success factors:**

- Ex-offender signs contract committing to participate.
  - Define and hold accountable to standards.
  - Determine when to cut someone off for non-compliance so that we reserve resources for those who are ready for change.
  - Help ex-offender, but not do everything for him/her. He/she must take responsibility for self.
  - Help ex-offender define goals and move toward self-efficacy.
- Focus on pro-social behaviors and attitudes and ensure ongoing participation in cognitive behavior therapy (CBT) skill building
  - Assist ex-offender in developing pro-social relationships; determine who ex-offender is engaging with at every step of reentry
- Engage the families to the degree the family members want to be engaged and to the degree that family involvement will benefit the ex-offender.
- Every individual who comes in contact with the ex-offender as a volunteer or contracted service provider will be familiar with CBT and will share a common approach to supporting the ex-offender.

- Hold service providers accountable for delivering what promised.
- Educate chaplains about reentry program so they can inform and refer inmates.

## Appendix 2: Resources Available for Reentry

### Family Supportive Resources

- ◇ OIC for Family Re-entry (focused on family reunification)
- ◇ Marriage Resource Center for strengthening marriage/partner relationships
- ◇ Urban Light Ministries for fatherhood programs
- ◇ Clark County Combined Health District the for motherhood programs such as MOMS and Healthy Babies/Healthy Mommies
- ◇ Project Woman for domestic violence prevention
- ◇ Big Brothers Big Sisters for mentoring children
- ◇ Ohio Benefits Bank to identify services a family is eligible for
- ◇ Oesterlen Services for Youth for Wraparound Services and Intensive Home Based Treatment

### Health Care

- ◇ Clark County Department of Jobs and Family Services for Medicaid
- ◇ Rocking Horse Center for primary care and dental services (dental is a future option)
- ◇ Clark County Combined Health District
- ◇ Planned Parenthood

### Housing Resources

- ◇ Springfield Metropolitan Housing Authority
- ◇ Interfaith Hospitality Network

### Mental Health and Substance Abuse

- ◇ Mental Health Services of Clark County
- ◇ McKinley Hall for substance abuse treatment

### Education Resources

Organization	Services
WorkPlus	TABE assessment Soft skills Life skills
Clark County Literacy Coalition	TABE assessment Basic literacy
OIC of Clark County	Life skills Soft skills Employment readiness GED preparation Basic computer skills
Clark State Community College	Computer skills Post secondary education
Prison/Community Based Corrections Facility	TABE assessment Basic literacy Basic reading/writing/math GED preparation Computer skills Life skills Soft skills
Springfield City Schools	Adult Basic Literacy Education (ABLE) GED preparation

### Employment Resources

- ◇ OIC for Opportunities for New Directions, an ex-offender employment preparation program
- ◇ OIC for Construction trades transitional jobs program for ex-offenders
- ◇ WorkPlus for general assistance with job search and employment services
- ◇ Bureau of Vocational Rehabilitation for services for ex-offenders with disabilities
- ◇ Clark County Veterans Service Commission for services for veterans

### Legal Issues Resources

- ◇ Clark County Sheriff to identify individuals sentenced to prison. (Lt. Vern Whitt, Clark County Jail, 937-521-2064.)
- ◇ ODRC for names of individuals being released from prison in the near future whom intend to return to and reside in Clark County, Ohio. (Joe Moorefield, APA, 937-322-3987.)
- ◇ Child Support Enforcement for child support orders and modifications and what steps are needed to address unpaid child support and/or ongoing child support orders and what steps an individual can take to clear a license suspension imposed due to child support arrears. (Dr. Virginia K. Martycz, CSEA, 937-327-3631.)
- ◇ Websites for the Clark County, Ohio Common Pleas Court and for the Clark County, Ohio Municipal Court to identify outstanding warrants, court costs, or fines.
- ◇ Chief Springfield City Prosecutor Michael Sheils, 937-3283740, for assistance in determining the status of an ex-offender's driver's license and what needs to be done to obtain valid driving privileges.
- ◇ Bureau of Motor Vehicles to secure driver's licenses or identification.
- ◇ Legal Aid of Western Ohio, Clark County Bar Association, and local law schools for resources to assist ex-offenders with legal issues
- ◇ Clark County Combined Health District for copies of birth certificates
- ◇ Clark County Public Defender office for input on how to proceed to address any pending charges. (Jim Marshall, Public Defender, 937-521-1729.)
- ◇ Contact Ron Woolf at the Clark County, Ohio adult probation department, (937) 521-1712 and Ken Brown at the Clark County, Ohio Municipal Court probation department, (937) 328-3754 for assistance in determining if the individual has unpaid restitution or unpaid probation fees.

### Transportation Resources

- ◇ Springfield City Area Transit for bus information and bus passes
- ◇ Clark County Department of Jobs and Family Services for RidesPlus, assistance with car repairs, and gas cards for eligible individuals

### Appendix 3: Coalition Members

**Project Co-Leaders:**

Mike Calabrese, OIC of Clark County  
 David Hartley, Clark County Commission

**Collaboration Board Members:**

Steve Schumaker, Clark County Prosecutor  
 Elaina Bradley, Interfaith Hospitality Network  
 Bobby Mims, Ex-offender  
 Barbara Stewart, Springfield Metropolitan Housing Authority  
 Warren Copeland, Springfield Mayor; Replaced by Kevin O’Neill, Springfield City Commissioner  
 Steve Moody, Springfield Chief of Police  
 Gene Kelly, Clark County Sheriff  
 Bob Suver, Director of Clark County DJFS  
 Trish Griffin, OIC of Clark County  
 Marilyn Demma, Clark County Family and Children First Council  
 David Zak, Greater Springfield Chamber of Commerce  
 Dave Ervin, West Central Community Corrections  
 Mel Marsh, Community Member  
 Jennifer Messick, Victim Advocate  
 Adam Leventhal, Employer

**Clark County Reentry Coordinator:**

Jennifer Cornell, OIC of Clark County

**Project Director:**

Mel Marsh, Acorn Consulting and OIC of Clark County

**Work Groups and Work Group Members**

<p><u>Employment work group</u>  <b>Miguel Ten</b>, First Diversity Management  <b>Trish Griffin</b>, OIC                  Joe Moorefield, Adult Parole Authority                  Duane Hodge, Clark State Community College                  Geoff Steele, DJFS                  Lehan Peters, WorkPlus                  David Zak, Chamber of Commerce                  Brian Algeo, Adult Parole Authority                  Tiffany Wanzo, Goodwill Easter Seals                  T. Craemer, Goodwill Easter Seals                  Jan Campbell, West Central</p>	<p><u>Education and prevention work group</u>  <b>Duane Hodge</b>, Clark State  <b>Mustafaa Islam</b>, OIC                  Jenni Rose, OIC                  Dave Estrop, Springfield City Schools                  Lisa Dunn, Clark State Community College                  Anthony Barrett, Adult Parole Authority                  James Copeland, Springfield City Schools                  David Smiddy, CC Literacy Coalition                  Melinda Radabaugh, West Central                  Del Schulze, West Central</p>
<p><u>Housing work group</u>  <b>Barb Stewart</b>, SMHA  <b>Elaina Bradley</b>, IHN                  Heather Baker, OIC                  Frank Catanzarita, Legal Aid                  Lori Lindeman, Department of Youth Services                  William Walls Sr., Adult Parole Authority                  Nancy Finchbaugh, Springfield Housing Department</p>	<p><u>Mental Health &amp; Substance Abuse work group</u>  <b>Jim Perry</b>, Mental Health Services  <b>Diann Elder</b>, OIC                  Ken Brown, Probation Office                  Marilyn Demma, Family and Children First Council                  Willie White, McKinley Hall                  Kyle Dickinson, Dept of Youth Services                  Kent Youngman, Mental Health</p>
<p><u>Legal Issues work group</u>  <b>Jim Marshall</b>, Public Defender</p>	<p><u>Children &amp; families work group , health services</u>  <b>Clara Copeland</b>, Community member</p>

<p><b>Tony Barrett, APA</b>                  Bill Merrell, attorney                  Frank Catanzarita, Legal Aid                  Jerry Strozdas, City of Springfield Law Director                  Judge Monnin, Juvenile Court                  Ginny Martycz, Child Support Enforcement                  Mike Sheils, City of Springfield</p>	<p><b>Marilyn Demma, Families &amp; Children First</b>                  Faith McDonald, DJFS                  Kristie Heckman, DJFS                  Leslie Crew, Rocking Horse Center                  Tyra Jackson, Project Woman                  Liz Hale, Forging Resp Youth                  Eli Williams, Urban Light Ministries                  Cathy Crompton, community member                  Rita Monaghan, Adult Parole Authority                  Lavern Nissley, Marriage Resource Center                  Kate LeVesconte, Oesterlen                  Lisa Cotterman, Springfield City Schools                  Chris Fasick, Clark County DD</p>
<p><u>Mentoring &amp; Long Term Support work group</u>  <b>Andrea Chave, OIC</b>  <b>Bob Suver, DJFS</b>                  Derrick Weston, Oakland Presbyterian Church                  Larry Lewis, Dept Youth Services                  Neal Browning, OIC                  Bob Matthews, OIC                  Lynne Turner, Clark County Health Dept.                  Marlo Fox, Think Tank                  David Garrett, ex-offender                  Andrew Watters, ex-offender</p>	<p><u>Pre &amp; Post Release/Alternative Sentencing work group</u>  <b>Bobby Mims, OIC</b>  <b>Jane Skogstrom, Clark County Courts</b>                  Greg Johnson, Salvation Army                  Jeanette Hogon, Adult Parole Authority                  Chuck Wyss, Dept of Youth Services                  Wendy Holt, DJFS                  Lisa Ringwalt, BVR</p>
<p><u>Transportation Work Group</u>  <b>Glenn Massie, TCC</b>                  Scott Schmid, TCC                  Geoff Steele, RidesPlus                  Michelle Taber, SCAT</p>	<p><u>Ex-Offender Caucus</u>                  Andrew Watters, ex-offender                  David Garrett, ex-offender</p>
<p><u>Community Based Caucus</u>  <b>Derrick Weston Oakland Presbyterian Church</b>                  Stephanie McQuiston , Wittenberg University                  Ted Vander Roest, Springfield Foundation                  Eli Williams, Urban Light Ministries                  Ted Vander Roest, Springfield Foundation                  Betty Jones, Oakland Presbyterian Church                  Arby Conn, Clifton Church                  Wilma Stone, Springfield City Schools                  David Garrett, ex-offender</p>	