

Report to the
Ohio General Assembly
From the Correctional
Faith-Based Initiatives
Task Force

OHIO CORRECTIONAL FAITH-BASED INITIATIVES

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INTRODUCTION

The Correctional Faith-Based Initiatives Task Force was created with the enactment of Amended Substitute of House Bill 66, the state-operating budget for fiscal years 2006-2007. The Task Force, which is comprised of 17 members including representatives of six state agencies, legislators, and the faith community, represents a unique approach to dealing with correctional system problems, services, and recidivism. The budget bill set the Task Force's operational framework by charging it with completing the following duties within one year of its inception (October 2006):

- ♦ Study faith-based and community solutions to correctional system problems by focusing on programs and services for incarcerated individuals and their families, diversion programs, and faith-based/nonprofit programs and services.
- ♦ Examine existing faith-based/nonprofit programs in Ohio prisons and other states and the possibility of program replication.
- ♦ Develop model programs to reduce adult and juvenile recidivism, assist juveniles with incarcerated parents and juveniles held over to or in the adult penal system.

The initial task force meeting was convened in October 2005 with Co-Chair Representative John White highlighting the Task Force's charge and process for accomplishing the objective. He noted, "there is a need that must be met among those released from Ohio's prisons to find alternatives to the lives they were living before incarceration and the actions that led to their imprisonment – and if we're going to take this on, we need to make sure we do it right." Former Director of Rehabilitation and Corrections and Task Force Co-Chair Reginald Wilkinson stated "the time is right... [and] we have a great collection of people who represent various areas who can accomplish this." Tom Stickrath, the director of the Department of Youth Services, agreed with Director Wilkinson, and noted "what better place than the faith community to have this structure."

In November, the Task Force held its meeting at the Marion Correctional Institution (MCI). Those in attendance were exposed to the success stories and the myriad of possibilities that faith-based and community programs offer to positively impact the lives of inmates as well as improve the overall institutional climate. MCI, through the Horizon multi-faith-based dormitory, offers programs that help inmates build vocational skills, become better parents, and prepare them for life outside the institution.

In carrying out its charge, the Task Force needed to become familiar with the characteristics of individual inmates and youth felons, including their social and demographic characteristics, and their prior criminal activity. Shannon Teague, the Department of Youth Services' faith-based administrator, presented a PowerPoint presentation profiling juvenile offenders for Task Force members and the Department of Rehabilitation and Correction provided the same information on their offender population using figures from their 2004 Intake Study. After becoming familiarized with the offender population, the Task Force members were broken into two groups to brainstorm the needs these offenders may have. One group brainstormed the needs of offenders while in prison, and the other group brainstormed the needs of an ex-offender released into the community. Utilizing a strength,

weakness, opportunity, threat¹ analysis (S.W.O.T.), each group formed a vision statement for the Task Force to follow in addressing the needs identified:

In addressing institutional needs:

To mobilize faith and other community volunteers to engage with incarcerated youth and adults to transform the lives of Ohio offenders in institutions.

In addressing the needs of ex-offenders:

To create better communities through faith and other community volunteers assisting former offenders reenter society and not commit a new offense.

Task Force members representing the departments of Rehabilitation and Correction and Youth Services were assigned the task of validating the needs of adult and youth offenders and ex-offenders. This was accomplished through the development of a questionnaire that was provided to offenders, staff, and family members within the departments of Rehabilitation and Correction and Youth Services. The responses from these focus groups were compiled and presented by both agencies to the Task Force members in the form of a needs assessment.

Representative John White's staff was assigned to identify existing faith-based and nonprofit programs outside Ohio working with incarcerated offenders and ex-offenders after release. A summary of the identified programs is provided in the report. In working to identify programs, the Task Force was also presented with an overview of how to effectively treat an inmate, a break down of high-risk and low-risk inmates, and the effect certain treatment programs have on recidivism rates.² This document coupled with the departments of Rehabilitation and Correction and Youth Services and Task Force needs assessments provided the Task Force with an excellent idea of where Ohio's correctional agencies stand currently and where improvements need to be made.

During the course of its deliberations, the Correctional Faith-Based Initiatives Task Force has gained a wealth of knowledge on the needs of offenders and the types of programs that effectively rehabilitate. The Task Force has also identified programs that currently exist, and the gaps that exist between the needs and what is currently provided to inmates and adjudicated youth. The recommendations represent the Task Force's ideas as to how the faith-based and community can assist correctional agencies in addressing these perceived gaps.

¹ Information referenced is from December meeting

² Evidence Based Research Report-January meeting

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS (S.W.O.T.)

In the early stages of the Task Force, the co-chairs requested a S.W.O.T. analysis be completed. The work began during the December 2005 meeting and continued through February 2006. The S.W.O.T. analysis was considered from two relevant but different time frames: (1) during the term of incarceration, and (2) upon reentry to the community. Portions of each meeting between December and February were used to complete large group and small group work including brainstorming and discussion of: a) the present perceived needs of adult and juvenile offenders and their families, b) how well those needs were currently being met by the departments of Rehabilitation and Correction, Youth Services and the community, c) what opportunities there were to more effectively meet these needs, and d) what threats to successfully meeting needs currently exist.

The results from the needs assessment portion of the S.W.O.T. analysis gave the Task Force a starting place to think about the population the agencies are in place to serve, and the needs to be addressed. Task Force members were divided, based upon their expertise, into two categories:

Institution Needs of Offenders

- ◆ Personal hygiene.
- ◆ Personal sense of responsibility.
- ◆ Substance abuse treatment.
- ◆ Parenting education.
- ◆ Life skills and pro social skills.
- ◆ Mental health treatment.
- ◆ Sex offender treatment.
- ◆ Connection with a faith community.
- ◆ Positive role models and relationships.
- ◆ Information on available programs.
- ◆ Vocational training.
- ◆ Self-discipline.

Community Needs of Offenders

- ◆ Family integration.
- ◆ Employment.
- ◆ Mental health, substance abuse, medical and other types of treatment.
- ◆ Community support.
- ◆ Socialization.
- ◆ Role.

- ◆ Education through reintegration to local school for juveniles or other educational programs.
- ◆ Parenting skills.
- ◆ Reducing bureaucratic barriers to success.

The original identification of needs by the Task Force was tested through a needs assessment conducted by the departments of Youth Services and Rehabilitation and Correction with the assistance of the Ohio Office of Criminal Justice Services. The results of the needs assessment can be found in the following chapters.

Drawing on their experiences, the Task Force members identified the perceived threats and weaknesses in several areas:

Faith Community

- ◆ Lack of proper training on developing and implementing faith-based programs.
- ◆ Lack of awareness of the need for programs.
- ◆ Lack of buy-in or interest of volunteers to work with this population.
- ◆ Not a priority for the faith community.
- ◆ Little or no coordinated effort or plan within or between faith communities.
- ◆ No way to match resources to needs.
- ◆ “Christian only” concern which may be drawn from a perceived lack of volunteers from other faiths.
- ◆ Pose increased security risks to institutions because of lack of training.
- ◆ Fear of working with offenders or in an institution environment.
- ◆ Confusion/differences of opinion about the role of a volunteer.

General Community

- ◆ Lack of general awareness of faith-based programming.
- ◆ Lack of understanding of community role.
- ◆ Not a priority for the general community, based on a lack of understanding that offenders are returning to our communities.
- ◆ Little or no coordinated effort or plan for community involvement.
- ◆ Lack of infrastructure.
- ◆ Fear of offenders.
- ◆ Providing benefits to offenders or ex-offenders may raise questions of fairness and entitlement in the community.

Legal Related

- ◆ Confusion about what is really permitted and not permitted by law.
- ◆ There may be organizations that oppose all faith-based activities or programs for offenders and ex-offenders.
- ◆ Ex-offenders face about 400 restrictive and prohibitive state laws upon release.

Offender and Ex-offender

- ◆ Face about 400 restrictive and prohibitive laws upon release.
- ◆ Have little or no opportunity to provide input into programs or solutions to meet their needs.
- ◆ May abuse programs to conduct illegal or inappropriate activity.

Correctional Staff

- ◆ Lack of training on faith-based programs.
- ◆ Lack of leadership in implementation.
- ◆ Lack of buy-in and determination of appropriateness.
- ◆ Not a priority and unsure of ability to maintain security.
- ◆ Little or no coordinated effort or plan in prisons.
- ◆ Managing programs increase the workload.
- ◆ Parole and probation staff have high caseloads, which makes developing programs difficult.
- ◆ Lack of marketing plan to involve staff in implementation.

Additional discussion occurred that was designed to change the identified weaknesses and threats into opportunities for continuing success. A summary of the S.W.O.T. analysis can be found in Appendix II.

The combination of the S.W.O.T. analysis and needs assessments provided a solid framework for the development of the Task Force recommendations by identifying “gaps” which currently exist between programs and services being offered, and needs of offenders and their families.

PRESENTATIONS

In addition to collecting information through the needs assessment, the Correctional Faith-Based Initiatives Task Force had several presentations on different programs and initiatives. The following is a summary of the information presented to the Task Force as referenced in this report. A copy of the full presentations and handouts are available through State Representative John White's office, and a full summary of every presentation given is included in Appendix II.

MARION CORRECTIONAL INSTITUTION

Chris Money, then-warden at Marion Correctional Institution (MCI), and the Department of Rehabilitation and Correction hosted the November Task Force meeting at MCI. Members met with staff, program providers, and inmates, and heard presentations on the Horizon Interfaith Dorm program and the Kairos program.

Horizon has a separate dorm/housing unit at MCI where inmates live for one year, studying their faith while learning to interact with men of other faiths. The program has a Christian, Jewish, and Muslim advisor. Conversely, Kairos is a Christian-based program initially lasting three days. It is then followed up with more intensive programs. Kairos has also had success with Kairos Outside, which is designed to foster reconciliation between inmates and their significant others and families of inmates.

EVIDENCE BASED PRACTICES

Task Force member Anne Connell-Freund, representing the Ohio Community Corrections Association, presented a report to the Task Force in January on the principles of effective correctional treatment, which in turn reduces recidivism rates. The University of Cincinnati conducted three studies within the last five years on adult and juvenile correctional programs, studying the operation of the programs and their impact on recidivism of ex-offenders. Essentially the research uncovered eight basic principles that apply to effective programs, and found that there are two factors that need to be considered when developing policies and practices that assess individual offender risk: static variables (that do not change), and the criminogenic needs (which do change over time). Effective programs and policies will focus the majority of resources on effecting positive change in the criminogenic needs of offenders, as they have the potential to produce the biggest impact on individual behavior. Programs that target the static variables have been ineffective in producing significant reductions in recidivism rates.

ALEPH INSTITUTE

Rabbi Moishe Mayir Vogel from the ALEPH Institute in Pittsburgh presented information on his organization to the Task Force in February. The ALEPH institute is a Jewish organization which serves the Jewish population in prisons in several states (ALEPH is not currently operating in Ohio). Primarily, ALEPH aims to provide critical social services to families in crisis, and address the religious, educational, and basic needs of inmates. ALEPH

regularly provides professional services to nearly 4,000 men and women in state and federal prisons across the country and their approximately 25,000 spouses, children, and parents.

BARRIERS TO REENTRY IN OHIO (COLLATERAL SANCTIONS)

Ed Rhine, deputy director of the Department of Rehabilitation and Correction, Office of Policy and Reentry, spoke to the Task Force on the topic of reentry in Ohio. He cited the *Ohio Plan for Productive Offender Reentry and Recidivism Reduction*³ and focused on “collateral sanctions”: laws restricting ex-offenders to certain housing, parental, and employment rights/opportunities. He also cited a 2004 University of Toledo Law School review of Ohio statutes limiting the rights of ex-offenders, in which 404 collateral consequences were identified. Mr. Rhine recommended that the Task Force give serious consideration to the impact of these collateral sanctions on reentry.

OFFENDER EMPLOYMENT: A COLLABORATIVE APPROACH WITH FAITH-BASED INITIATIVES

Scott Anders, who works with U.S. Probation Office in the Eastern District of Missouri, presented to the Task Force in May on the pilot program addressing the employment needs of ex-offenders for successful reentry. The program has successfully reduced the unemployment rates of ex-offenders in the community, consequently resulting in a more than 50-percent reduction in the recidivism rate within two years in the district. Jimmy Tyree, with the U.S. Probation Offices in the Northern District of Ohio, talked about the efforts to replicate this success using this program in Ohio.

³ Department of Rehabilitation and Correction, 2002

PROGRAM RESEARCH

Project staff contacted faith-based programs that were identified as part of the research completed by Caliber⁴ and requested additional information to be presented to the Task Force. In addition, as other programs were identified, staff contacted them for information. The programs included are summarized from the information received from the individual organizations. Outcomes and program research identified was based on the information self-reported by the program. The quality of the research or evaluations was not analyzed. The full summaries of the programs are contained in Appendix III.

RACHEL'S HOUSE

Rachel's House is a faith-based institutional and residential program for women incarcerated in Ohio prisons. The program includes group work while the women are in the institution, and a residential program that can last up to 12 months once they return to the community. They report a recidivism rate of less than 8 percent. Of the 39 women who have been in the residential program, only three have gone back to prison.

COURT SERVICES AND OFFENDER SUPERVISION AGENCY

Reentry services are designed to bridge the gap between prison and community by welcoming the ex-offender home and helping them start a new life, specifically through mentoring. Partnerships between court services, the offender supervision agency and the faith community are created to accomplish this. The Court Services Offender Supervision Agency's philosophy of mentoring is to build strong moral values and provide positive role models for ex-offenders through coaching and spiritual guidance. The agency works with 78 faith institutions in Washington, D.C.

THE NAVIGATORS

The Navigators provide curriculum design and materials development for use in religious instruction, and training for volunteers, mentors, and staff of Operation Starting Line, as well as some Inner Change Faith Initiative programs. University of Pennsylvania conducted a study of the program and found: "... those who completed all three program phases were significantly less likely than the matched groups to be either arrested (17.3 percent vs. 35 percent) or incarcerated (8 percent vs. 20.3 percent) in the first two years after release."

PROMISE KEEPERS

Promise Keepers provides program services (conferences) in prisons and communities, provides family/relationship support, life skills, religious instruction, employment readiness, and recovery services. Promise Keeper programs are provided to expose and/or challenge men to look at their lives in the spiritual context. Once they have begun to understand the

⁴ Hercik, Jeanette; Lewis, Richard; and Myles, Bradley; *Development of a Guide to Resources on Faith-Based Organizations in Criminal Justice*, Caliber, September 2004.

scope of their lives they must be willing to change and grow into a productive person using spiritual principles. Currently, there is no research on the effectiveness of this program.

YOUTH CHAPLAINCY PROGRAM/JOY! INITIATIVE

JOY! Initiative provides services in juvenile detention centers and continues in district schools and the surrounding community. The JOY! Initiative is managed by the Youth Chaplaincy Program and is a school-based mentor program – youth continue their education in public schools while they get life skills, credit retrieval, college prep and employment readiness. Parents are required to participate. The program has shown school attendance increase to more than 90 percent, grade point averages increase for all participants over time, and at the end of four years, all the seniors attended Community College.

HORIZON INTERFAITH

Horizon Interfaith is faith-based residential communities focusing on life skills, family/relationship support, “faith strengthening,” citizenship and community skills, cognitive restructuring and emotional healing. They have prison programs in Ohio, Florida, Texas, and Oklahoma. Currently, there is no research on the effectiveness of this program.

KIDS HOPE USA

Kids Hope USA provides mentoring programs in public elementary schools. The National Office connects churches with community public elementary schools and then trains the church director to manage the program and train volunteers. Each child is matched with a mentor and then a behind-the-scenes prayer partner prays each week for the mentor/child relationship. They have outcomes of increased academic achievement among participants.

THE ASSEMBLY FOR THE REMEMBRANCE OF ALLAH

The Assembly for the Remembrance of ALLAH is an in-prison and reentry program. The in-prison program includes classes taught over a three-month period that center on family relationships, marriage counseling, spiritual development, employment, and reentry. Once released, the program assists offenders in reintegrating to their community and provides mentors. Currently, there is no research on the effectiveness of this program.

NEEDS ASSESSMENT

The Correctional Faith-Based Initiatives Task Force was established to examine faith-based initiatives in Ohio and other state's correctional facilities and the community that provide services to adult and juvenile offenders. As part of this examination, the Task Force collected input from staff, offenders, and families of offenders. The purpose of the data collection is to determine staff and offender opinions regarding faith-based programs; their knowledge of faith-based programs in institutions and the community; and their willingness to participate in faith-based programs. To collect this data, the Task Force conducted a needs assessment in adult and juvenile institutions and the community. The needs assessment assisted in providing a basis for a series of focus groups to collect more specific information in adult institutions.

NEEDS ASSESSMENT METHODOLOGY

The needs assessment questionnaires are designed to solicit opinions on the perceived need for faith-based programming from a wide group of participants. The questionnaires attached have been developed for offenders and staff in institutions and the community, as well as for families of the offenders. The solicitation of individuals to complete the survey was not done through random sampling. Effort was made to solicit questionnaires from offenders who participate and those who do not participate in faith-based programs. The following distribution of the surveys was made:

Department of Youth Services:

- 10 percent of the youth in each institution
- 5 families visiting in the institution on one day
- 10 percent of the staff at each institution
- 10 percent of the youth on aftercare in each of the Department of Youth Services regions
- 10 percent of the parole officers in each region

Department of Rehabilitation and Correction:

- 40 inmates in each institution
- 5 staff in each institution
- 40 offenders on parole in each region
- 5 parolee families in each region
- 5 staff in each parole region

The following questions were asked for all groups, modified to be appropriate for each:

- ♦ What can the Department of Youth Services or the Department of Rehabilitation and Correction do while you are in the institution to help youth get ready for release?

- ◆ After the return to the community, what can we do to help? What services do you think they need right away?
- ◆ Please identify services that you believe would be helpful in improving their ability to remain successful in the community. A list of 12 services followed which they were asked to rank from highest priority to lowest. Those 12 services included: housing, job readiness (interviewing skills, resume writing), employment, tutor, church, money management, mentor, treatment services (mental health/substance abuse/sex offenders), transportation, education, parenting skills, and medical.

Data were compiled from the youth and adult surveys and analyzed. The surveys were conducted between February and June 2006.

As a follow up to the survey, two focus groups were held at Marion and Pickaway Correctional Institutions. Inmates were asked a series of questions to provide more detailed information about how faith-based and community programs can function in institutions.

JUVENILE FINDINGS

Ohio has the sixth largest rate of incarceration among youth in the nation. In 2005, 8,802 youths were adjudicated for felonies in Ohio. Of these adjudications, 1,484 youth were committed to the Department of Youth Services. In addition, 419 youth were returned to the Department of Youth Services for parole violations. These 1,903 youth, represent only one and one-third percent of the state's total delinquency cases. They are considered Ohio's most challenging youth. Specifically, 71 percent have had a severe drug problem, 44 percent are designated as being in need of special education, 58 percent have had or currently have a family member incarcerated, and 19 percent have a history of self-injury. The Department of Youth Services receives youth from potentially every community in Ohio via the 88 juvenile courts. The average length of stay in a Department of Youth Services facility is 11.4 months. As of September 12, 2006, 1,788 youth were incarcerated in the Department of Youth Services facilities. Also, 1,463 youth were in the community under parole supervision.

There were some common themes that emerged from the responses to the survey. Regarding the issue of what areas should be focused on during incarceration, all groups of responders, youth, staff, and parents included education, employment, life skills, and treatment programming. Since the age range is so broad, 13 years to 21 years, clearly education is more of a concern for younger offenders and employment is more of a concern for older offenders.

For youth on parole, all groups of responders identified similar issues. The needs identified included employment, education, housing, and treatment programming.

When asked to rank in order what would help a youth remain in the community, paroled youth, facility and parole staff all identified employment as the number one need. Youth in facilities identified employment as their number two need following education. In their top five responses, paroled youth identified employment-related issues as critical for them to remain successful in the community (employment, housing, job readiness, and money management, etc.). They also identified their third need as faith-related activities. The need

for mentors and faith-related activities made each list, but generally following the survival needs of jobs. Adults, both parents and staff, were more likely to rank the needs for mentors higher than the youth.

The Department of Youth Services has a myriad of treatment programs offered in facilities. Programming includes: sex offender treatment, mental health services, academic and vocational education, cognitive restructuring, victims awareness, transitional living skills, faith-based programs, and others. Youth on parole continue to have the needs identified in their case plans addressed through programs and services available in the community. There are gaps in the needs identified and services available. Many of these needs could be met by mobilizing the community of faith.

Youth need assistance in planning for post-secondary education. Advocates could work with youth in determining educational goals, making applications to colleges and universities, and assisting in the application for financial aid.

Employment and housing are basic needs for successful reentry into the community. There is an enormous need to locate employers who are willing to hire ex-offenders.

Employment and preparation for employment were consistently identified as the highest need for successful reentry. The other basic need identified was housing. Housing is particularly challenging to locate for sex-offenders and arsonists.

The need to connect youth with positive healthy, functioning adults was also identified as a major need. Adults are needed to serve as mentors, tutors, and to provide pro social activities such as: Alcohol Anonymous, Narcotics Anonymous, Girl Scouts, Boy Scouts, Junior Achievement, etc.

In addition, the need for connection to the community of faith was highlighted by every group surveyed. The understanding and recognition of physical, social, educational, behavioral health, and spiritual needs of youth is critical to preparing adjudicated youth for their imminent return to the community.

ADULT FINDINGS

Ohio is the seventh largest state and has the seventh largest prison system in the country; however, Ohio ranks 24th in incarceration rates⁵. In calendar year 2005, there were 25,841 commitments to the Department of Rehabilitation and Correction. On September 18, 2006, there were 47,258 inmates at Ohio's 32 prisons. Ninety-three percent of the inmates are male and 52 percent are white. The average age of a male inmate is 35 years old and the average stay is 2.73 years. The total number of offenders released from institutions was 26,677 in calendar year 2005 and 33,466 offenders were under supervision as of July 2006 in the

⁵ Harrison, Page M. and Beck, Allen J., *Prison and Jail Inmates at Mid Year 2005*, Bureau of Justice Statistics, May 2006.

community for transitional control, community control (probation), parole or post release control, and interstate compact supervision.

Based on a 2005 intake study, at the time of arrest about two-thirds of the offenders (67 percent) had never been married. Men were more likely than women to be single. The majority (56 percent) of offenders were unemployed at the time of arrest with only 30 percent having full time employment. Slightly more than 56 percent of the males and 57 percent of the females had a high school or higher education. Self-reported information indicated that 46 percent of females and 24 percent of males had mental health problems. Eighty-one percent of females and 77 percent of the inmates reported being involved in recent drug use. Thirty-one percent of females and 30 percent of males reported having completed substance abuse treatment.

Eighteen institutions and five parole regions returned surveys for the needs assessment. Six hundred and nine inmates; 132 institutional staff; 163 parole, post release control and probation offenders; 40 parole officers; and 17 families provided information. Eighty-two percent of the inmates were male and staff from both male and female institutions completed the survey.

The inmates' first concern when responding to what the Department of Rehabilitation and Correction can do in institutions was information about employment; second was vocational training and third was education. All three were ranked about equally. The same inmates ranked finding employment and housing as priorities that the Department of Rehabilitation and Correction can assist them with once they return to the community. More than half of the inmates (55 percent) were concerned about finding employment when they were released.

Institutional staff ranked education, vocational training, and assistance in finding jobs as the most important things the Department of Rehabilitation and Correction can do in the institutions. When offenders are returned to the community, the institutional staff felt assistance in finding a job, housing and providing a mentor was the most important.

Offenders in the community believed the Department of Rehabilitation and Correction should provide assistance in finding jobs while they were still in the institutions. Eighteen percent felt that there was no help needed when they were incarcerated. Forty-three percent wanted assistance from the Department of Rehabilitation and Correction in the community to find a job and 20 percent wanted no help. Seventeen percent wanted assistance with housing and 10 percent wanted help with money management.

About a third of parole officers said the Department of Rehabilitation and Correction should provide job readiness in the institutions before release. Assistance in finding employment and obtaining identification were also ranked highly. Once released to the community, 65 percent of the officers felt the Department of Rehabilitation and Correction could provide assistance in finding employment for offenders. Forty-three percent listed finding housing as a need; 30 percent thought substance abuse treatment was a need; and 25 percent listed housing as a need.

Community offender families listed assistance in finding jobs, education and vocational training could be provided by the Department of Rehabilitation and Correction in the institutions. Once returned to the community, assistance in finding a job (43 percent) was the most important need. Nineteen percent said the offender needed no help in the community and 13 percent thought substance abuse, mental health, or medical treatment was a need.

Not all of the respondents completed the ranking information correctly. The following tables represent the rankings of institutional (384 inmates and 109 staff) and community respondents (offenders 98, staff 37, and family 12):

Institutions		
	Inmates	Staff
Employment	1	1
Housing	2	2
Transportation	3	5
Job Readiness	4	3
Church	5	7
Education	6	6
Medical	7	8
Money	8	10
Treatment	9	4
Parenting	10	9
Mentor	11	11
Tutor	12	12

Adult Parole Authority			
	Offender	Family	Staff
Employment	1	1	2
Housing	2	3	1
Job Readiness	3	2	3
Transportation	4	10	5
Education	5	5	6
Medical	6	7	7
Money	7	8	9
Treatment	8	4	4
Church	9	6	12
Mentor	10	9	10
Tutor	11	11	12
Parenting	12	12	11

The importance of items for those who did not rank correctly did not change much. Employment, housing, and job readiness were ranked the highest by inmates (217); housing, employment and treatment were ranked the highest by institutional staff (21); and employment, housing and medical treatment were ranked the highest by community offenders (58). Only three parole officers and four family members ranked the information incorrectly, which was not a large enough sample to be valid.

Generally, employment consistently ranks as the highest need. Offenders in the community tend to be concerned with practical issues related to being able to live in the community. In the institutions, programs to prepare inmates to be able to get a job are considered the highest need.

Two focus groups of male inmates were conducted. A total of about 20 inmates provided input with the following themes coming from their comments:

- ♦ Faith-based providers are helpful in providing programs for inmates.
- ♦ There needs to be more programming in institutions:
 - Programming needs to follow through from institutions to the community.
 - Housing is a major concern for some offenders.
 - Programs need to be broad based.

- ◆ There are gaps in existing programming, like education and vocational training, that don't meet the needs of offenders.
- ◆ Faith-based programming is frequently not marketed well within the institutions.
- ◆ Additional faith-based programming in the institutions is needed and the faith community should be encouraged to provide it.
- ◆ There is concern that inmates are not prepared to return to the community and survive on the outside.
- ◆ Volunteers need training on how to work with offenders.
- ◆ There is a need to educate staff on working with volunteers in a prison setting.

The Department of Rehabilitation and Correction has a variety of programming in all 32 institutions. Faith-based programs other than religious instruction and services include programs in the following areas:

- ◆ Family and parenting.
- ◆ Substance abuse treatment and recovery.
- ◆ Personal development.
- ◆ Reentry.
- ◆ Employment.
- ◆ Mentoring.

Most of the institutions have some faith-based programming. There is one interfaith residential unit at Marion Correctional Institution. However, even with all the programs currently available, there is a need for additional institutional and community programming for offenders.

Copies of the juvenile needs assessment presentation can be found in Appendix IV and the adult needs assessment presentation is in Appendix V.

RECOMMENDATIONS

The Correctional Faith-Based Initiatives Task Force considered the data and made recommendations for changes in the system in four major areas: (1) alternatives to incarceration, (2) prison programming, (3) reentry programming, and (4) infrastructure. It was clear there is an expanded role for the faith community in corrections, and that the departments of Rehabilitation and Correction and Youth Services need to work together with the faith community to increase volunteers working with offenders. Following are the recommendations of the Task Force and suggested implementation steps.

INFRASTRUCTURE

Recommendation Number 1: The departments of Rehabilitation and Correction and Youth Services should be encouraged, wherever practical, to utilize faith-based and community programs that address documented criminogenic needs. The agencies, in conjunction with the Governor's Office of Faith-Based and Community Initiatives, should make available to the faith community examples of evidence-based programming that has been shown to impact offenders' lives.

The Correctional Faith-Based Initiatives Task Force, as part of their deliberations, had presentations from various faith-based and community programs and reviewed existing literature. During the past 15 years, there is a body of research which has been used to develop the principles of effective correctional treatment. These principles, if implemented, reduce the likelihood an offender will commit crimes after completing a sentence.

The Correctional Faith-Based Initiatives Task Force is recommending that this information be utilized and disseminated to faith-based and community organizations to insure that they provide programs that are evidence based and can truly impact the lives of ex-offenders and their families. Additional methods of program evaluation should also be explored to further document program success.

Recommendation Number 2: Directors of the departments of Rehabilitation and Correction and Youth Services should work with wardens and superintendents to develop programs that will facilitate a cultural change in institutions to encourage collaboration with faith-based and community service providers.

Scarce resources have forced institutional systems to reduce the amount of programming available or increase the waiting time for available programming slots in both the adult and juvenile systems. The faith community can assist in filling the gaps in institutional programming. To effectively implement programs, the culture within the institution needs to continue to evolve to encourage community volunteers. The cultural shift is supported by the directors of the departments of Rehabilitation and Correction and Youth Services and their senior staff; but institutional change will only occur as a day-to-day practice with the

support and encouragement of wardens and superintendents. The administrations of both departments need to continue to work with the superintendents and wardens to collaboratively develop protocols that will proactively assist with changing the culture. In addition, policies should be reviewed to determine if they might inhibit use of community volunteers and necessary changes should be made accordingly.

Recommendation Number 3: **The departments of Rehabilitation and Correction and Youth Services should develop a marketing plan to assist in recruiting volunteers from the community and faith-based institutions. The plan should also discuss educating volunteers about the justice system.**

The public in general does not understand correctional institutions and the youth and adults incarcerated in these facilities. There is a general fear of offenders frequently based on their depiction in the media. Even with the increased campaigns at the national level about reentry, the fact that 97 percent of all offenders return home is not really understood by the public.

One of the findings of the Correctional Faith-Based Initiatives Task Force is a need to increase programming for incarcerated offenders to improve the likelihood they will be reintegrated into the community successfully upon release from prison. To address this need, the Task Force is recommending encouraging the faith community to volunteer to provide programs and services to assist offenders in both institutions and the community. For this effort to be successful, a marketing plan, which will help overcome the public's misperceptions of offenders, will need to be developed.

As part of the information gathering of the Task Force, the Department of Youth Services previewed a DVD created to educate volunteer groups on youth and their needs in institutions. It also provided information on how individuals and groups can volunteer in youth facilities. A similar educational program should be developed by the Department of Rehabilitation and Correction. The videos can serve as the cornerstone of an overall marketing plan to motivate the faith community to get involved in volunteering. The Task Force recommends that the marketing campaign include information on the needs of the adult and youthful offenders, information on how the justice system works, and information on the different ways to volunteer.

Recommendation Number 4: **The departments of Rehabilitation and Correction and Youth Services should develop a standard training program for staff, volunteers, and the community to facilitate working in institutions together. The program should include information on:**

- ♦ **Ethics of working with offenders.**
- ♦ **Confidentiality issues.**
- ♦ **Ensuring safety and security of volunteers.**
- ♦ **Working with volunteers.**
- ♦ **Rules and regulations for volunteers.**

Safety and security are the first concern in correctional institutions. Staff and volunteers need to be safe while conducting programs in the institution. Community volunteers in general have never been in a correctional setting or worked with offenders and have received limited or no training in correctional security practices. The safety of volunteers in an institutional setting is dependent on their knowing what the security requirements for the institution are, why these requirements are in place, and how to properly work with offenders.

The Correctional Faith-Based Initiatives Task Force did not define a standardized training program for staff or the community addressing these concerns. It is recommended that a standardized training program be developed for volunteers to facilitate their work in institutions. As the number of volunteers increases in corrections there will be an increasing need for such training, and the departments of Rehabilitation and Correction and Youth Services are encouraged to establish an orientation program for volunteers held at preset intervals. This will allow community organizations to plan for the training as part of their program planning.

Recommendation Number 5: Revise Ohio law to remove unnecessary and unreasonable collateral sanctions which inhibit offenders’ successful reentry.

The Department of Rehabilitation and Correction provided the Correctional Faith-Based Initiatives Task Force information on research conducted by the University of Toledo Law School on collateral sanctions in current Ohio law. Collateral sanctions are unintended consequences of receiving a felony conviction. Most of the collateral sanctions in Ohio are related to employment. For example, an offender can receive training and graduate as a barber within the correctional system, but the same offender is restricted by law from obtaining a license to practice outside the prison.

Employment was cited as one of the most important needs of both juvenile and adult offenders. The collateral sanctions serve to reduce the number of viable jobs available for offenders to make a living wage. The Correctional Faith-Based Initiatives Task Force recommends that legislation such as the proposals contained in the Department of Rehabilitation and Correction Omnibus Reentry bill be passed to address the collateral sanctions.

Recommendation Number 6: Improvement should be made in the departments of Rehabilitation and Correction and Youth Services with regard to communication about programs and services between staff and volunteers; staff and the community; and other parts of the criminal justice system and the community.

The Correctional Faith-Based Initiatives Task Force identified lack of communication between different levels of the system as effective barriers to offender programming and reentry. The Task Force recommends that improvements be made in effectively communicating amongst staff within the facilities, as well as with the community, and that

an improved communication mechanism be developed in order to ensure these efforts. The system should be developed collaboratively with staff and volunteers to address observed problems.

ALTERNATIVES TO INCARCERATION

Recommendation Number 7: Revise statutes to increase judicial use of community options for non-violent offenders so prison space can be reserved for violent offenders.

Evidence was provided to the Correctional Faith-Based Initiatives Task Force about offenders currently incarcerated in adult prisons. Based on calendar year 2005 intake, 15,576 or over 60 percent of prisoners committed to the Department of Rehabilitation and Correction are sentenced to a year or less. Thirty-eight percent of these offenders are convicted of drug offenses and an additional 17 percent are convicted of theft or receiving stolen property. More than half of this population (52 percent) has been convicted of the lowest level of felony where the sentencing presumption is for community sanctions. The Task Force members believe working with faith-based and community service providers, programs could be developed in the community to effectively provide treatment while protecting public safety.

Faith-based and community programs for offenders have existed in Ohio for some time. Faith communities have had clothing drives, mentoring programs, family support services and employment programs. In a few areas of the state, faith communities operate housing and treatment programs for offenders. These programs have been effective in addressing the needs of offenders. Several enhanced prosecutorial and judicial sentencing options are contained in the Department of Rehabilitation and Correction's proposed Omnibus Reentry legislation. The Task Force recommends that the Ohio Criminal Sentencing Commission review additional options to encourage judges to use these community options rather than sending non-violent offenders to limited prison space.

In addition to revising statutes, it is recommended that a listing of community options currently available be prepared by local probation departments for judicial use. Faith-based and community programs should contact local probation departments through the Juvenile Court, Common Pleas Court, and Municipal Courts to inform them of programs and services available.

Recommendation Number 8: Encourage faith-based and community programs to supplement existing community and diversionary programs for offenders and provide services that are not currently available.

The Correctional Faith-Based Initiatives Task Force considered how existing programs are meeting the needs as identified by offenders and staff. Community programs prior to prison are designed to sanction non-violent offenders along with providing treatment to address needs that may have lead to criminal conduct. With the reduction in resources available for

these programs, supervision and public safety take precedence over treatment. As a result, programs do not have the resources necessary to provide the treatment services, including the most basic needs that enable/accompany treatment like transportation and housing.

The departments of Rehabilitation and Correction and Youth Services should work with community organizations and probation departments to expand services available for offenders. Adult offenders and staff identified employment as their highest need in the community. The Task Force recommends creation of a community model that will help meet the basic needs of offenders within the community. Faith-based and community programs can assist with employment by working with offenders on employment readiness, job matching, and job coaching. One example is the experience of the U.S. Probation Office in St. Louis, Missouri, which serves as an example of including the faith community in turning around the recidivism rate of offenders. When the probation office's focus shifted from supervision and enforcement to ensuring offenders had employment at a livable wage, the recidivism rate declined. The faith community assisted in identifying employment opportunities for offenders as well as assisting offenders in retaining the jobs. The U.S. Probation Office in Cleveland is currently implementing this program for federal probationers in the Northern District.

Recommendation Number 9: State agencies need to take a more active role in linking with the faith-based community to develop programs to meet the gaps in services to adult and juvenile offenders.

The Governor's Office of Faith-Based and Community Initiatives provided information to the Task Force on faith initiatives started by their office. Several programs developed are specifically designed to provide services to offenders. Programs in Cuyahoga, Franklin, Portage, Ashtabula, Hancock, Hamilton, Stark, Mahoning, Tuscarawas, Summit, Lorain, Vinton, Clark, Lucas, and Defiance counties are designed to provide services to vulnerable youth, ages 16 to 21, that are in danger of committing offenses. Programs to provide services to adult and juvenile offenders are in Franklin, Cuyahoga, Darke, Montgomery, Lucas, Delaware, Clark, Sandusky, and Mahoning.

To increase the number of faith-based and community programs available to judges for sentencing, state agencies should review current grant or subsidy programs to determine eligibility for faith community programs. Once funding sources are identified, state agencies should actively work with the Governor's Office of Faith-Based and Community Initiatives to provide information to these organizations on funding availability. In addition, the Governor's Office of Faith-Based and Community Initiatives should provide technical assistance to the faith community to assist them in developing competitive applications for state and federal funding.

Employment is the one of the most important needs identified for both adult and juvenile offenders. According to a recent Urban Institute report about offenders returning to Cleveland, men had limited success in finding employment. Only 39 percent of the

interviewees had worked at some point since returning home.⁶ Workforce Investment Act funds could be used to establish faith-based and community employment and training programs. The Department of Development has specific grants for business development which could serve as a source of funding to encourage employment of offenders.

Recommendation Number 10: **The departments of Rehabilitation and Correction, Youth Services, and Job and Family Services should, in partnership, expand efforts to work with the employment centers and faith community to increase practical employment opportunities for offenders in the community. A job placement program should be implemented, focusing on the following:**

- ♦ **Providing information on job fairs to ex-offenders.**
- ♦ **Education of businesses/employers on the benefits of hiring ex-offenders.**
- ♦ **Incentives for employers to hire ex-offenders (i.e., tax breaks).**
- ♦ **Increased involvement of faith-based and community groups.**

The needs assessment found that for both adults and juveniles, finding employment are one of the most important concerns for offenders in the community. Without a living wage job, offenders feel they will be unable to remain crime free. The Task Force felt that there were several feasible solutions to this problem.

Collaboration is needed between the departments of Youth Services, Rehabilitation and Correction, and Job and Family Services, who started the employment centers in Ohio. The Employment Center sites assist with training and employment, and were created to provide all the information that employers and employees would need to reduce unemployment in Ohio. The Cleveland Center is an excellent example, as an agency that has worked during the past three years to provide specialized programs to assist offenders in finding employment at a living wage. The assistance of the faith community in working with employers would also be a great help.

The Task Force also recommends that Ohio implement a similar program to the U.S. Probation Office of the Eastern District of Missouri, where the goal is not only to get jobs for offenders upon release, but also to match them up with jobs of interest to the offenders – specifically ones at higher wages and skill levels, if possible. The idea of preparing offenders for a career versus a job following the time they have served is a concept the Task Force felt is worth exploring. The Task Force also examined other faith programs like Rachel’s House in Columbus, where a volunteer works as a job coach for the women in the program. The job coach meets with the women, helps them determine what type of employment they want to

⁶ Visher, Christy A. and Courtney, Shannon M.E., *Cleveland Prisoners’ Experiences Returning Home*, Urban Institute, September 2006.

seek, then takes them to interviews for employment, and works with the employers for the first few months to ensure the offender is meeting the employer's expectations.

Current vocational programs are training offenders for positions that, due to collateral sanctions, are not available to them upon release. The Task Force supports the DRC Omnibus Reentry legislation as one method of fixing this problem to reduce unnecessary sanctions in the law and thus make the training more relevant. Also included in the legislation is a provision for the tax breaks mentioned as an incentive for potential employers to hire ex-offenders.

INSTITUTIONAL PROGRAMMING

Recommendation Number 11: The departments of Rehabilitation and Correction and Youth Services should work with the faith community and faith volunteers to develop and expand programs within the institutions such as:

- ◆ **Life skills.**
- ◆ **Financial management and budgeting.**
- ◆ **Personal hygiene.**
- ◆ **Family programs, including:**
 - **Family and community-based orientation.**
 - **Family mediation.**
 - **Family education and orientation programs.**
 - **Transportation and video conferencing for visitation.**
 - **Parenting.**

Research over the past 50 years has led to effective practices being developed for correctional programs. Age, criminal history, history of anti-social behavior and family static risk factors do not usually change from the time an offender enters an institution to when they leave; and treatment programs do not change these risk factors. However, there are other factors that have been determined to impact offender behavior and risk of reoffending. These dynamic risk factors, including anti-social personality, companions, interpersonal conflict, social achievement, substance abuse, and criminogenic needs can be influenced by treatment programs and change offender behavior during the time they are in an institution. Programs that address criminogenic needs are programs that are designed to change offender attitudes, cognitions, behavior toward authority, employment instability, education, housing, and leisure time.

It has been the experience of Task Force members who have been involved with the faith community that while volunteers who come in certainly have their heart in the right place, they may not always know exactly what offenders need from them. The departments of Rehabilitation and Correction and Youth Services should work proactively with faith-based and community groups in the development of programs that will meet the criminogenic needs of offenders in institutions. Specific life skills programs should be developed in areas like budgeting, parenting, job searches, anger management, and appropriate leisure-time activities. Emphasis should center on the concept of using a mentor-type relationship for

such training. Recommendations were made by Task Force members to legislatively create a new Community-Based Reorientation program whereby non-violent offenders could be released to the community up to 30 days prior to the expiration of their sentence to arrange for suitable employment, housing, treatment services, etc. This program would be much more narrowly defined than the former institutional furlough program that was repealed by the legislature in 1998.

There are many obstacles for inmates to maintain relationships with their families. The recent Urban Institute report noted that families were an important part of emotional and financial support when offenders return to the community.⁷ Often, something as simple as transportation is the biggest problem for families in trying to visit their incarcerated loved ones. The Task Force also recommended creation of more video-conferencing opportunities for the families, particularly children of offenders, which could be used as an incentive program. A faith-based and community video conferencing center started in Cleveland allows families to sit in a non-threatening environment to visit with family members in prison. Volunteers could serve as an integral part in facilitating the improvement of family relations through coaching in basic relational skills to family mediation programs.

Recommendation Number 12: The departments of Rehabilitation and Correction and Youth Services should expand partnerships with national organizations including faith-based and community organizations to provide programming in state institutions.

It was evident to the Task Force that there exist a number of national faith-based organizations with a desire to serve in state prisons and juvenile institutions. Programs like Prison Fellowship, Aleph, Horizon, and Kairos have a history of working with offenders both in prison and the community. In order to encourage the participation of these programs, both the departments of Rehabilitation and Correction and Youth Services need to have a stated plan for the extent of their involvement in prison programming, specifying any limitations either department would see as necessary.

Allowing national groups to participate also creates an opportunity for smaller faith-based and community groups to employ the expertise that the larger groups have from operating over a longer period of time and in multiple states. This action would allow Ohio to remain at the forefront of the effort not only to involve these groups, but to do so with a measure of accountability.

Recommendation Number 13: The departments of Rehabilitation and Correction and Youth Services should involve the faith community, when appropriate, in the development of release plans for the offender that flow from the institution to community reentry.

⁷ Ibid.

The Task Force during their deliberations found that there is a discontinuity between what is thought to be a need for offenders when they return to the community in the institution and what is found to be fact when they return to the community. The Task Force felt strongly that community actors and organizations should be a part of the reentry planning for those offenders who will shortly be returning home. Many of the faith-based and community programs reviewed involved community volunteers or faith organizations working with the same offender in both institutions and the community following release. Both staff and volunteers who work with offenders in the community can provide valuable insight in the release planning process for the offender.

The best ideas and programs will serve no purpose in helping offenders live out productive lives after their release if there is not effective community follow-through. Mentorship programs were mentioned repeatedly as the current “best practice” in resolving this issue, and there are many faith-based and community volunteer groups actively developing these programs of which better use could be made. This must be done in conjunction with the recommendations made for reentry; please refer to those recommendations for suggestions for implementation.

REENTRY PROGRAMMING

Recommendation Number 14: **Develop methods to increase and encourage the involvement of the faith community in various reentry efforts, and to encourage collaboration among faith groups.**

The Task Force discussed that while it is good to have programs and training in place for the faith community to be involved in the lives of ex-offenders, the faith community must be made aware of these initiatives in order for any programs to gain traction. A “call to action” event was named among other things as a way to create awareness among the faith community of the needs of ex-offenders and the avenues to get involved; the larger point being that an effort needs to be made to inform the faith community of the needs of ex-offenders and volunteer opportunities available. An important link in achieving this goal is to identify the leaders among the faith community. Staff within the departments of Rehabilitation and Correction and Youth Services should be used to accomplish this, utilizing existing organizations, groups, and established relationships. Additionally, this educational opportunity needs to be extended to faith groups of all kinds.

It is also proposed that the departments of Rehabilitation and Correction and Youth Services add an easily visible section to their web sites for the faith community that identifies different programming opportunities for volunteers. The section should contain volunteer opportunities linked to specific communities in Ohio, including contact information for volunteer coordination within each department or institution, as needed.

Recommendation Number 15: **To address housing issues, the departments of Rehabilitation and Correction and Youth Services should inform offenders of various options before leaving prison**

or immediately upon release. This could be accomplished through seminars, with free legal or consultation services, along with the increased involvement of the faith community.

Consistently named as one of the top three needs of ex-offenders in both the departments of Rehabilitation and Correction and Youth Services needs assessment surveys, housing quickly became an issue the Task Force realized should be addressed. Although the offender is no longer in prison, he/she is still subject to housing restrictions due to the crime committed (i.e. sex offenders), which creates more difficult circumstances and specialized needs. Legal advice in these situations would be particularly helpful, and partnerships could be formed with local law schools to achieve this end. Presentations by the federal Department of Housing and Urban Development would also be helpful to many ex-offenders in understanding their options upon leaving prison, and knowing how to navigate through the many restrictions placed upon them. The departments of Rehabilitation and Correction and Youth Services should make better use of existing federal programs that aim to address the issue of housing.

Discussion also took place about what the faith community's role should be in this area. It was assumed by the Task Force that if a volunteer member or group from the faith community is already involved and invested in an offender's life at the time of release, those community members should also be able to assist that offender in finding housing within their community. For many groups, this should be seen as a natural extension of the relationship already formed, and for the ex-offender this provides greater stability and significantly increases their chances of success in reentry.

Recommendation Number 16: The departments of Rehabilitation and Correction and Youth Services will partner with grassroots and community organizations in an educational effort towards the general public aimed at decreasing the negative stigma of ex-offenders and making the public aware of the needs involved in the process of reentry.

Public support/"buy in" is needed in order to make any of these initiatives possible, but to gain that, an education effort will be necessary to assure the public that their best interest is at hand. People will generally want to know that public safety is not at risk, but will undoubtedly improve with these efforts. Just as the faith community needs to be made aware of the many needs of ex-offenders, the public needs to understand these same issues to be accepting of efforts that are being made to rehabilitate ex-offenders and help them transition successfully back into society. Communities have a responsibility to assist offenders in becoming productive citizens who remain crime free. Grassroots agencies and advocacy groups across Ohio in particular should be made aware of and sold on this effort so that they can help to market the increased public safety and reduced criminal justice costs that are associated with effective offender reentry.

NEXT STEPS

In addition to the statutory charge given to the Task Force, as stated in the introduction to this report, the Task Force established a further vision of what they would like to accomplish over the next year. The two vision statements were:

“to mobilize faith and other community volunteers to engage with incarcerated youth and adults to transform the lives of Ohio offenders in institutions,” and, “to create better communities through faith and other community volunteers assisting former offenders reenter society and not commit a new offense.”

In order to achieve these goals, the co-chairs determined that a number of changes need to happen both within the departments and in Ohio law. The following sections list, in detail, what changes need to take place both administratively and legislatively in order to implement the recommendations of the Task Force. As many of these changes can be achieved in the short term, implementation of some of the recommendations has already begun by the printing of this report.

ADMINISTRATIVE

The administrative goals, as stated in the Task Force recommendations, suggest that the departments of Rehabilitation and Correction and Youth Services are to work to address the issues that offenders and ex-offenders face with regard to housing and employment through the use of recommended programs and services with the help of the faith-based and general community. Additionally, the departments are to work towards cultural change within their institutions by increasing the use of faith-based and community volunteers within the institutions and developing appropriate training for the volunteers.

The Department of Youth Services has already begun a marketing campaign to recruit faith-based and community volunteers to develop programs and work with youth in institutions and in the community. The Department of Rehabilitation and Correction is developing a marketing program that will assist in recruiting volunteers to supplement existing programs and provide resources for offenders as they reenter their community. The programs will allow the departments to take a more active role in linking the faith-based and community to programs to assist offenders.

As part of the overall marketing plan, both departments will be developing an informational section for faith-based and community volunteers as part of their web sites. Each web site will be accessible internally and to the community and will provide information on how to volunteer and who to contact within the department for additional information. They will also provide information on the Intranet on programs available within the institutions and the community for staff to use as referrals.

Along with the marketing plans and partnerships needed to make these recommendations reality, legislative action is needed to assure that the departments of Rehabilitation and Correction and Youth Services can facilitate these changes. The Task Force co-chairs have

discussed and mapped-out the changes necessary, and Representative White will soon be introducing legislation to address these needs. Several items in the legislation, while not necessarily requiring statutory change, will provide a legal framework for the implementation of other Task Force recommendations. For example, one provision of the bill will mandate strictly voluntary participation in any faith-based and community program within an institution.

LEGISLATIVE

In addition to that mentioned above, there are several other recommendations that will need to be addressed through legislation such as: the removal of “unnecessary and unreasonable” collateral sanctions on ex-offenders; the institution of state tax breaks for employers who hire ex-offenders; and the revision of statutes to allow for greater judicial use of community options. The Department of Rehabilitation and Correction has been working in conjunction with State Representative John White to introduce legislation addressing these three issues, among many others, to reduce barriers to reentry. This legislation will be separately introduced in the fall of 2006.

Another Task Force recommendation for a Family and Community-Based Orientation program that will assist offenders in obtaining employment, housing, and treatment services in the community prior to release will need additional time to implement. Such a recommendation requires administrative as well as legislative action on the part of the departments. The Task Force recommends that enactment of this proposal be pursued in the next General Assembly.

CONCLUSION

The Correctional Faith-Based Initiatives Task Force has spent the past year reviewing the existing system and making recommendations for improvement. The directors of the departments of Rehabilitation and Correction and Youth Services will provide an annual report to the Governor and legislative leadership outlining the progress toward implementing the recommendations in this report.

APPENDIX I
S.W.O.T. ANALYSIS FULL TEXT

COMMUNITY S.W.O.T ANALYSIS⁸

NEEDS ASSESSMENT

1. Family integration.
2. Work.
3. Housing.
4. Treatment.
 - a. Mental health.
 - b. Drugs.
 - c. Alcohol.
 - d. Medical.
 - e. Other.
5. Community Support.
 - a. Faith.
 - b. Support groups.
 - c. Acceptance.
 - d. Respect.
 - e. Forgiveness.
6. Socialization.
 - a. Behavioral expectations.
 - b. Healthy lifestyle.
 - c. Moral values.
 - d. Adjusting to new supervision (parole/probation).
7. Role Model.
8. Education.
 - a. Juvenile.
 - i. readjust to public school environment.
 - ii. parenting skills.
 - iii. new technology training.
 - b. Adult.
 - i. continue/finish.
 - ii. parenting skill.
 - iii. new technology training.
9. Reduce Bureaucratic Barriers to Success.

⁸ Completed at the December 8, 2005 meeting

VISION STATEMENT

To create a happy, healthy, welcoming community environment, and infuse a sense of personal responsibility on the ex-offender and commitment from the faith community in not returning to prison.

- ♦ Create community model that helps meet basic necessities.
- ♦ Continuous involvement/interaction from faith community and organizations.
- ♦ Work to change community perceptions; success stories will change perceptions.

S.W.O.T. ANALYSIS

1. Strengths.

- a. Evidenced-based practice.
 - i. Exodus Faith-Based Reentry Program.
 - ii. Other program examples/models?
- b. Committed communities.
 - i. Which communities are committed?
 - ii. What are the success rates?
- c. Baby boomers/retiree involvement.
 - i. Governmental support.
 - ii. GOFBCI.
- d. Federal support.

2. Weaknesses.

- a. Lack of awareness in community/faith community, too.
 - i. How do we inform communities?
- b. High probability of case loads (parole/probation officer).
- c. Improve faith community direction.
- d. Lack of resources.
- e. Definition of volunteer.
 - i. Certain time commitments/life time?
- f. Lack of community initiatives/infrastructure.
- g. Public sentiments “why not me?” (receiving help).
- h. Marketing plan.

3. Opportunities.

- a. Involvement of all faiths.
- b. Clearly define roles of faith-based and community programs.
 - i. Include parole process.

- c. Educate and involve business community.
 - i. Educate employers.
 - d. Input from offenders.
 - e. Baby boomers retiring.
 - i. New involvement.
 - f. Create marketing campaign.
 - g. Community collaborations.
 - h. Change ex-offenders status/perceptions.
 - i. Expunge records after a period of time?
4. Threats.
- a. Only Christian-based.
 - b. Fears in the faith community.
 - c. Liability of employers.
 - i. What if questions about ex-offenders.
 - d. Lack of faith-based and community diversity.
 - e. Collateral sanctions.
 - i. Have you committed a crime?

INSTITUTIONAL S.W.O.T ANALYSIS⁹

NEEDS ASSESSMENT

1. Personal hygiene.
2. Personal sense of responsibility.
3. Substance abuse treatment.
4. Education
 - a. Parenting education.
 - b. Life-skills education.
 - c. Pro social skills.
5. Mental health treatment.
6. Sex offender treatment.
7. Faith (connection).
8. Positive role models/relationships.
9. Distribution/availability of information re: available programs and assistance.
10. Vocational training.
11. Abuse recovery (even from events in prison).
12. Self-discipline.
13. “Badge of honor” mentality → translates to need for pro social skills.

VISION STATEMENT (HOW TO MEET ABOVE NEEDS)

To mobilize faith communities to engage with incarcerated youth and adults to transform the lives of Ohio prisoners.

- ♦ A 3-5 year plan to change the culture of Ohio’s prisons is _____; we hope to accomplish _____.
- ♦ Why *can’t* every prison be like Marion?
- ♦ Seamless connection between being in prison and being released.
- ♦ Need to remove BARRIERS.

S.W.O.T. ANALYSIS

1. Strengths
 - a. GOOD leadership that “gets it” (have made this a priority).
 - b. Legislature has created GOFBCI and that it is a strong office.

⁹ Completed at the December 8, 2005 meeting

- c. Strong legislative leadership (“White’s the man”).
 - d. Bi-partisan understanding of the importance of faith-based initiatives.
 - i. Overall positive atmosphere for this in Ohio and the country.
 - e. The timing is right for this AND there are dollars to do it.
 - f. Current programs operating successfully.
 - g. Getting results.
 - h. Faith community is ready for action.
 - i. We have local models being replicated.
 - j. Offenders are receptive to this.
2. Weaknesses.
- a. STAFF BUY-IN/TRAINING.
 - b. Volunteer training.
 - c. Lack of leadership/coordination.
 - d. Low number of chaplains/faith providers.
 - i. Lack of funding.
 - e. Traditional vs. non-traditional.
 - i. Dealing with changing expectations.
 - f. Lack of inmate input.
 - g. Managing programs security.
 - h. LEGAL ENVIRONMENT – church and state: doing it legally.
 - i. Lack of understanding of what is okay and what is not.
 - ii. Checks on who’s coming in and what they’re saying or doing.
 - iii. Security issues, screening: GOFBCI?
 - i. No existing expectation that faith-based programming is a priority.
 - j. Lack of measurable goals/deliverables/outcomes.
 - k. Security issues for volunteers.
 - l. GEOGRAPHY of volunteers vs. prisons.
 - m. Try to match needs with resources.
 - i. Need information base.
3. Opportunities.
- a. Increase faith-based presence/training/programming.
 - b. A way to engage offenders in faith-based programs.
 - c. Opportunity to design non-traditional programs.
 - d. Let faith-based volunteers bring resources for education, training, life skills; not just “church.”

- e. Volunteers match needs with resources.
- f. Opportunity to develop true outcomes/measures.
- g. Change the culture (to address staff buy-in).
 - i. Staff.
 - ii. Inmates.
 - iii. Community.
- h. Develop QUALITY volunteer training.
- i. Lower recidivism and costs/increase funding.
 - i. Increase investment in faith-based initiatives in order to reduce cost by reducing recidivism.

4. Threats.

- a. Abuse of faith-based programming to disrupt security of the institution.
 - i. Recruit gang members.
- b. Challenge of constitutional separation of church and state.
 - i. Who are our critics? ACLU?
- c. Avoiding proselytizing while still serving (reconciling this).
- d. Under-representation of religious groups.
- e. Community's fear of coming in and doing this.

FAITH COMMUNITY RELATED THREATS/WEAKNESSES¹⁰

QUESTION: WHY DO THESE THREATS/WEAKNESSES EXIST? (BRAINSTORM RESULTS)

1. Lack of proper training.
 - a. Demands commitment from people who coordinate it (institutional side).
 - b. There is no set time commitment for volunteers.
 - c. Lack of leadership.
 - d. Lack of public infrastructure that defines a role for volunteers.
 - e. Too busy.
 - f. Money, education, personnel.
 - g. Because of the actual or perceived thought that 1) there will not be enough resources to get the job done, or 2) that the answer must be found based solely upon financial resources.
 - h. Because they are unaware of how inexpensive correctional faith-based solutions really are.
 - i. No good plan for informing public.
2. Lack of awareness.
 - a. Lack of communication.
 - b. Lack of commitment from those who coordinate programs.
 - c. Lack of leadership.
 - d. Faith community has no exposure to problems of offenders and their families.
 - e. Education, lack of care.
 - f. Because people are too busy with the issues of their personal lives to take the time to care about others.
 - g. Because they don't understand how positive their experience can be when they give of themselves.
 - h. They never have had the opportunity to serve.
3. Lack of buy-in or interest.
 - a. Demands commitment from volunteers *and* coordinators.
 - b. No set time commitment for volunteers.
 - c. Lack of leadership.
 - d. Religious profession without commitment.
 - e. Risk-aversion mentality.

¹⁰ Completed at the January 12, 2006 Task Force Meeting

- f. Faith community lacks exposure to problems of offenders/offenders' families.
 - g. Faith community has stereotypes/inaccurate fears of getting involved with communities where offenders/ex-offenders live. Racial stereotypes and barriers.
 - h. Selfishness with time and money; No responsibility to communities people come from.
 - i. Many have given up or are unsure about how they can help. Although most in the faith community will respond when called upon, many need more information.
 - j. "Lock 'em up" attitude – don't bother me.
 - k. Think they want to commit crimes – don't understand offenders.
 - l. Same as fear, but also lack of looking at the whole community as having needs and needing help – not just own church/neighborhood.
 - m. Fear – look at mission work as foreign countries, homeless, etc. – not prisoners.
 - i. Faith community will respond if given information, training, and specific purpose.
 - n. Exposure, training, against philosophy.
 - o. Because people may not appreciate the value to themselves or others, to make a difference.
 - p. Because they don't know how easy it is to make a difference.
 - q. They never have had the opportunity to serve.
4. Not a priority.
- a. Demands commitment.
 - b. Parole/probation officer thinks less of the ex-offender and ex-offender released – therefore not institution's priority anymore.
 - c. Lack of inmates to keep volunteers; what's in it for them.
 - d. Too busy.
 - e. Education, direction of director, money.
5. Little or no coordinated effort or plan.
- a. Lack of communications/difficulty in communication with volunteers and the Department of Rehabilitation and Correction, between needs of institution and potential volunteers.
 - b. Commitment.
 - c. Lack of leadership.
 - d. Too busy.
 - e. Oftentimes, churches/church ministries do not focus on the incarcerated soul due to simply forgetting their existence, fear, lack of faith, not realizing they will re-enter the community soon.
 - f. Too focused on what they think is "their own." Don't want to claim incarcerated.

- g. No collaboration.
 - i. Don't know how to collaborate with other faiths. Too tied up in thinking they are better than others.
 - h. Not a priority of administrators.
6. No way to match resources to needs.
 - a. Lack of communication.
 - b. Lack of leadership.
 - c. No volunteers, no training, will not use staff's help.
 7. "Christian only" concern – lack of volunteers from other faiths.
 - a. Lack of communication.
 - b. Lack of leadership.
 - c. Religious profession without commitment.
 - d. Faith community has no exposure to these problems/these people.
 - e. No responsibility to communities people come from.
 - f. Education, fear, no money, not a part of faith group.
 8. Pose increased security risks to institution.
 - a. Lack of infrastructure that defines role of volunteers.
 - b. Training, volunteer training, money.
 9. Fear.
 - a. Individuals don't know each other – lack of familiarity.
 - b. This kind of volunteer work can be very hard on a person who has not been exposed to these kinds of issues.
 - c. Media, personal experience, lack of knowledge and trust.
 - d. Lack of knowledge – going in without a coordinated plan.
 - e. No one willing to step out on faith (publicly) – media.
 - f. Don't want to push their belief on others.
 - g. Don't want to spend time with criminals.
 - h. Lack of understanding/training/information on offenders and their needs.
 - i. Need education.
 10. Confusion/differences of opinion about the role of a volunteer.
 - a. Lack of communication among the faith community.
 - b. Lack of communication between volunteers and the Department of Rehabilitation and Correction.

GENERAL COMMUNITY THREATS/WEAKNESSES¹¹

QUESTION: WHY DO THESE THREATS/WEAKNESSES EXIST? (BRAINSTORM RESULTS)

1. Lack of general awareness.
 - a. Isolated communities – people need to have more integration with prisoners and ex-offenders. Many people in middle/upper class areas have no concept of the world that offenders/families live in.
 - b. No prior campaign.
 - c. No tangible information.
2. Lack of buy-in or interest.
 - a. Lack of understanding of community role.
 - b. Out of sight – out of mind mentality.
 - c. Attempts to create isolated communities from the problems of low income communities where crime is more prevalent.
 - d. Lack of forgiveness. Need to experience forgiveness in their own lives so they can forgive others.
3. Not a priority.
 - a. Out of sight – out of mind mentality.
 - b. Isolated communities – people need to have more integration with prisoners and ex-offenders. Many people in middle/upper class areas have no concept of the world that offenders/families live in.
 - c. Lack of forgiveness. Need to experience forgiveness in their own lives so they can forgive others.
4. Little or no coordinated effort or plan.
 - a. Lack of organization.
 - i. No cares in community; some communities not affected by crime or ex-offenders.
 - ii. Attitudes – perception both in community and from ex-offender.
 - b. Lack of understanding that these issues do affect all parts of the community.
 - c. Leadership or lack thereof.
 - d. Attempts to create isolated communities from the problems of low income, communities where crime is more prevalent.
 - e. Lack of initiatives.

¹¹ Completed at the January 12, 2006 Task Force Meeting

- f. Lack of understanding or community role.
 - g. The faith community leadership is poor and this is not a priority.
5. Lack of infrastructure.
- a. Lack of understanding or community role.
 - b. Ex-offenders don't have the opportunity to be leaders in their communities.
6. Fear.
- a. Lack of contact between the inmate and the community at large.
7. Giving benefits to offenders/ex-offenders may raise questions of fairness/entitlement in the community.
- a. Community possesses punishment mentality.
 - b. Lack of forgiveness. Need to experience forgiveness in their own lives so they can forgive others.

LEGAL-RELATED THREATS AND WEAKNESSES¹²

QUESTION: WHY DO THESE THREATS/WEAKNESSES EXIST? (BRAINSTORM RESULTS)

1. Confusion about what is *really* permitted and not permitted by law.
 - a. Too many laws – no community-at-large knowledge.
 - b. U.S. Constitution.
 - c. To ensure the rights of U.S. citizens based on the U.S. Constitution.
 - d. Lack of regulation to implement law.
 - e. Lack of training.
 - f. Disagreement about what should be permitted.

2. There may be organizations that oppose *all* faith-based activities or programs for offenders and ex-offenders – legal action may be threatened.
 - a. No knowledge of benefit of faith-based programs to them.
 - b. Don't understand history, taboo on "separation of church/state." Always use "Christian" instead of other religions.
 - c. Government can't give money to individual religions, but faith organizations have always offered social services. Most of verbal and sign religions are of Christian. On TV, other religions (Muslim) have bad "reputation" in today's day and time due to world events.
 - d. If these programs are only undertaken by the Christian community, then of course it will be viewed as a "Christian thing" and face a legal battle. Results-based media attention would be helpful – easy to argue theory, difficult to argue with results.
 - e. Argument that somehow results have been slanted.
 - f. Continuous efforts to ensure well-rounded results.
 - g. Lack of understanding.
 - h. Fear.
 - i. Not religious.
 - j. People have misconceptions about faith groups based on stereotypes in media. Haven't interacted with real sincere/accurate representatives of faith groups.
 - k. Fear of the unknown as it related to God.

¹² Completed at the January 12, 2006 Task Force Meeting

3. Ex-offenders face about 400 restrictive/prohibitive state laws upon release.
 - a. People are afraid and laws were created a long time ago.
 - b. Too much leeway in creating laws that may be harmful due to politics.
 - c. Lack of publications.
 - d. Public mindset of punishment/retribution.
 - e. Lack of understanding that punishment may be ineffective.
 - f. Lack of awareness that so many penalties are already on the books.
 - g. Many laws have evolved from people's fears/stereotypes of ex-offenders. People need to have interaction to see that they are real people.
 - h. People need to be educated that these barriers exist. Groups need to lobby for change.
 - i. Negative influence of some media reporting, lack of education.
 - j. No real money to help people that have been incarcerated.
 - k. (Restrictive laws) – Helpful changes in the law do not occur to remove unnecessary legal barriers because convicted felons have little real power to promote legislation in this area. And legislatures may be hesitant to take up the cause of this unpopular part of our society.

OFFENDER/EX-OFFENDER-RELATED THREATS/WEAKNESSES¹³

QUESTION: WHY DO THESE THREATS/WEAKNESSES EXIST? (BRAINSTORM RESULTS)

1. Face about 400 restrictive/prohibitive state laws upon release.
 - a. Lack of understanding of these issues in the Statehouse.
 - b. Like dialogue between legislatures and law; punishment mentality.
 - c. Punishment mentality based on inaccurate view that this is a deterrent
 - d. It is a main funding stream.
 - e. Public fear.
 - i. “Media incident.”
 - ii. Punishment – we want them separate.
 - iii. Regulatory problem – can’t have embezzler in back.
 - iv. Too much, or too little, communication with media.
 - v. What’s the media/general public’s motivation to become educated on this? Have a generation who wants social justice – find them, make them aware of this.
 - f. Groups trying to help are often not contacted by clearinghouses to talk about what works and what doesn’t.
2. Have little or no opportunity to provide input into programs or solutions to meet their needs.
 - a. Too many mandates in state law to allow for easy changes.
 - b. Lack of access to decision matters.
 - c. People need to be mobilized (and informed how) to access and influence legislatures and decision makers.
 - d. A lack of education at the community level.
 - e. “We” know better – don’t have sense – they don’t want to participate.
 - i. Discount offenders in the process.
 - ii. Shouldn’t someone talk to offenders to determine whether or not they want these programs before it is just assumed that they don’t?
3. May abuse programs to conduct illegal or inappropriate activity.
 - a. Programs may not be very good in the first place.
 - b. Poorly legislated.
 - c. Poorly implemented.

¹³ Completed at the January 12, 2006 Task Force Meeting

- d. Not effectively designed.
- e. Programs don't meet the needs of offenders.
- f. Poor selection and placement risk.
- g. Better understanding of what works and funding programs that address criminogenic needs.
- h. Funding base is in place at the local level.
- i. Some want to "get one over" on system, idle 24/7 so can think up problems, to relieve boredom.
 - i. Improving trained staff/volunteers.
 - ii. Who should train them? Volunteers, the Department of Rehabilitation and Correction and the Department of Youth Services?
 - iii. Media/general public stake is reducing skepticism about programs, chance of reducing crime. Generation needs less talk and more action.
 - iv. Offenders may lack interest.

STAFF-RELATED THREATS/WEAKNESSES¹⁴

QUESTION: WHY DO THESE THREATS/WEAKNESSES EXIST? (BRAINSTORM RESULTS)

1. Lack of training.
 - a. Not a priority.
 - b. May not think that faith-based stuff works.
 - c. Because it will take work to accommodate volunteers.
 - d. Lack of funding.
 - e. Unsure about church and state.
 - f. No initiative by leadership to require training.
2. Lack of awareness.
 - a. Leadership has not yet made it a priority.
 - b. Lack of leadership.
 - i. Governmental agencies don't want to "rock the boat."
 - ii. No initiative by leadership to require training.
 - iii. Unsure about "church and state."
 - c. Lack of appreciation for societal factors, which can create more risk (to offenders) for some than others.
3. Lack of buy-in.
 - a. Not comfortable with spiritual things.
 - b. Leadership has not made it a priority.
 - i. Leadership needs to set specific expectations for staff and then hold them accountable to that.
 - c. May not think that faith-based stuff works.
 - d. Lack of initiative (and thus lack of leadership).
 - e. Don't want beliefs dictated.
 - f. No belief in research.
 - g. Misunderstanding of goals of "faith-based."
 - h. Need for individual heart attitude change.
4. Not a priority.
 - a. Not comfortable with spiritual things.
 - b. Uncertain of "church and state."

¹⁴ Completed at the January 12, 2006 Task Force Meeting

- c. Takes work to accommodate volunteers.
 - d. Don't want beliefs dictated.
 - e. Misunderstanding of goals of "faith-based."
 - f. If issues do not *personally* involve a family member, most people have no interest in or desire to find time/resources to help offenders/ex-offenders.
5. Little or no coordinated effort or plan in prisons.
- a. Not a priority.
 - b. Leadership has not made it a priority.
 - i. Fear of change.
 - ii. Risk of failure.
 - c. May not think that faith-based stuff works.
 - d. Because it will take work to accommodate volunteers.
 - e. Lack of funding.
 - f. Lack of encouragement for staff to think big, feel that their voice can be heard if they see the need for change.
6. Managing programs increases workload.
- a. Because it will take work to accommodate volunteers.
 - b. Unions and others make it difficult to get change accomplished.
 - c. Shift from control to all-treatment agents not made.
 - d. Jurisdictional conflicts between county, local courts, state system.
 - e. Lack of resources.
7. Parole/probation officers likely to have high case loads.
- a. Shift from control to all-treatment agents not made.
 - b. Lack of funding.
 - c. Not viewed as important by correctional management.
 - d. Lack of resources.
 - e. Need for heart attitude change.
8. Lack of marketing plan.
- a. Leadership has not made it a priority.
 - b. May not think faith-based stuff works.
 - c. Not recognized as a way to build a stronger community.
 - d. Because many have not experienced successful faith-based solutions. If they saw it working they would believe.

APPENDIX II
EXPANDED PRESENTATIONS

SUMMARY OF PRESENTATIONS

In addition to collecting information through the needs assessment, the Correctional Faith-Based Initiatives Task Force had several presentations on different programs and initiatives. The following is a summary of the information presented to the Task Force as part of the presentations. A copy of the full presentations and handouts are available through State Representative John White's office.

MARION CORRECTIONAL INSTITUTION

Presenters: Marion Correctional Institution Staff and Volunteers

Date: November 10, 2005

The Task Force toured Marion Correctional Institution (MCI) and met with staff, program providers, and inmates. The following faith-based programs were presented:

- ♦ **Horizon Interfaith Dorm** – MCI has one 48-bed dorm set aside as a separate housing unit where the men reside for a year and study their faith. The program has a Christian, Jewish, and Muslim advisor. The study is designed to assist the men to learn their faith and interact with men of other faiths. Men who participate in the program are hoped to foster a new direction in life.
- ♦ **Kairos** – Kairos is a Christian-based program designed to provide a 3-day program to introduce inmates to the Christian faith. The program is then followed up with more intensive programs. MCI also has Kairos Outside, which is a program for significant others and families of inmates. The ministry strives to bring healing, reconciliation and forgiveness to women who are affected by the incarceration of their loved ones.
- ♦ **Opening Doors** – The Opening Doors program is a three-day facilitated learning program designed to help inmates begin to see ways to change their lives. Programs are participant-based rather than instructional. Though the volunteer facilitators of this program are Christian, they are prohibited by their written contract with the program from trying to convert inmate participants.
- ♦ **Stand in the Gap** – The Stand in the Gap program is designed to assist inmates once they are released to the community. The inmate and his family are matched with six to 10 members of a Christian community to serve as a “spiritual family.” The family meets with the offender at least twice a month for at least a year to discuss success and concerns of the offender or his family.
- ♦ **Ministry of Theatre** – A ministry that produces plays for the community who come to the prison to see the productions.
- ♦ **Exodus** – Exodus is a faith-based reentry program established by ex-offenders. The goal of the program is to set up residences all over the state where inmates with no

place to live can find housing and support in a Christian community. Each inmate is paired with an ex-offender mentor who will work with him to be successful in the community.

- ♦ **Dr. Memory** – Dr. Memory, authored by Jim Lucas, is a program to teach reading to children and works in partnership with MCI. Inmates who participate in the program are trained to become animators for the Dr. Memory programs. Once released, the inmates will have a marketable skill and will be assisted in finding jobs.

These are just a few of the programs available at MCI which has a wealth of faith, community, and institutional programs for the inmates. The staff discussed how the violence in the institution has decreased dramatically, which led to the reduction in grievance staff and empty beds in the discipline and segregation area. The inmates themselves talked about the changes they have seen in the prison. The average length of stay in the prison is seven years, so the inmates are long term. The inmates who have been there the longest talked about the difference the programming has made.

EVIDENCE-BASED PRACTICES

Presenter: Anne Connell-Freund, Oriana House

Date: January 12, 2006

During the past five years, there have been three studies of adult and juvenile correctional programs conducted by the University of Cincinnati which looked at the operation of correctional programs and the impact on recidivism of offenders. The studies indicated by following the principles of effective correctional treatment, programs would be able to reduce recidivism. Ms. Connell-Freund provided the Task Force with information about the principles.

A review of relevant criminal justice research over the past 40 years has yielded a great deal of information regarding evidence-based practices and effective programming/ treatment models. Essentially, the research uncovered eight basic principles that apply to effective programs that include:

- ♦ Assessing the risk and need of the offender.
- ♦ Enhancing the motivation of the offender.
- ♦ Targeting interventions to the offender's need.
- ♦ Providing a skilled training staff.
- ♦ Increasing positive reinforcement.
- ♦ Engaging ongoing support in natural communities.
- ♦ Measuring relevant process and practice outcomes.
- ♦ Providing measurement feedback.

A review of the evidence and research also found that there are two factors that need to be considered when developing policies and practices that assess individual offender risk and

predict the likelihood that an offender will commit a new crime. The first factor encompasses what are considered to be “static” variables that do not change. For example, age of first arrest, type of offenses previously committed, and age are all factors that will not change for the offender. The second factor to consider is the criminogenic needs of the offender which *will* change over time. For example, family situation, antisocial attitudes, education attainment, self-control, and peer associations can all fluctuate over time and can be impacted by services and treatment interventions provided to an offender. Effective programs and policies will focus the majority of resources on effecting positive change in the criminogenic needs of offenders, as they have the potential to produce the biggest impact on individual behavior. Programs that target the static variables have been ineffective in producing significant reductions in recidivism rates.

ALEPH INSTITUTE

Presenter: Rabbi Moishe Mayir Vogel

Date: February 9, 2006

The Aleph Institute is a national, not-for-profit 501(c) (3). The organization’s primary areas of service are:

- ♦ Providing critical social services to families in crisis.
- ♦ Addressing the pressing religious, educational, humanitarian and advocacy needs of individuals in institutional environments.
- ♦ Implementing solutions to significant issues relating to our criminal justice system, with an emphasis on families, faith-based rehabilitation, and preventive ethics education.

Aleph regularly provides professional services to nearly 4,000 men and women in federal and state prisons across the country and their approximately 25,000 spouses, children and parents left behind. The organization is not currently operating in Ohio. The reentry services provided by Aleph include:

- ♦ Working with the synagogues; this enables the Rabbi to counsel and work with the individual and provide mentors from the community lay membership to work individually with the offender, using the sponsor model of the AA structure.
- ♦ The local community organizations, to provide the necessary assistance, where possible, i.e. job training, resume writing, etc.
- ♦ A counselor is on staff to evaluate the individual and work with the ex-inmate to receive the necessary government assistance (in the various forms).
- ♦ Provides emergency housing, for up to 60 days, to give the individual time to get on his feet, begin working and establish a network.
- ♦ Job placement, to provide the individual with employment. Aleph works with numerous employers in the city who employ these individuals.

MUSLIM PRISON SERVICE

Presenter: Imam Sunni Ali Islam

Date: April 13, 2006

The presentation was a discussion of Muslim population in Ohio prisons and the programs and services available.

- ♦ There are no standard Muslim religious service programs in Ohio or the United States.
- ♦ Imam Sunni estimated there are less than 2,000 Muslim inmates in the prison population in Ohio; the numbers are larger in other states.
- ♦ Imam Sunni noted that Muslim youth are coming into the system in greater numbers. Departments need to be ready because once the inmate knows that you don't understand the religion, it creates a challenging situation.
- ♦ The Muslim Prison Service provides services to all identifiable Muslim groups in the Department of Rehabilitation and Correction.
- ♦ For additional information, Imam Sunni recommends Task Force members read *Faith-based Initiatives and the Bush Administration: The Good, the Bad, and the Ugly*, by Jo Renee Formicola, Mary C. Segers, and Paul Weber.

BARRIERS TO REENTRY IN OHIO (COLLATERAL SANCTIONS)

Presenter: Ed Rhine, Department of Rehabilitation and Correction

Date: April 13, 2006

Reentry has been part of the mission of the Department of Rehabilitation and Correction since 2002 when the *Ohio Plan for Productive Offender Reentry and Recidivism Reduction* was released. Dr. Rhine's presentation provided information on what is needed to facilitate reentry in Ohio.

- ♦ It is important to address barriers that provide challenges to successful reentry.
- ♦ Collateral sanctions are laws that impact ex-offenders: for example restricting employment, making it easier to terminate their parental rights, restricting access to public welfare and housing and limiting their right to vote. These laws are in essence "invisible punishments" for ex-offenders because they operate largely outside public view and carry adverse consequences for ex-offenders
- ♦ In 2004, the University of Toledo Law School completed a review of Ohio statutes and identified 404 collateral consequences for Ohio ex-offenders. This review found four major categories of rights were affected by collateral consequences: 1) civil rights – voting/education; 2) employment and licensing; 3) political rights – holding office; 4) property rights – zoning prohibitions.

- ♦ Employment barriers from these collateral sanctions are far reaching and are often overbroad.
- ♦ It is recommended that the Task Force give serious consideration to the impact of these collateral sanctions to successful reentry.
- ♦ Additional information related to reentry for ex-offenders can be located on the web site for the Urban Institute and click on Justice Policy Center.

MANAGING REENTRY, RISK, AND COST

Presenter: Sara Andrews, Department of Rehabilitation and Correction

Date: May 11, 2006

For the last three years, the Department of Rehabilitation and Correction has been taking a comprehensive look at the needs of a growing prison population and what the role of the legislation has been in finding solutions. It is notable that every legislative solution has increased penalties on crimes rather than seeking ways to divert crime. Offenders don't get the services needed when a prison facility constructed for 1,500 people has 2,200 people assigned there. Ms. Andrews provided highlights of the changes recommended in the proposed legislation:

- ♦ Endorsements for inmate doing programming above and beyond.
- ♦ Courts of Common Pleas to endorse reentry courts.
- ♦ Partnership with the Department of Rehabilitation and Correction and Courts of Common Pleas.
- ♦ Provide certificates to offenders for positive and good conduct. Caution: be careful not to overuse because to do so would render them meaningless.
- ♦ Highlight benefits for prospective employers.
- ♦ Provision of a recognizable state ID for ex-offenders to help with housing and obtaining employment.
- ♦ Ohio Tax Credit for employers that hire ex-offenders. However, employers often don't want to publicize the fact that they are hiring ex-offenders.
- ♦ Creating a nexus between licensure restrictions for certain jobs and the nature of the crime. The recommendation addresses a long list of jobs for which offenders are presently automatically excluded from obtaining a license and makes the recommendation that licensure can be withheld only if there is a sufficient nexus between the job and the offender's past crime. Other existing licensing requirements would continue to be automatically restricted.
- ♦ Important to find ways for agencies to communicate effectively with each other to better assist ex-offenders.
- ♦ There are currently 7,000 truly non-violent offenders within our facilities. These are the offenders that should be diverted from our prison situation. Prisons should be kept for those who are a risk to society.

CITY VISION

Presenter: Jim Swearingen

Date: May 11, 2006

City Vision is an inner city program in Columbus, Ohio. Director Jim Swearingen provided the Task Force with information about the program.

A lot of the work done by Urban Concern and City Vision is prevention, intervention, and reentry. The philosophy is that by providing Bible study, after school programs, one-on-one mentoring, tutoring, summer programs, career internships and low income housing, you get the results of a relationship with God, the cycle of poverty broken in the lives of many, crime reduction, educational needs are addressed, the stereotypes resulting from the “culture of underclass” are broken down; marriages are encouraged and supported, people choose to remain or move back into the area, and indigenous leadership is developed from within the neighborhood.

The goal of City Vision is to implement a city-wide comprehensive faith-based strategy to address the cycle of poverty and hopelessness in communities of need through a suburban church and urban ministry partnership. The City Vision initiative is based on the strategy of Christian Community Development which recognizes that there is a spiritual element in life and that the solutions occur when people come into a relationship with Jesus Christ. Who better to lead the change in the neighborhood than those who have a relationship with God?

Jim Swearingen noted there is a need for a comprehensive plan to achieve this goal and highlighted the need to work together. The community has to be strategic in working together. There has to be a strategy that guides the efforts. This allows for prioritization and ensures that we are working towards the same end. For church partners, you need to commit to the four D’s; Define a geographical area, Describe the needs, Distribute resources and Develop indigenous leadership.

FEDERAL RESOURCES AVAILABLE FOR REENTRY

Presenter: Steve McFarland, Director of the Department of Justice Task Force on Faith-Based and Community Initiatives

Date: May 25, 2006

Mr. McFarland’s presentation concluded with the following advice concerning faith-based units and programs in prisons and offered the assistance of his office:

- ♦ It must be voluntary.
- ♦ It must be open to any inmate.
- ♦ There can’t be any special benefits that are different from the general population. For example: visitation cannot be better for those in the religious program; they

cannot have better or improved facilities. Any incentive given to an inmate to “get religion” could be a problem. The question to ask is whether there is any incentive available in the faith-based program/unit that is not available to the general population. Note however: disincentives like the inability to hold a job or the fact that the inmate must be moved away from his family and therefore miss family visits may help the program qualify as non-discriminatory.

Mr. McFarland suggested that a couple members of the Task Force actually visit other states that have faith-based units; for example Lawty State Correctional Institution in Florida. His overall recommendation is that faith-based units in prisons were better than converting whole prisons to being faith-based. The Federal Bureau of Prisons is changing its model from multi-faith dorms to single faith dorms in certain identified prisons.

He then advised these questions be asked when looking at other state institutions:

- ♦ Legality of the operation of the program.
- ♦ What is the length of the program? For example: the Federal Life Connections program is an 18-month program. Ask the question, “Can the programming effort be completed in less time?”
- ♦ What is the role of mentoring in the program being evaluated? It is important to have trained mentors. Ideal ratio is one to one. Ask whether the mentoring continues post-release. The Plus program in Indiana was started very quickly; however the program is facing challenges of not having mentors or curriculum.
- ♦ How is the program being evaluated? Are there plans for evaluation; in-house or third party? How are they defining recidivism (re-arrest or re-incarceration)? Is the evaluation focusing on true outcomes?
- ♦ What type and quality of programs are being offered?
- ♦ What reentry services are being offered? He noted that Texas has a database with service providers. Someone goes into the prison a few weeks prior to the inmate scheduled release date, gets the zip code for where they will be going post release, and prepares a package for the offender. Upon release, the inmate receives information from the database for service providers in the area to which they are returning.

Finally, he gave the Task Force a listing of the federal resources available to assist in implementing programs for offenders.

OFFENDER EMPLOYMENT: A COLLABORATIVE APPROACH WITH FAITH-BASED INITIATIVES

Presenters: Scott Anders, U.S. Probation Office, Eastern District of Missouri
Jimmy Tyree, U.S. Probation Office, Northern District of Ohio

Date: May 25, 2006

Mr. Anders talked about the shift of focus in federal probation in the pilot program in St. Louis, Missouri. In 2000, they found after research that 80 percent of unemployed offenders were revoked and sent to prison. An unemployed offender is four more times more likely to reoffend than an employed offender. Seventy-four percent of offenders ranked employment as their most difficult problem.

The program developed included first changing the attitudes of probation officers. Their first priority became assisting probationers to find a job. The department partnered with several faith-based initiatives to assist with job fairs and job matching. The goal was not just to find a job but to find a job that would pay a living wage and could become a career for the offender.

The program is showing a reduction in recidivism. In the fall of 2000, the community unemployment rate was 3.6 percent and the offender unemployment rate was 12.1 percent. In the fall of 2005, the community unemployment rate was 5.4 percent and the offender unemployment rate was 3.7 percent. Of those released in 2002 from federal supervision, only 14.9 percent were rearrested within three years compared to the 67.5 percent prior to program implementation.

SEPARATION OF CHURCH AND STATE: WHAT'S PERMISSIBLE AND WHAT'S NOT

Presenter: Krista Sisterhen, Director of the Governor's Office of Faith-Based and Community Initiatives

Date: June 8, 2006

The Iowa federal district court ruling on the implementation of a faith-based program in the Iowa prison system was issued during the Task Force's deliberations. Director Sisterhen provided information on the legal issues surrounding public funding and faith-based programs. Funding faith-based programs is permissible within guidelines that meet constitutional boundaries and honor religious liberty of beneficiaries.

There are two types of public funding for programs – direct and indirect. Direct funding is when the government selects providers that they will pay and clients are referred into those systems. If a Christian faith-based social service provider accepts direct funding, the service they provide must be open to anyone. Such an organization could provide a prayer partner, but this service must be paid for by private funding.

Indirect funding is when money follows a client's choice and they have the choice of secular or faith-based services. In this case, the faith-based provider can offer inherently religious services, as long as the client has been given a real choice between secular and faith-based options.

One simple way to determine appropriate use of grant dollars for programs offered by faith-based organizations is to consider whether the program is more like a salad or more like a brownie. You can add optional items to your salad but if you take the options out, it is still a salad. You can't separate the ingredients out of a brownie however and still have a brownie. In other words, if a program offered by a faith-based organization has inherently religious portions that can be separated by time and/or place from the rest of the service offered this program may be a good candidate for grant dollars, even if the grant is considered direct funding. On the other hand, if the inherently religious activities cannot be easily separated out of the program; direct funding is more than likely not available to this program; although the program may still qualify for indirect funding using vouchers.

It is important to properly manage both direct and indirect funding opportunities. We should be looking for expanded ways to offer choice through indirect funding.

FAITH-BASED REENTRY INITIATIVES

Presenter: Jack Cowley, Alpha USA

Date: June 8, 2006

Mr. Cowley explained that he was a warden in Oklahoma and retired in 1996 when he started working for Prison Fellowship. For the last two years he has worked for Alpha USA. Alpha USA administers several faith-based dormitories in prisons around the country, including the Iowa prison. To open and establish a faith-based housing unit in a public prison you need to enlist volunteers to provide the curriculum in prisons. In addition to the programming in prison, you need to provide reentry initiatives. The first of July 2006, Madison Correctional will open a 64-bed unit using cognitive faith-based curriculum with faith-based services.

He also noted it is more important in terms of treatment for the client to be ready for treatment than the treatment itself. A lot of inmates are ready for treatment.

One of the major issues in the prison system is mentally ill offenders. Estimates are that 20 percent of residents are mentally ill but on the outside there are community linkage hospitals for these people. Programs need to address the special needs of the offenders.

Mr. Cowley noted that evaluation of programs provided is important. Until you run the data and really see what is happening, you do not know that anything is working. Mr. Cowley recommended that if we want to change corrections in order to reduce recidivism, all we would have to do is hold directors and wardens accountable for recidivism, and it would change tomorrow.

Embracing victims – Corrections has not embraced victims in terms of the power they have in the way to change inmate behavior and thinking. Through victim panels and programs where victims will get more involved with curriculum and inmates, inmates will better understand the impact their crime has had.

He challenged the Task Force to go forth not thinking that recommendations are soft opposed to hard. The Task Force needs to convince legislators how we can change the paradigm. The recommendations of the Task Force should change the paradigm on correctional practices.

Why should we spend money on the program? He noted we know certain things work and it's an investment. If an inmate is educated when released they don't recidivate. Locking people up forever is not a good use of finances. The only way to save money is less people in prison. It would be very compelling to show that faith-based initiatives will save taxpayers money.

Nationally, 63 percent of people coming into the system come and go within 12 months. Most are first time offenders. We don't have social programs to take care of them. It doesn't make sense to give prisons sentences to property offenses that are a first-time offense.

APPENDIX III

EXPANDED PROJECT DESCRIPTIONS

The project staff researched faith-based programs nationally based on a list developed by Caliber¹⁵. The final descriptions provided have been reviewed and approved by the programs. The Outcome and Research sections of the summary reflect self-reported data.

¹⁵ Hercik, Jeanette; Lewis, Richard; and Myles, Bradley; Development of a Guide to Resources on Faith-Based Organizations in Criminal Justice, Caliber, September 2004.

COURT SERVICES AND OFFENDER SUPERVISION AGENCY FOR THE DISTRICT OF COLUMBIA (CSOSA)

Contact Information: Hal Williams
633 Indiana Ave., NW
Washington, D.C. 20004
(202) 220-5306
www.csosa.gov

Program Type:

Collaboration between CSOSA and the faith community by which resources, including mentoring/coaching services are offered to offenders re-entering the city after having served periods of incarceration in prison facilities operated by or for the USDOJ, Federal Bureau of Prisons. The United States Parole Commission grants these offenders parole status.

Target Population:

Eligible parolees transitioning back into the District of Columbia. Participation is suggested based upon the parolee's needs analysis.¹⁶ Parolees are not penalized for refusal to participate.

Faith:

The CSOSA program includes all faiths.

Program Description:

CSOSA's philosophy of mentoring and providing other faith-based resources to its re-entrants is to provide pro social opportunities to them to assist in breaking the insidious cycle of crime, drugs, violence, victimization and incarceration. The initiative resists proselytizing but seeks to optimize the positive effects of their exposure to men and women who are positive role models.

Outcomes:

Outcomes are measured by pre- and post-testing in program categories. Positive outcomes have been demonstrated by the strengthening of family relationships. This includes increased calls, letters, visits and support.

Research:

Process- Since CSOSA's Faith-based Initiative began in 2002, 78 faith institutions have been certified as mentor centers, 411 community members have been recruited as volunteer mentors and 250 offenders have been matched with mentors. As of December 2005, 46 faith institutions and 142 mentors remained actively engaged with the program and 61 offenders were matched with a mentor (in that year).

¹⁶ Seriously violent, sex abusers, child abusers, and untreated substance abusers are not eligible to participate.

Impact- Anecdotal evidence that offenders who participate in the mentoring program have lower rates of technical violations, positive drug test results, and recidivism as long as they remained actively engaged with a mentor.

Horizon Interfaith

Contact Information:

Mickey Bright Griffin
P.O. Box 2547
Winter Park, Florida 32790
(407) 657-1828
MGriffin@kairoshorizon.org
www.kairoshorizon.org
Ohio Contact: Jeff Hunsaker, (740) 382-5781, ext. 2351

Program Type:

A faith-based residential community in prison, program services are offered in the Marion Correctional Institute. It promotes life skills, family/relationship support, community skills, and faith strengthening.

Target Population:

Target population consists of incarcerated males.

Faith:

Horizon Interfaith programs are open to men of all faiths. The majority are from the three Abrahamic faiths.

Program Description:

Services include the providing of community mentoring, life skills, faith studies, citizenship meetings, conflict resolution skills, and general guidance. The services are provided by trained non-paid volunteers, non-paid trained residents (peers), and paid Horizon staff. Horizon Communities in Prisons sponsor the programs and the cost per individual is \$1,500.

Outcomes:

Outcomes are measured by pre- and post-testing in program categories. Positive outcomes have been demonstrated by the strengthening of family relationships. This includes increased calls, letters, visits and support.

Research:

Process- Annual Program Review by senior administrative staff, the Warden, Horizon Staff, and volunteers.

Impact- From 2001-2006, there have been 179 graduates out of 230 participants. Forty-eight percent of graduates have been released on parole, expiration of sentence, or judicial release. The graduate recidivism rate is 14 percent.

YOUTH CHAPLAINCY PROGRAM/JOY! INITIATIVE

Contact Information: Reverend Benny Wright
1211 East Alder St., MS 1-K
Seattle, WA 98122
Wrightbroben1@aol.com

Program Type:

JOY Initiative is a preventative school-based mentor program.

Target Population:

The program serves males and females, ages 13 to 18. Participants must live in King County. Exceptions include sex offenders and addicted substance abusers (as deemed by the court.)

Faith:

Most mentors and tutors are Christian, while a portion is Buddhist.

Program Description:

Services provide replacement of early childhood foundations for youth, foundations that were not received. The importance of a good education is emphasized strongly and tied to these foundations. Services are provided by local alternative schools along with volunteer organizations such as domestic violence awareness. Secondary schools and small business provide training and catch up work for youth.

Planning, transportation, and participation are done by school staff, Americorp, JOY staff and local volunteers. Three administrative employees are paid \$30,000. The program is funded through a grant Private/Public Ventures. The cost per participant is around \$2,000.

Outcomes:

The program has stabilized attendance patterns, increased academic performance, and reduced recidivism.

Research:

Process- Those who funded the demonstration were most interested in the role mentoring played in high-risk youth. The funding group was only interested in one-on-one mentoring with the youth, believing that the mentor would only be beneficial after sufficient education. Large-scale progression occurred when youth were exposed to many forms of mentoring.

Impact- School attendance jumped to more than 90 percent and grade points increased in all participants. At the end of the four years, all seniors (typically 11 or 12), attended community college. However, it became clear that alternative schools were not rigorous enough for the participants to succeed without difficulty.

KIDS HOPE USA

Contact Information:

Drew Peirce
P.O. Box 2517
Holland, MI 49422-2517
(616) 546-3580
dpeirce@kidshopeusa.org
www.kidshopeusa.org

Program Type:

Services are provided at community public elementary schools. There are 350 programs in 27 states mentoring 6,000 children, including six in Ohio. Mentors provide assistance in education, self-esteem, and social skills.

Target Population:

Target population consists of at-risk public elementary school children.

Faith:

Mentors are prohibited, due to separation of church and state, from evangelizing to students or families. However, after the first term parents can choose to allow their child to receive invitations to activities of a religious nature. Church members are limited to Christian doctrine.

Program Description:

The national office connects churches with community public elementary schools, then trains the church director to manage the program and train volunteers.

The services are provided by volunteer members or regular attendees of the local KIDS HOPE USA church. Each church pays a part-time director to manage mentors and prayer partners. Staffs at the national office are paid employees of KIDS HOPE USA.

Each child is matched with a mentor, then a behind-the-scenes prayer partner prays each week for the mentor/child relationship.

Churches pay a one-time affiliate fee based on church size with no cost to student or the school. There is no national sponsor.

Outcomes:

Ninety-nine percent of the KIDS HOPE USA children showed performance increase from the beginning of the school year to the end. Increase was seen in content achievement (reading, mathematics, and writing) and general achievement (self-regulation, motivation, and general academic skills). Teachers expressed benefits that reached beyond the classroom,

especially with male-role models. Also stressed was the one-on-one attention received, along with the comment that students “adored” their mentors.

Research:

Process- A school or church contacts the national office. The office finds a church or school to work with that organization. A paid, part-time director is trained and placed in charge of the program by the church. The national office, along with a web site, is available for directors to aid growth and management.

Impact- The national office receives daily stories of life changing relationships regarding volunteers and students alike. A 2004 national office survey of volunteers found that 99 percent said the program met or exceeded expectations. The program retention rate is more than 90 percent.

PROMISE KEEPERS

Contact Information: Bob Blume
1723 Bruce Lane,
Anderson, IN 46012
bobblume@pknet.org
www.promisekeepers.org

Program Type:

Promise Keepers (PK) holds events in arenas around the country. Around three events a year are held within correctional facilities. PK services are offered only to men within the event facility and include services such as religious instruction and guidance.

Target Population:

Target population consists of incarcerated males in correctional facilities and men seeking spiritual growth.

Faith:

The Promise Keeper programs are of the Christian faith.

Program Description:

PK services consist of a conference setting with music and speakers. The services are a joint effort of the prison and PK. Non-paid volunteers make up 90 percent, but some other staff are paid.

Costs for prisons are shared. Usually donors help with the expense, but there is no official sponsor.

Outcomes:

After conferences, prison men that attended participate in small groups to assist the growth and change in the men's lives.

Research:

Impact- Changed lives lead to productive lives in and out of prison. The small groups guiding the men have been a positive step.

RACHEL'S HOUSE

Contact Information: Heather Hofacre
1066 Bellows Ave.
Columbus, OH 43223
(614) 228-1262
hhofacre@lowerlights.org
www.lowerlights.org

PROGRAM TYPE:

Services are provided to women in two Ohio institutions, Ohio Reformatory for Women and Franklin Pre-Release Center. Throughout each woman's transition to the community of Franklinton, reentry support services including housing are provided. Types of services offered while providing safe transitional housing are employment attainment/retention, spiritual formation, life skills education, financial mentoring, and drug recovery services.

Target Population:

Target population is composed of incarcerated adult females being released. All offenses accepted, except sexual offenders due to school proximity.

Faith:

Rachel's House programs are of the Christian faith.

Program Description:

The Rachel's House program provides mentoring and guidance in such areas as life skills development, employment, addiction recovery, spiritual formation, and financial management. Each participant is matched with a personal mentor, financial advisor and community support team to provide long-term support. There are three staff members and two resident directors (who are paid along with an assistant). The 20-30 volunteers are trained in five areas of curriculum: Recovery, Financial, Employment, Personal Mentors, and a Community Support Team. The cost per client is \$10,000 with the reliance on donations from individuals, churches, and several private foundations.

Outcomes:

A significantly positive response to the program has been received. The recidivism rate is less than 8 percent, whereas only three out of 43 women have returned to prison in the four-year history of the program. Rachel's House objective is to empower female ex-offenders to become self-sufficient productive members of our society and their families.

Research:

Impact- The program includes three research aspects: Assessment of program graduates over a two-year period, monthly progress reports from Community Support Teams, and observance of recidivism rate.

THE ALEPH INSTITUTE

Contact Information: 2121 Murray Ave.
Pittsburg, PA 15217
(412) 421-1295
Info@alephne.org
www.alephne.org

Program Type:

Services are provided to all phases of the prison and reintroduction procedure. This includes inmates, released inmates, and their families.

Some types of services offered are employment/spiritual mentoring, career development, family/relationship support, life skills and general religious instruction.

Target Population:

Target population consists of Jewish males and females, released and incarcerated.

Faith:

The Aleph Institute programs are of the Jewish faith.

Program Description:

Services of this program encompass all the needs of the participants. Aleph provides religious items, prayer and worship services, life skills, employment skills, and general religious guidance. Once released, the participants still receive needed assistance. Guidance and counseling are provided for family, housing, finances, and religion. Most of the staff is volunteers; however, some counselors are paid as well as Rabbis spending time with released offenders.

Outcomes:

Religious programming and community support are the most effective methods thus far for reducing recidivism rates. The program's success is measured by observing these rates.

Research:

To date, there has been no specific research done on this particular program. However, the Department of Justice has done research on faith-based programs that illustrates similar outcomes of the Aleph Institute.

THE ASSEMBLY FOR THE REMEMBRANCE OF ALLAH

Contact Information: Mr. Bilal Sabir
7411 Callie St.
Canal Winchester, OH 43110-1326
bfsabir@sbcglobal.net

Program Type:

Services are provided in prison and in the community for both inmates and released prisoners. These services provide general and religious guidance to assist in the reintroduction of inmates into society. Services include family and relationship support, life skills, and religious instruction to African Americans.

Target Population:

Target population consists of incarcerated, pre-release, or parole/probation individuals with a sincere interest in the program. Non-violent offenders over the age of 21 is the population of choice for the program.

Faith:

Faith includes Christian, Moorish Science, the Nation of Islam, Orthodox Muslims, Black Hebrew Israelites, and Black Jews.

Program Description:

While the community and prison programs both offer classroom instruction, the community program offers worship services and community activities as well. Services are provided by the classroom facilitator and mentor. Unpaid volunteers make up the staff. Donations are made by members and visitors, there are no sponsors (county, state, or federal), and the cost per client ranges from \$350-\$550.

Outcomes:

Seminars on employment for pre-release and African American male development for disadvantaged youth indicate positive responses. However, financial constraints limit the proper follow-up capabilities needed for programs such as this.

Research:

There has been no specific research to date.

THE NAVIGATORS

Contact Information: Chuck Broughton
1306 Adams Dr.
Colorado Springs, CO 80904
(719) 635-2347 or (719) 575-0079
ChuckBroug@cs.com
www.navigators.org

Program Type:

Services are provided in prisons and in urban area after-care programs in Chicago and Philadelphia. The program provides religious instruction and training for volunteers, mentors, and staff of InnerChange Freedom Initiative (IFI) and Operation Starting Line.

Target Population:

Target population consists of voluntary males and females, released and incarcerated. The program holds events in medium security prisons with inmates anticipating release in two to three years.

Faith:

The Navigator programs are of the Christian faith.

Program Description:

Work and life skills are related to a spiritual foundation. The program offers services including Bible studies, prayer and worship services, community meetings, and general religious instruction. IFI, a partner program, is composed of three phases. The first is instilling a moral foundation through bible study, work, support groups, and mentoring. The second allows off-site work, reintroducing prisoners to the community. The third provides general family, job, and spiritual guidance during the post-release phase. The Navigators do not have a specific sponsor. Donations are accepted and allocated in accordance with an approved annual budget. All staff is volunteer.

Outcomes:

Program success is measured by the amount of recidivism and numbers of prison infractions of those participating in the program and those not participating. The study regarding prison infractions is positive, with two and a half times fewer infractions of those participating in the program.

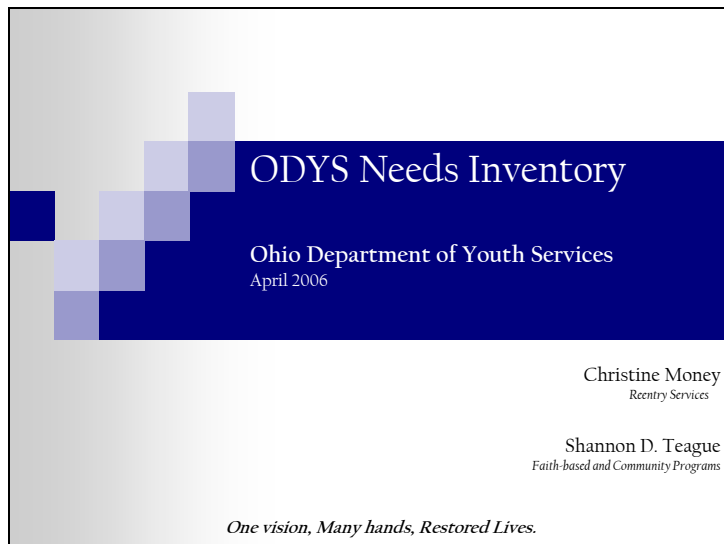
Research:

Impact- A one-year study concerning prisoners/ex-prisoner recidivism is currently being conducted in South Carolina.

It is also notable that a study done by the University of Pennsylvania showed that those who completed the program were “significantly less likely than the matched groups to be arrested (17.3 percent vs. 35 percent) or incarcerated (8 percent vs. 20.3 percent).”

APPENDIX IV:
JUVENILE NEEDS ASSESSMENT

Slide 1

The slide features a decorative graphic on the left side consisting of several overlapping squares in shades of blue and purple, arranged in a stepped pattern. The main content is on a dark blue background.

ODYS Needs Inventory

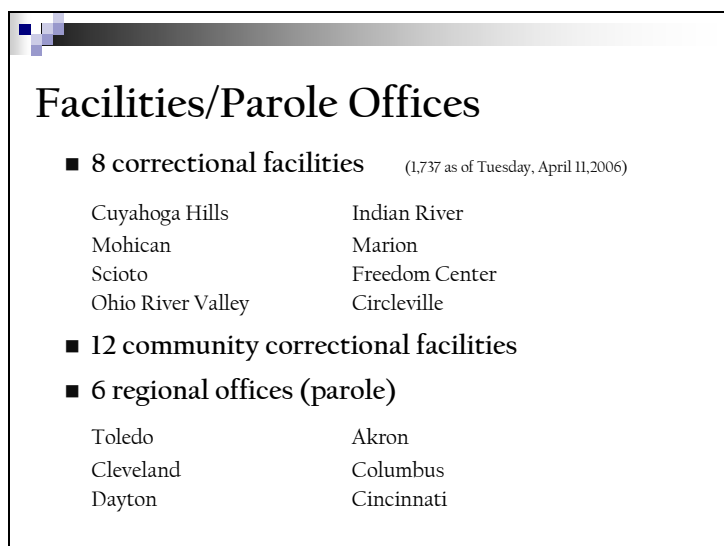
Ohio Department of Youth Services
April 2006

Christine Money
Reentry Services

Shannon D. Teague
Faith-based and Community Programs

One vision, Many hands, Restored Lives.

Slide 2

The slide has a decorative header with a gradient bar and a small graphic of overlapping squares in blue and purple on the left. The text is presented in a clear, bulleted format.

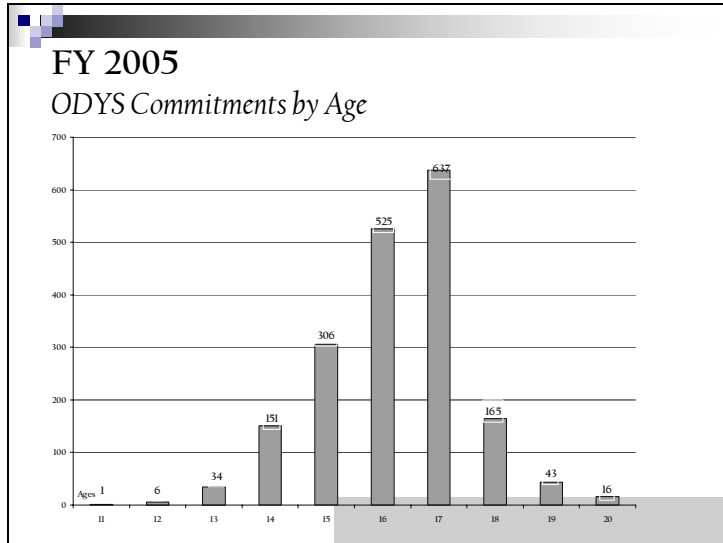
Facilities/Parole Offices

- **8 correctional facilities** (1,737 as of Tuesday, April 11, 2006)

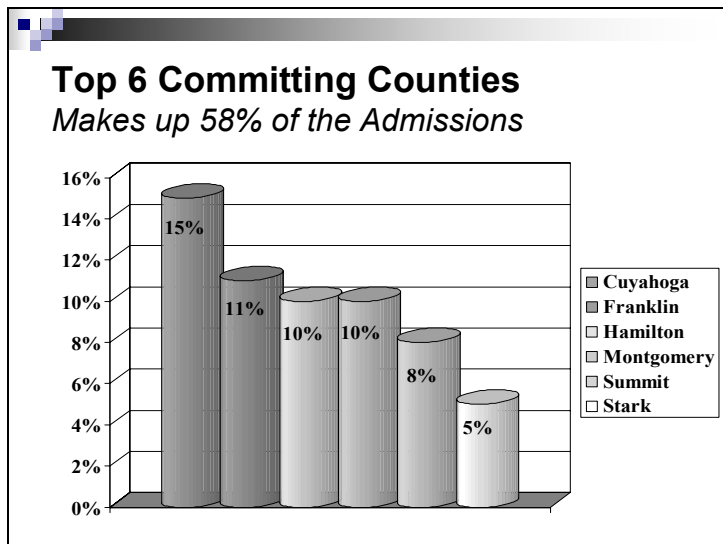
Cuyahoga Hills	Indian River
Mohican	Marion
Scioto	Freedom Center
Ohio River Valley	Circleville
- **12 community correctional facilities**
- **6 regional offices (parole)**

Toledo	Akron
Cleveland	Columbus
Dayton	Cincinnati

Slide 3



Slide 4



Slide 5

Needs Inventory - ODYS

- 10 % Institutional youth
- 10 % Parole youth
- 10% Institutional staff
- 10 % Parole staff
- 5 parents randomly selected at visitation
- 425 total surveys collected/processed

Slide 6

Question I: What can the Ohio Department of Youth Services do while youth are in the institution to help them get ready for their release?

Youth

Institutional Education, Life Skills, Treatment	Regional Nothing, Employment, Treatment
---	---

Staff

Institutional Life Skills, Accountability, Education	Regional Employment, Life Skills, Education
--	---

Parents

Education, Treatment,
(Life Skills, Mentor, Worship Activities, Employment)

Slide 7

Question 2: After the return to the community, what can we do to help them? What services do you think they need right away?

Youth	
Institutional	Regional
Employment, Education, Housing	Employment, Education, Housing
Staff	
Institutional	Regional
Mentors, Treatment, Housing	Transportation, Education, (Employment, Mentor)
Parents	
Treatment, Employment, Education	

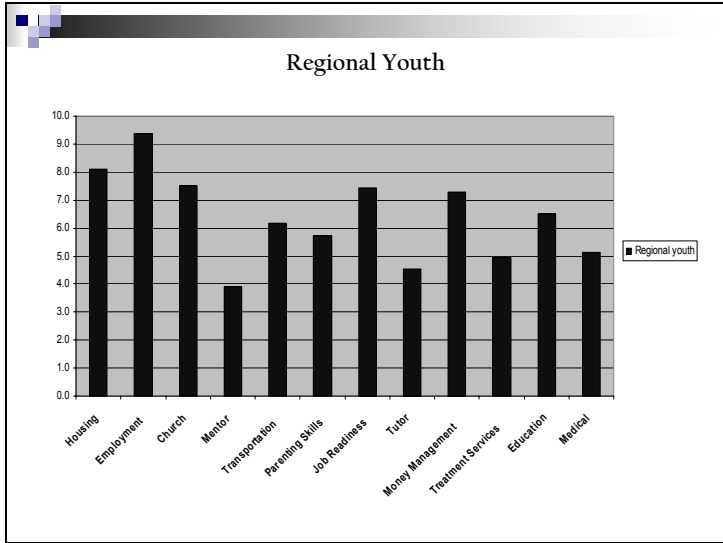
Slide 8

Question 3:

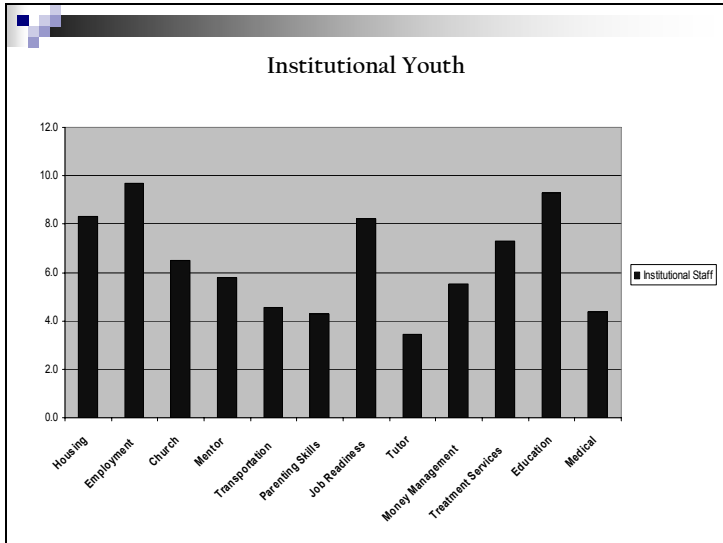
Please identify services that you believe would be helpful in improving their ability to remain successful in the community?

Please rank this list with 1 being the **most important** to them and 12 being the **least important** to them?

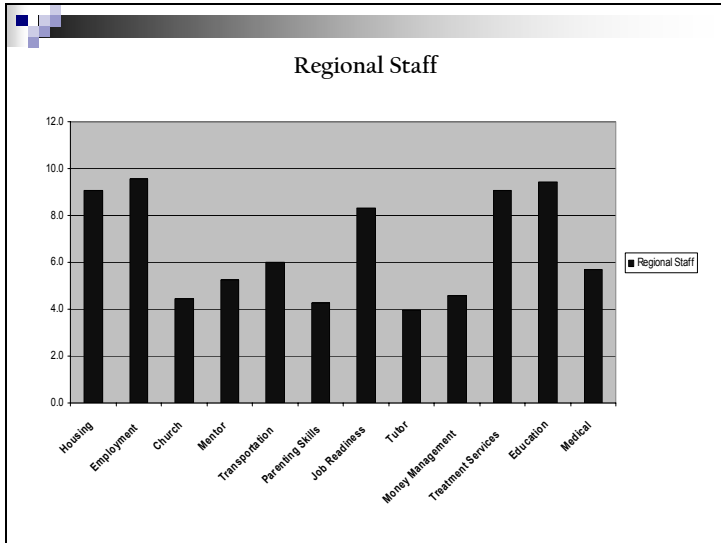
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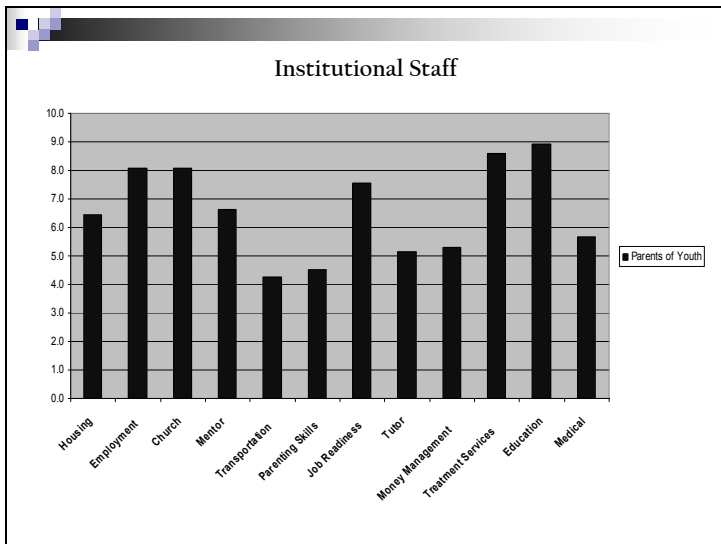
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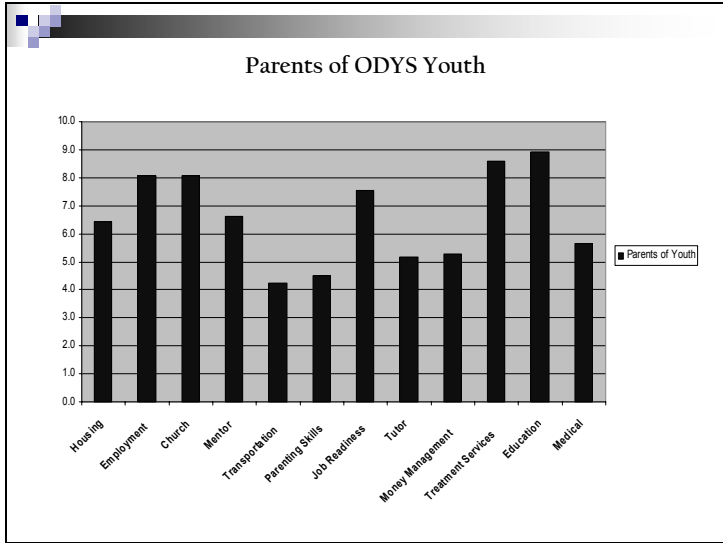
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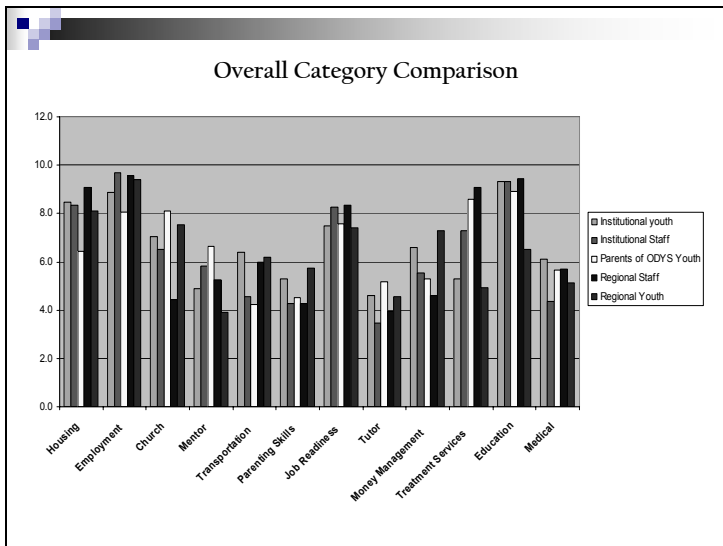
Slide 12



Slide 13




Slide 14



Slide 15

Education

- Charter School District
- Year round education
 - Certified principal
 - Certified teachers
 - Support staff
 - Central Office
Education Administrators



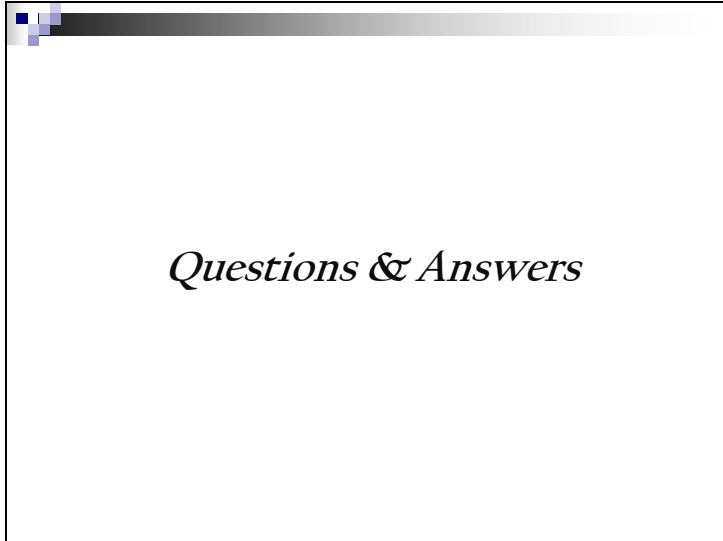
Slide 16

Treatment & Rehabilitation

- Education
- Psychological Services
- Sex Offender Services
- Social Services
- Substance Abuse Services
- Medical
- Recreation
- Religious Services



Slide 17



**APPENDIX V:
ADULT NEEDS ASSESSMENT**

Slide 1

**Adult Offender Needs
Assessment**

Ohio Department of
Rehabilitation and Correction
Office of Criminal Justice Services

Slide 2

Methodology

- Survey of offenders, staff and families
- Focus groups at two prisons
- Analysis

Slide 3

Who

- 609 Institutional inmates
- 132 Institutional staff
- 163 PRC, parole, and probation offenders
- 40 Parole officers
- 17 Offender family members

Slide 4

Where

- 18 Institutions
 - 500 male inmates
 - 109 female inmates
 - 107 staff from 15 male institutions
 - 25 staff from 3 female institutions
- 5 APA Regions

Slide 5

Questions

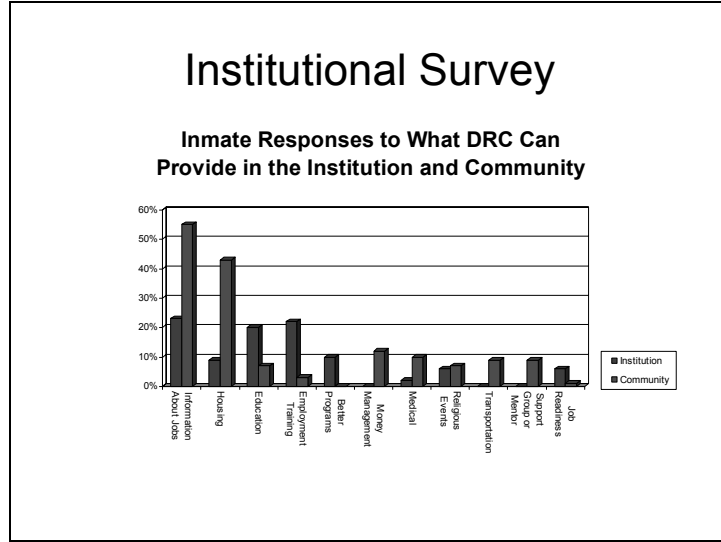
- Ohio Corrections Faith-based Initiatives Task Force only mentioned in introduction
 1. What could have the Ohio Department of Rehabilitation and Correction done while you were in the institution to help you get ready for your release to the community?

Slide 6

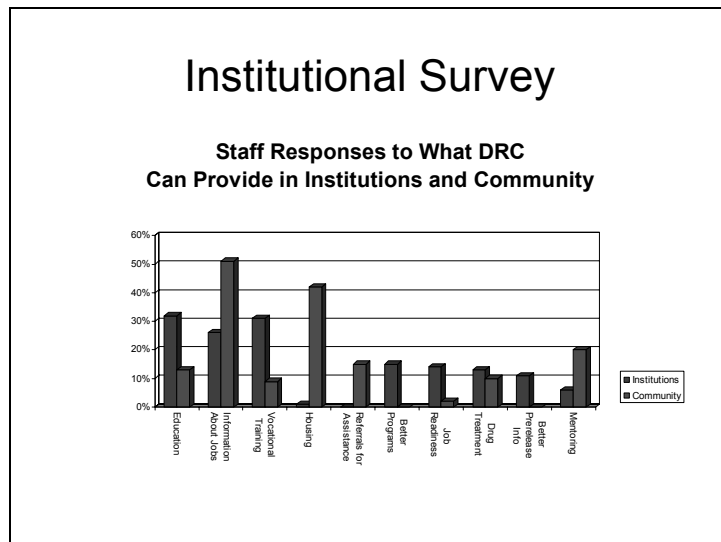
Questions

2. Now that you have returned to the community, what can we do to help you? What services did you need right away?
3. Please identify services that would be helpful in improving your ability to remain successful in the community?
Housing, Employment, Church, Mentor, Transportation, Parenting Skills, Job Readiness, Tutor, Money Management, Treatment Services, Education, or Medical

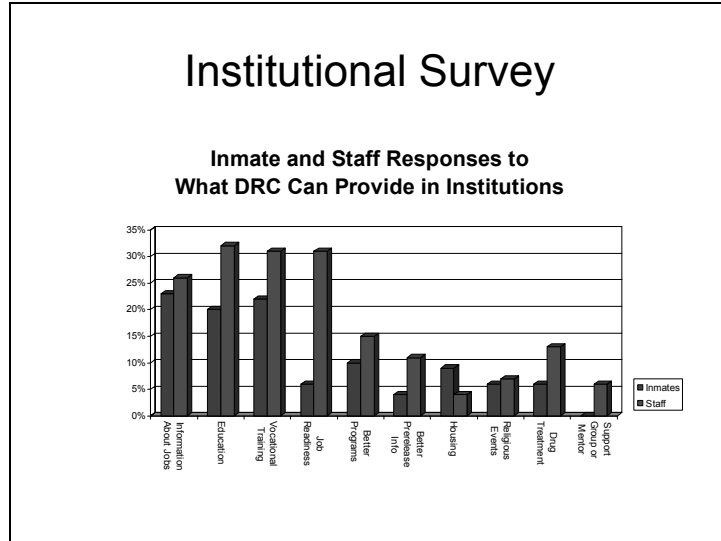
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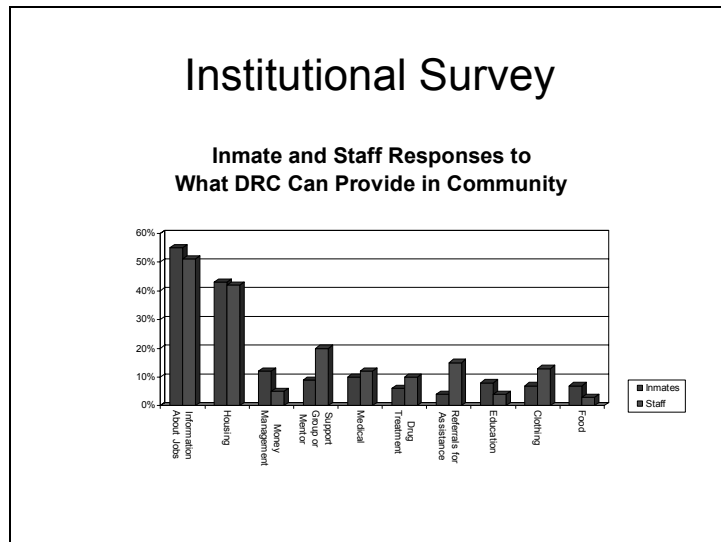
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Slide 9



Slide 10

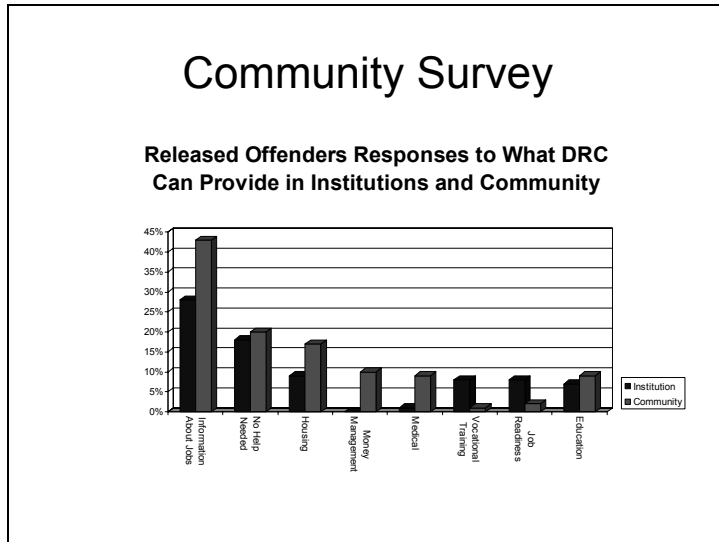


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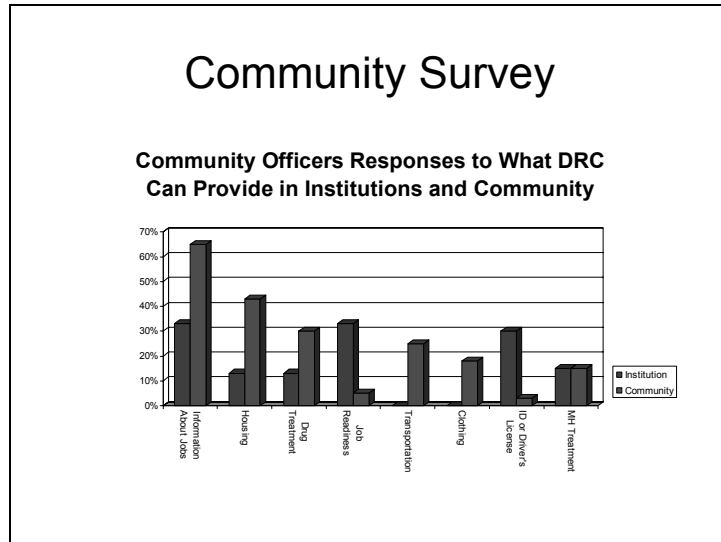
Institutional Survey

- Inmates first concern getting a job when released
- Inmates second concern housing
- Staff agrees after release first concern is getting a job second a job
- Inmates more interested in job training in institution
- Mentoring mentioned more by staff than inmates

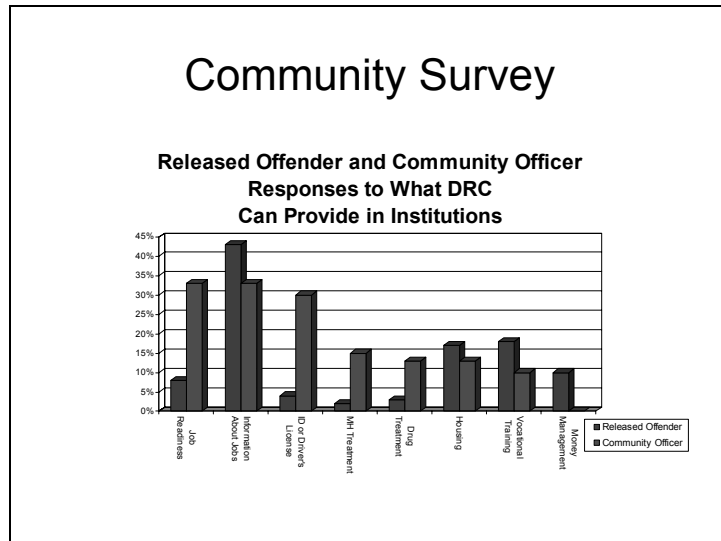
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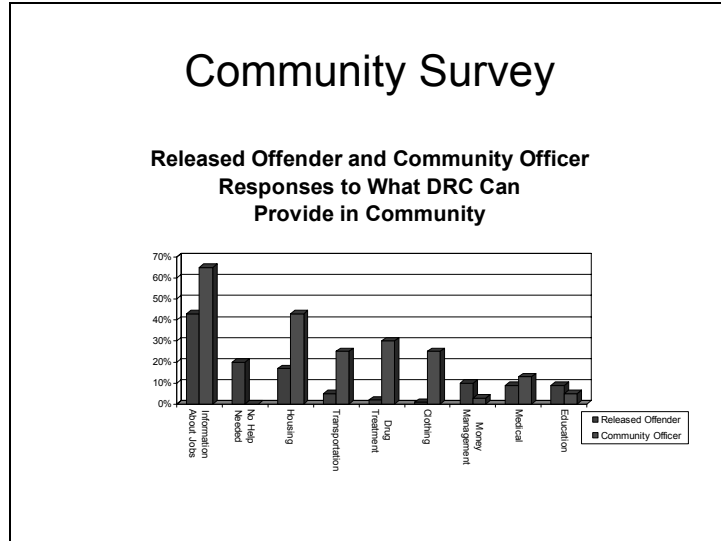
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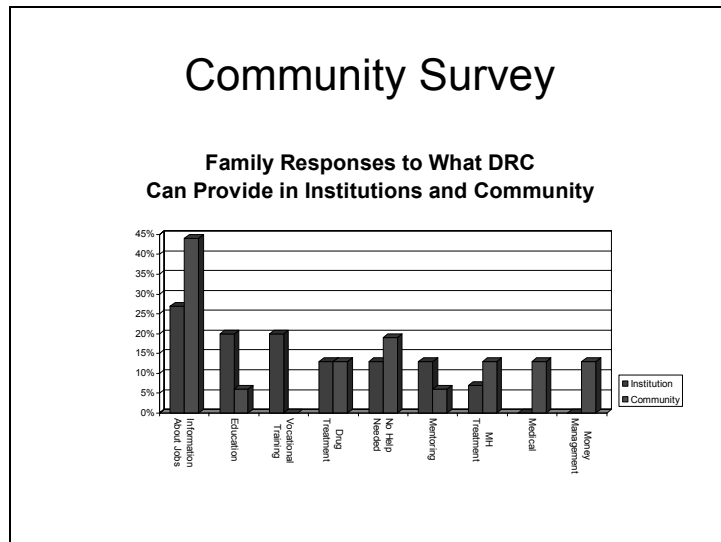
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Slide 15



Slide 16

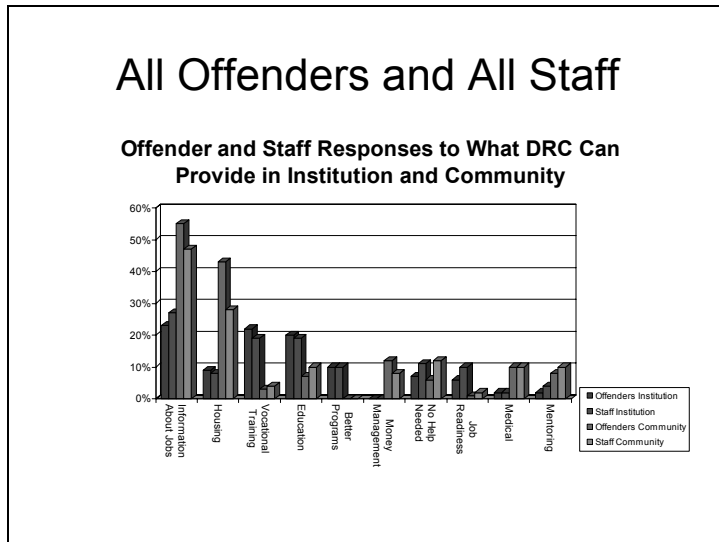


Slide 17

Community Survey

- Released offenders and community officers agree information about jobs most important
- Offender concerns are about practical issues
- Staff is more than twice as concerned about housing as offenders
- Family concerns other than information about jobs shifts to practical in community

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Ranking of Categories

- Correctly Ranked
 - Inmates 384
 - Institutional Staff 109
 - Released Offenders 98
 - APA Staff 37
 - Family 12

Institution Response	Inmates	Staff
Employment	1	1
Housing	2	2
Transportation	3	5
Job Readiness	4	3
Church	5	7
Education	6	6
Medical	7	8
Money	8	10
Treatment	9	4
Parenting	10	9
Mentor	11	11
Tutor	12	12

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Ranking of Categories

- Correctly Ranked
 - Inmates 384
 - Institutional Staff 109
 - Released Offenders 98
 - APA Staff 37
 - Family 12

APA Responses	Offender	Family	Staff
Employment	1	1	2
Housing	2	3	1
Job Readiness	3	2	3
Transportation	4	10	5
Education	5	5	6
Medical	6	7	7
Money	7	8	9
Treatment	8	4	4
Church	9	6	12
Mentor	10	9	10
Tutor	11	11	12
Parenting	12	12	11

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Ranking of Categories

- Incorrectly Ranked
 - Inmates 217
 - Institutional Staff 21
 - Released Offender 58
 - APA Staff 3
 - Family 4

	Inmate	Institutional Staff	Released Offender
Employment	1	2	1
Housing	2	1	2
Job Readiness	3	5	9
Transportation	4	7	4
Medical	5	11	3
Education	6	6	6
Church	7	4	7
Parenting	8	9	8
Money	9	10	5
Treatment	10	3	10
Mentor	11	8	11
Tutor	12	12	12

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Focus Groups

- 2 Groups
 - Marion Correctional Facility
 - Pickaway Correctional Facility
- About 10 per group
- Questions about programming

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Focus Groups

- Faith-based programs are helpful
 - “Me personal I have been locked up for about 17 years and been to many institutions through the State of Ohio and this is the one I’m going home from. Until I got here and I experienced the Kairos Ministry the whole way it does things it completely changed my life as far as turning my way of thinking around.”
 - “There was one man that worked here ... men coming out of prison, him and his wife would take them to job interviews. He would pick them up at their home and take them to places that they needed to go to get a drivers license, find an apartment and to go on interviews. He would speak on their behalf...”

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Focus Groups

- Faith-based programs are helpful
 - “I knew a guy that got out and went to a church and some of the church people went to the pastor and said “that if come here I’m going to stop going to this church”. The pastor stood up and said “well you can go to another church because we are going to keep him in.” He ended up being on the board.”
 - “You have a lot of people that come to prison that do practice spirituality when they get here but once they get back out they fall back into the same trap because they didn’t deal with the problems that got them here in the first place. Horizon dorm helps you do that.”

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Focus Groups

- There needs to be additional programming
 - Programming needs to follow offenders to the community
 - “A lot of places like Akron where I’m from don’t have places that will help you get a job once you get out. That is a lot of our problems, we do try to change, but once we get out there are no other avenues for us to go to.”
 - “When I get out my main concern is how am I going to take care of my family? How am I going to take care of myself? If I can’t take care of myself I surely can’t do anything for my children. That is when we revert back to how we got to get it the way we can get it.”

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Focus Groups

- There needs to be additional programming
 - Not all offenders have housing when they leave
 - “Like a few others ones were saying, when I get released I have nowhere to go.”
 - Programs need to be broad based
 - “...we are seeing guys get out that gone through these programs and they are doing ok as far as moral and ethical principles but there is a void in all this stuff they haven’t deal with whether it was being molested as a child or dysfunctional relation with Dad all this stuff coming back.”
 - “...it’s of my opinion ...said that faith-based programming does very little to address the criminal issues”

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Focus Groups

- There are gaps in existing programming
 - Education
 - “I have never been to a penitentiary where if you have a certain amount of numbers you are not eligible to go to college ... They should be happy that somebody wants to...”
 - “They pulled me out of one program that was beneficial and put me into GED classes but I have a Bachelor of Arts degree. ... There is a gentle man down the hall here that speaks four foreign languages he has two doctorates and they put him in GED classes.”
 - “You have men in school that does not want a GED that does not want to go to school at all and their making these inmates sit in school when you’ve got men out here who really want to be in school and make something of their life and they can’t get in school.”

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Focus Groups

- There are gaps in existing programming
 - Vocational Training
 - “When you’re out on the street and have to stay with somebody, you don’t have any money in your pocket that’s like being in prison too. I tried to get in the fiber optic cable training and they told me that have too much time.”
 - “Recovery services only address one problem but what do you do about the other problem of not having a viable way to make a living?”

Focus Groups

- There are gaps in programming
 - Vocational Training
 - “They say that you have to wait to the last six months before you go to school but when is your last six months? ... Just going six months is not going to get him where he can be specialized and go out and make twenty-five to thirty dollars an hour. You can't get all that in six months you're cramming and rushing.”

Focus Groups

- Participating in faith-based programs
 - “I am not one who is strong in faith, so I'm not going to participate based on faith. I might participate if it benefited me, maybe if they offered me something that I could benefit from when I get out.”
 - “The only way that you find out about religious programs is if you come in to the chaplain and get the information, they don't post it.”

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Focus Groups

- Support for additional faith-based programs
 - “The churches need to be given access to education for the men and need to be given access to the same funds that secular education systems have available to them ... You can probably accomplish a lot more training somebody in a church how to do carpentry than you can just in a carpentry school. ... They have a different objective, a secular institution is concerned with making money and maybe giving this guy a trade, but mostly its about making money.”

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Focus Groups

- Concerned about after release
 - “When you go to the street it is a whole different world out there, then you find yourself lost, meanwhile, my thinking, when I find myself getting weak like that I go back and do the things that I know best to do.”
 - “...but once you decide to make this change and then when you get released you see all the door keep slam in your face like man what am I doing this for you know they don't think I am changed so I might as well continue to doing what I'm doing. The problem is people on the outside would just give us half a chance ... instead of just stereotyping us from the beginning.”

Focus Groups

- Concerned about after release
 - “As far as the faith-based, I would like to see more of a connection between the institution and something on the outside, which would help ease us back into the real world.”
 - “Daily you get weaker and weaker and inside you can melt and melt and melt until you’re back in the same environment doing the same thing over.”

Focus Groups

- There are some concerns about volunteers
 - “We are having trouble with people being afraid to come into prison. The mentors because of the restrictions that they have to get through.”
 - “The volunteer have a warm heart, they lack education. They lack the understanding to see what is like in here as well as deal with those core issues. Love is good ... but it is only one side of the coin.”
 - “The [*church goers*] think of you as a sinner, while we are all sinners they think of you as a special sinner. You’re an especially evil sinner because you’ve been in prison. They don’t realize that we all have responsibilities to each other.”

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Focus Groups

- They want to have faith-based institutions involved
 - “I think that the churches really need to step up for the men outside. They need to step up and start becoming involved in men leaving prison because if you are dumped out into the world you are going to become worldly again.”

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What Did We Learn?

- Offenders first concern is employment after release
- Finding jobs and housing appear important to both offenders and staff
- Programming needs to relate to surviving after release
 - Vocational Training
 - Money Management
 - Education
 - Transportation

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What Did We Learn?

- Current faith-based programs are valued by inmates
- Mentoring and support programs are not as important for offenders as staff

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Examples of Current Prison Faith-Based Programs

- Family and Parenting Programs
 - Active Parenting
 - Angel Tree
 - Annual Marriage Seminar
 - Book Reading for Children
 - Dads Coaching Clinic
 - Family Day
 - Great Dads Family Seminar

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Examples of Current Prison Faith-Based Programs

- Family and Parenting Programs
 - Marriage and Family
 - Open Door Fellowship
 - Marriage As God Intended
 - Healthy Relationships
 - Aunt Mary's Storybook
 - Living Single

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Examples of Current Prison Faith-Based Programs

- Recovery Programs
 - ACTs
 - Christian 12 Step
 - Discipleship Houses/Transformation

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Examples of Current Prison Faith-Based Programs

- Personal Development
 - Anger Management
 - Divorce Seminar
 - Domestic Violence Prevention
 - Forgiveness
 - Grief
 - Healing the Wounds of the Past
 - Horizons

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Examples of Current Prison Faith-Based Programs

- Personal Development
 - Land of Our Righteousness (Ethics)
 - Manhood God's Style
 - Moral Reasoning
 - One Communities Ministries
 - Opening Doors
 - Teaching Christian Ethics
 - Bondage Breakers

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Examples of Current Prison Faith-Based Programs

- Personal Development
 - Self Esteem
 - Sexually Transmitted Disease Awareness
 - Walk of Repentance/ Sexual Idolatry Program
 - Yokefellow
 - The School of Inner Healing
 - Safe People

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Examples of Current Prison Faith-Based Programs

- Reentry
 - Changing Hearts/Changing Lives
 - Chapel Reentry
 - Crossroads
 - Exodus
 - Faith Based Reentry Class
 - Majoring in Men
 - New Beginnings

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Examples of Current Prison Faith-Based Programs

- Reentry
 - Rachel's House
 - Reentry Adopt-A-Pod
 - Restorative Justice Program
 - Sound Word Ministry
 - Women to Women

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Examples of Current Prison Faith-Based Programs

- Reentry Employment
 - Job History/Skills
 - Job Preparedness
 - Resume Writing
 - H.O.P.E. for Employment

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Examples of Current Community Faith-Based Programs

- Akron Region
 - Youngstown
 - The Center for Community Empowerment
 - Mentorship
 - Assistance w/ finding housing
 - Social Skills
 - Employment assistance
 - Holistic Approach
 - Operated by Reverend Willie Peterson

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Examples of Current Community Faith-Based Programs

- Lima Region
 - ACTION
 - Collaboration of 31 community agencies, including many faith-based organizations
 - One day large event (networking, education, collaboration)
 - Group continues to meet on a regular basis
 - Several other initiatives have resulted from this group, including the formation of more citizen circles, employment fairs, and mentorship programs

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Examples of Current Community Faith-Based Programs

- Lima Region
 - Glory to Glory
 - Faith-based mentorship
 - Salem Lutheran Church
 - Getting Ahead – Bridges out of Poverty
 - Life and Social Skills
 - Society Norms
 - How to lead a life without crime

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Examples of Current Community Faith-Based Programs

- Lima Region
 - Catholic Charities
 - Citizen Circle Lead Agency
 - Beginning process of developing a female residential facility for offenders being released from prison

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Examples of Current Community Faith-Based Programs

- Mansfield
 - Faith-based agencies are the lead agencies in various Citizen Circles
 - Transformation Network
 - Lead agency for one Citizen Circle
 - Family Life Skill Center
 - Employment, mentorship, social skills

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Examples of Current Community Faith-Based Programs

- Chillicothe
 - Breakfast for local faith community
 - Coalition to address issues of homelessness, employment, mentoring and are embarking on a neighborhood clean-up plan.
 - Training on gang activity
 - Reverend Aaron Wheeler, Sr., talked about youth and gangs

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Examples of Current Community Faith-Based Programs

- Chillicothe
 - Faith-based collaboration with law enforcement to reduce gang involvement
 - Faith Community hold services each Sunday afternoon in a high risk neighborhood
 - The Faith Based Advisory Council has enhanced the opportunities for offenders

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Examples of Current Community Faith-Based Programs

- Columbus
 - Rachael's House
 - Referrals to the Christian Intervention Program
 - Work with the Marion EXODUS program
 - Referrals to David Foster of Harbor on the Hill with the Hilltop and Upper Arlington Lutheran Church.

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Examples of Current Community Faith-Based Programs

- Columbus
 - Referrals and collaborate with Build the Bridge of Ohio, a Christian based organization
 - Referrals to Restoration Christian Ministries House of Bethel, a transitional home for women