

**December 13,
2018**



**Justice
Center**

Enhancing Program Success and Sustainability for Women in the Justice System

Targeting System Change Strategies

Overview

- Introductions and Overview
- System Change Strategies
- Franklin County, Ohio: Gender-Responsive System Change in Practice
- Questions and Answers



Speakers

- Maria Fryer, *Justice System and Corrections Policy Advisor for Substance Abuse and Mental Health, Bureau of Justice Assistance, U.S. Department of Justice*
- Becki Ney, *Project Director, Principal, National Resource Center on Justice-Involved Women (NRCJIW), Center for Effective Public Policy*
- Melissa Pierson, *Deputy Director of Justice Services, Franklin County, OH Office of Justice Policy and Programs*
- Chief Deputy Geoffrey Stobart, *Franklin County, OH Sheriff's Office*
- Allison Upton, *Project Manager, Council of State Governments (CSG) Justice Center*



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Bureau of Justice Assistance

BJA helps to make American communities safer by strengthening the nation's criminal justice system: Its grants, training and technical assistance, and policy development services provide state, local, and tribal governments with the cutting edge tools and best practices they need to reduce violent and drug-related crime, support law enforcement, and combat victimization.

To learn more about BJA, visit www.bja.gov, or follow us on Facebook (<https://www.facebook.com/DOJBJA/>) and Twitter (@DOJBJA).

BJA is part of the Department of Justice's Office of Justice Programs.





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THE COUNCIL OF STATE GOVERNMENTS

National **nonprofit, nonpartisan** membership association of state government officials

Represents **all three** branches of state government

Provides **practical** advice informed by **the best available evidence**





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JUSTICE CENTER
The Council of State Governments

Justice Reinvestment in Idaho:

Analyses & Policy Framework

INTEGRATED

REENTRY and EMPLOYMENT STRATEGIES

Reducing Recidivism and Promoting Job Readiness

Lessons Learned:

PLANNING AND ASSESSING A LAW ENFORCEMENT REENTRY STRATEGY

ADULTS WITH BEHAVIORAL HEALTH NEEDS UNDER CORRECTIONAL SUPERVISION:

A Global Framework for Reducing Recidivism and Promoting Recovery

10 A TEN-STEP GUIDE

to Transforming Probation Departments to Reduce Recidivism

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States Trained in Using the Curriculum

BREAKING SCHOOLS' RULES:

A Synthesis Study of New School Discipline Policies to Restore, Support and Advance Juvenile Justice Improvement

Reentry Matters:

Strategies and Successes of Second Chance Act Grantees Across the United States

With over 18 years of experience in the criminal justice system, the authors of this report have worked closely with state and local officials to understand the challenges of reentry and the need for a coordinated, multi-agency approach to address these challenges. This report provides a synthesis of the strategies and successes of Second Chance Act grantees across the United States, offering insights into the most effective practices for supporting reentry and reducing recidivism.

Supporting Employment and Job Readiness

Employment is a key factor in reducing recidivism, and providing job training and support is a critical component of reentry programming. This report highlights the strategies and successes of grantees that have implemented effective employment and job readiness programs, including providing job training, job placement assistance, and ongoing support and monitoring.

For more information, visit www.reentryworks.org.

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National Resource Center on Justice Involved Women (NRCJIW)

- **Primary Goal: Provide resources and tools to professionals to equip them to be more successful in their work with justice-involved women.**
- Administered by the Center for Effective Public Policy in partnership with Orbis Partners, University of Cincinnati, Women's Prison Association, CORE Associates, The Moss Group, National Association of State Mental Health Program Directors - Center for Innovation in Trauma Informed Approaches, and the National Institute of Corrections.



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Ways We Carry Out Our Mission

- Web site:
 - www.cjinvolvedwomen.org
 - Resources
 - Newsletter
- Training events and webinars
- Technical assistance
- Written Resources
 - Communications Toolkit
 - Women who Perpetrate Violence
 - Trauma-Informed Care for Corrections Professionals
 - A Consumer's Guide to Understanding Research
 - Gender Responsive Discipline and Sanctions Toolkit for Women's Correctional Facilities



What Does it Mean to be Gender Responsive?

- Acknowledge the realities of women's lives and how they may differ from men
 - Pathways to offending
 - How relationships shape their lives
- Adjust our practices in ways to respond appropriately to these conditions



Implementing GR practices at both the systemic and program level can be challenging



Start with the End in Mind...

- Successful program outcomes
- Sustained (and expanded) program funding



Engage Stakeholders

- Who will have a stake in the program's success?
- Whose support is critical?
- Who may present an obstacle?
- Who may be a natural ally?
- What opportunities exist to engage stakeholders in meaningful ways?



Engaging Stakeholders: Strategies

- ✓ Invite stakeholders to observe the program
- ✓ Conduct interviews/small group discussions with key individuals and groups
- ✓ Provide regular updates
- ✓ Develop news articles
- ✓ Conduct training events
- ✓ Establish an advisory group



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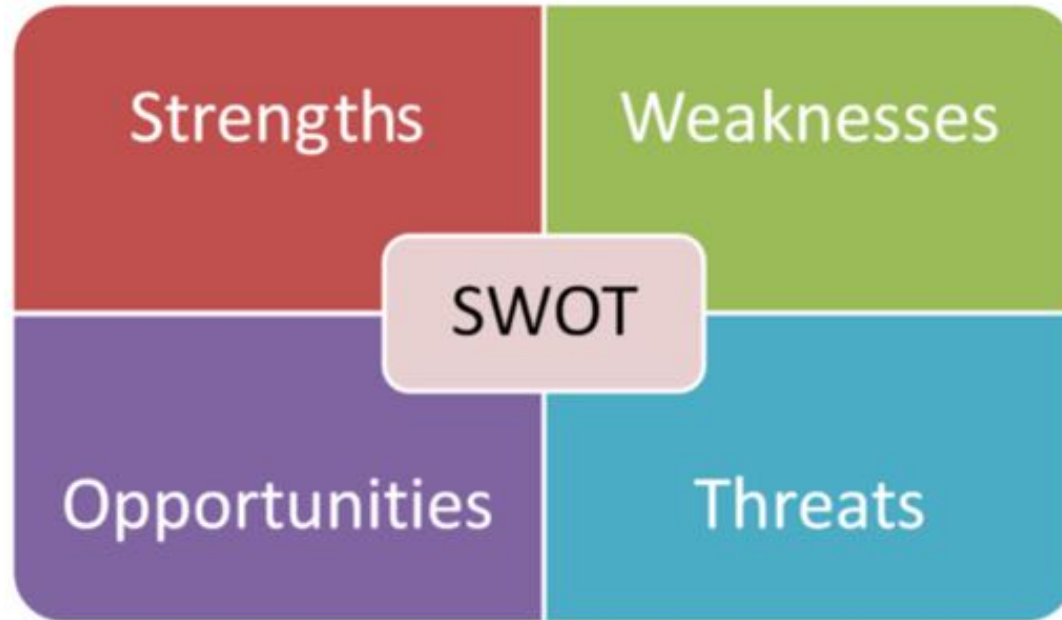
What strategies have you employed to engage stakeholders?

Use Analytic Tools to Develop System Change Strategies

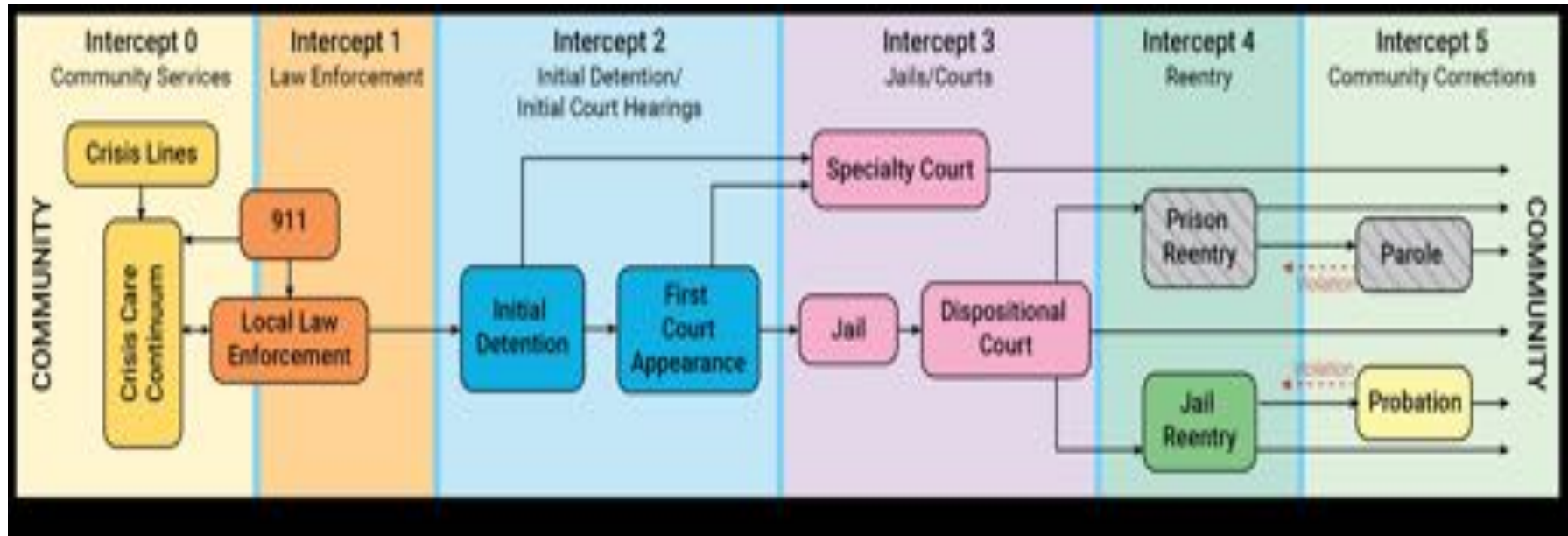
A few tools include:

- SWOT
- Mapping
- GRPPA

Conduct a SWOT Analysis: Strategies



Create a Criminal Justice System Map



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Conduct a GRPPA

- Use the National Institute of Correction's Gender-Responsive Policy and Practice Assessment (GRPPA) to evaluate current gender responsive policies and practices
- <https://nicic.gov/gender-responsive-policy-practice-assessment>



Build Collaborative Partnerships

- What agencies can help to enhance and sustain service delivery to the women served by the program?
- What are strategies for building strong cross-agency collaborations in order to better coordinate the services provided?



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What agencies do you partner with?

Building Collaborative Partnerships: Strategies

- ✓ Establish a multidisciplinary policy team
- ✓ Partner with key community organizations
 - Consider the strengths that each bring to the partnership and how they can be capitalized on
 - Identify existing resources and points of intervention that must be addressed together
- ✓ Cross train staff
- ✓ Establish a collaborative case management



Tell Your Story

- What data are you collecting about your program?
 - Quantitative and qualitative
 - Process and outcomes
- How can data and information be used to tell your story?



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How are you using program data to tell your story?

Telling your story: Strategies

- ✓ Develop a communications plan
- ✓ Raise awareness and educate
- ✓ Use multiple avenues of communication (print, electronic, social media)
- ✓ Give the women a voice



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System Engagement from a Local Perspective



Pathways to Women's
Healthy Living Inaugural
Graduation
4/28/16



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Franklin County

BOARD OF COMMISSIONERS

1803



Every resident, every day.



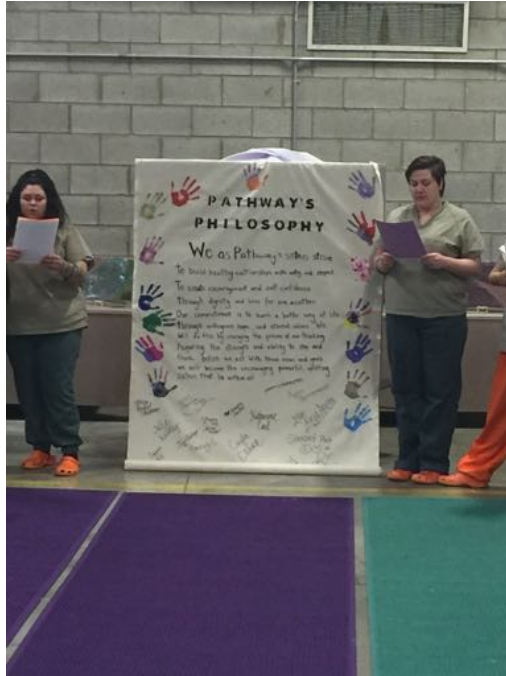
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Pathways In a Nutshell

- Launched February 2016.
- Program seeded with FY 2015 Justice and Mental Health Collaboration funding.
- Developed to address the disproportionate number of females incarcerated in the local jail with an identified mental health and/or co-occurring disorders.
- Little programming available in the jail due to physical layout.
- Gender responsive and trauma informed still only concepts.
- Data collection limited due to an antiquated Jail Management System.



Pre-Release Program Specifics



- Voluntary program participation.
- Females
- Multiple arrests
- Diagnosed co-occurring and/or mental health diagnosis
- 10 weeks incarceration remaining (ideal)
- CBT and pro-social activities
- Originally met 2x's per week for 2 hrs
- Expanded to 4x's per week to include an evening recovery management group and Friday Arts Expression and Yoga sessions



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Pre-Release Screening and Assessment

Ohio Risk Assessment System
(ORAS) *

Brief Jail Mental Health Screen
(BJMHS)

Clinical Opiate Withdrawal Scale
(COWS)

Adverse Childhood Experiences
(ACE)

Drug Abuse Screening Test (DAST)

Alcohol Use Disorders ID Test
(AUDIT)

**Availability of additional clinical
diagnostic assessments*

Program Curriculum

- Transitioning from *Getting It Right* to *Breaking the Cycle* (*Change Company*)
- *A Women's Way through the 12 Steps* (Stephanie Covington)
- Peace Love Creator's Program
- Yoga
- ONIONomics financial literacy
- Whole Health Action Management (WHAM)
- Wellness and Recovery Action Plan (WRAP) - *coming soon*

Post-Release Program Specifics



- Voluntary
- Smaller sub-set of the pre-release program
- ORAS -medium to high risk
- Access to team of peer support staff
- Opportunity to be linked with a CIT officer
- Transportation assistance
- Housing assistance
- Supportive services assistance
- Planned group activities, i.e. cooking class, baseball game, recovery meeting attendance, Recovery Rally, etc.



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Engage Stakeholders through Inclusion and Excitement



Cohort #1 Graduation
4/28/16



Cohort #5 Graduation
6/1/17



Cohort #10 Graduation
8/24/18



Cohort #4
Commissioner's Visit
5/14/17



Cohort #7 Graduation
11/17/17



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SWOT Analysis

Strengths:

1. Committed, licensed and professional staff
2. Partnership with the Sheriff's Office, Columbus Police and other community agencies
3. Upper Management & Commissioner Support
4. Commitment to data collection and measuring impact
5. Funding
6. Hiring of Peer Support Staff to provide support in the evenings and on weekends
7. Space dedicated to host program in the jail
8. Timing and momentum
9. Some recovery housing
10. Continuum of care for AOD treatment including pre-release MAT access
11. Medicaid Expansion State

Opportunities:

1. Significant FY 2018 federal funding targeting the Opiate Public Health Crisis
2. Expanded MAT access in the jail and post release
3. New jail - anticipated open date in 2020
4. Willingness of FCSO Corrections to implement a range of programs including a Veteran's Therapeutic Community, Female Honor Dorm, etc.
5. Mobilization of the community to support Pathways efforts
6. Addition of WRAP planning

Weakness:

1. Never enough case management staff to meet the needs of the participants
2. Response to histories of significant trauma
3. Stable housing
4. Mental health treatment pre and post release
5. CBT curriculum that meets the needs of the jail population and is also gender responsive
6. FCSO staffing to support additional programs
7. Limited amount of time to work with the participants to effect change and meet dosage for risk/needs
8. Ability of CIT officers to commit to Program do to competing demands
9. Charge disparity limits eligibility of many black females to participate

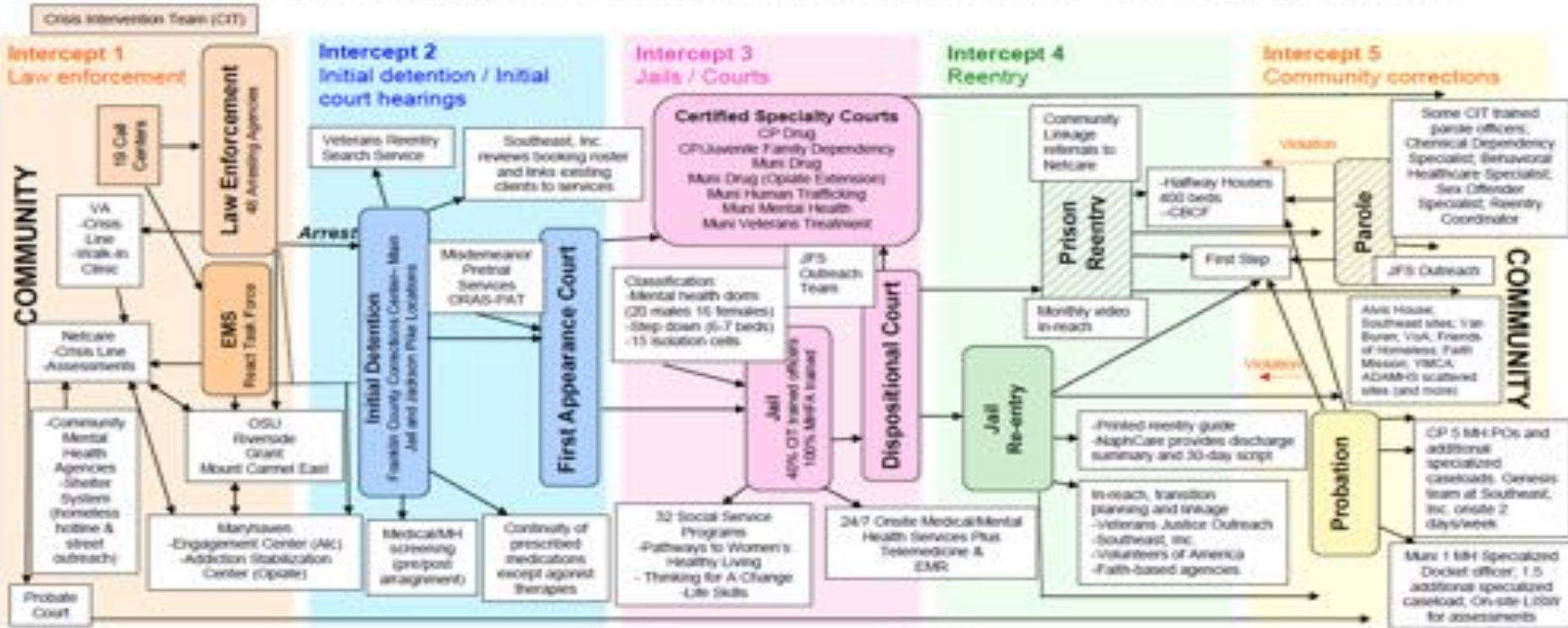
Threats:

1. Loss of funding
2. Loss of political will
3. Loss of committed staff that "get it"
4. Shortage of Behavioral Health professionals
5. Staff burnout and compassion fatigue

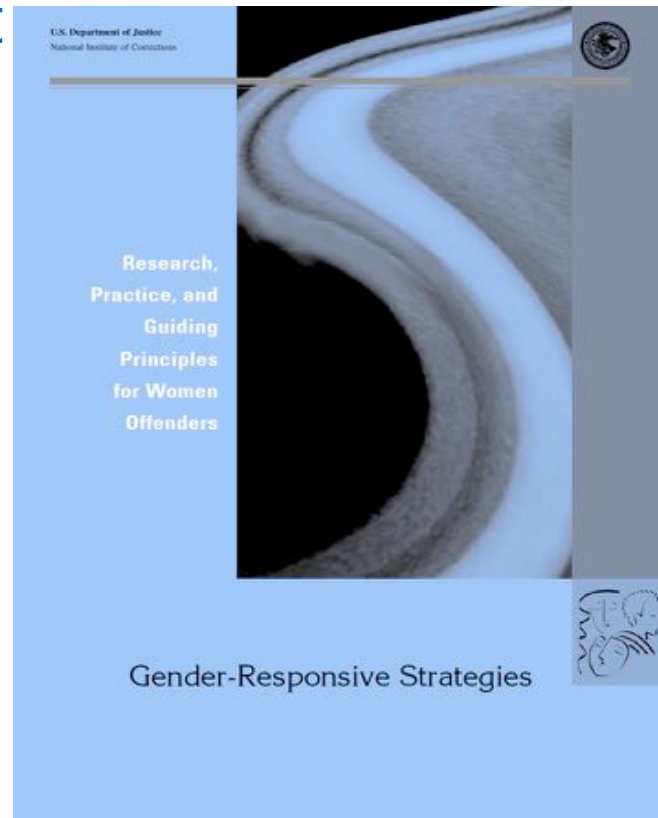


Justice System Mapping

Sequential Intercepts for Change: Criminal Justice - Mental Health Partnerships – Franklin County March 2018

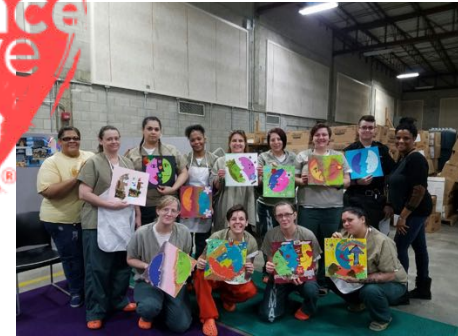


Conduct a Gender Responsive Policy and Practice Assessment



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Build Collaborative Partnerships



Develop a Communications Plan to Build Awareness

The Columbus Dispatch

Franklin County program helps frequently jailed women chart new path

By Marc Koenig
The Columbus Dispatch
Posted Aug 26, 2018 at 4:52 PM
Updated Aug 26, 2018 at 4:52 PM
One half of Rachel Cook's artwork was labeled Sevens. That's the staff that keeps the 26-year-old Linden area woman hooked on drugs.

The other half was labeled Depression, another of Cook's struggles and one that often makes it difficult for her to forgive herself and move past her mistakes.

There was a puzzle piece between the two sides, alongside the word *Lost*.

"I used to feel like a lost cause, like there was no hope for me," Cook said Friday from behind the walls of the Franklin County Corrections Center on Jackson Pike south of Dorenwatsen.

That's where Pathways comes in. On Friday, Cook and a dozen other women in the county jail marked their successful completion of a "healthy living" program designed to help repeat offenders prepare for life after jail and avoid a re-arrest.

"For once, I actually have sober support, people who are going to be there for me, people who want to help," said Cook, who will be released in about a month. "It's given me needs to take outside with me, and it's also given me support on the outside that I know, even if for some reason I was to relapse, they're going to be there for me."

Pathways, launched by the county in early 2016, is designed for women dealing with mental-health and substance-abuse issues who were furloughed into and out of jail, said Patricia Palmer, a re-entry social-support specialist at the Franklin County Office of Justice Policy and Programs.

Palmer recounted her own drug addiction and stints in jail and prison over the past 20 years. Her last conviction was about 13 years ago; she's now a chemical-dependency counselor and a licensed social worker.

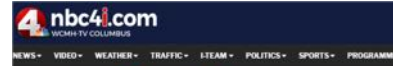
"I walked a mile in their shoes, but I also know what it takes to break the cycle," she said.

To date, 187 women have participated in Pathways, and more than 100 have successfully completed the eight-week program, which includes art and yoga classes and life coaching.

Participants also develop action plans for after they're released, and the program helps find some of the women housing and provides job placement, counseling and other support services.



Columbus Dispatch Interview



Local News Yoga in jail could help rehabilitate inmates

By: Mattie Hawkins

Posted May 21, 2018 at 12:18 AM EDT
Updated May 21, 2018 at 12:18 AM EDT



ONLY ON NBC4
YOGA BEHIND BARS
FRANKLIN COUNTY

Franklin County Sheriff's Sergeant honored for helping inmates turn their lives around



Shannon Shady believes in second chances. The Franklin County Sheriff's Sergeant works hard to give one to every female inmate who comes through her Pathways to Women's Healthy Living Program at the Jackson Pike Corrections Center.

"You had the pain never going to get nowhere. Nothing's ever going to change. You just beat yourself up a lot while you're in here," said 31-year-old Tiffany Barrett.



WBNS Interview w/ Pathways Graduates

COLUMBUS (WCMH) -- A unique idea at a local jail could be leading inmates to a better life.

People practice yoga in their daily lives but officials are hoping it can actually help rehabilitate offenders.

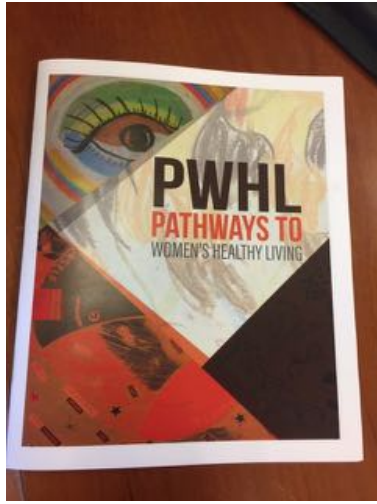
For women incarcerated life isn't easy in jail or on the outside.

For dozens of women taking part in a new program called Pathways, that could be changing.

"I'm able to find inner peace being here," said Diamond Bright.



Tell Your Story



WBNS Interview w/ Pathways Graduates



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# of Jail Bed Nights 3 yrs prior	2,425	Cost = \$230,108
# of Jail Bed Nights 1 yr post	172	Cost = \$16,665
# of Bookings into FCJ 3 yrs prior	65	
# of Bookings into FCJ 1 yr post	8	
Graduates Re-Arrested Convictions	5 of 25	or 20%
	4	
# of Keep Separates Pre-Program	29	
# of Keep Separates During Program	17	
# of Keep Separates Post Program	11	

Data Limitations: Reflects Franklin County arrests and Jail Bed Nights only

Jail Per Diem @ \$96.89



This is Miss Stella

40 years in and out of the system, 4 trips to prison, dozens of jail stays, hundreds of arrests.

1 new apartment

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Franklin County Sheriff's Office

Building a State of the Art Jail Facility that
Incorporates and Embraces Gender
Responsive Policy and Operational Practices



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Franklin County Corrections Center I



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Franklin County Corrections Center II



**Franklin County
Corrections Center II**



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About Franklin County



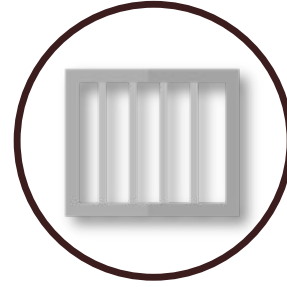
43

cities,
villages,
townships



28

law enforcement
agencies



2330

beds



2150

avg. daily
population



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Challenges



THE JAIL ISSUES

- Jail is *de facto* mental health treatment facility
- Jail is *de facto* detox and AOD treatment facility
 - Jail is *de facto* homeless shelter
 - Many underserved Veterans
- Disproportionate impact to communities of color, communities of poverty, immigrants, and marginalized groups
 - Women are fastest growing population
- Many are pre-trial and not yet convicted of any crime

BUT JUST HOW BIG ARE THE PROBLEMS?

- What resources are needed to address them?
- Who will pay for it and how much will it cost?
 - What happens if we do nothing?



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GOAL: CREATE A MODEL FACILITY

- Direct Supervision
- Behavior Management
- Restrictive Housing
- Mental Health Care
- Substance Abuse
- Gender Responsive

The latest in operational and design thinking



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PLAN THE OPERATION FIRST...

then DESIGN the Building!



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Gender Responsive Design



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Contact Information

- Becki Ney, Project Director,
Principal National Resource
Center on Justice-Involved
Women (NRCJIW), Center for
Effective Public Policy
bney@cepp.com
- Allison Upton, Project Manager,
Council of State Governments
(CSG) Justice Center
aupton@csg.org
- Melissa Pierson, Deputy Director
of Justice Services, Franklin
County Office of Justice Policy &
Programs
mspierson@franklincountyohio.gov
- Deputy Chief Geoff Stobart,
Franklin County Sheriff's Office
gastobar@franklincountyohio.gov



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For more information, contact Olivia Randi at orandi@csg.org

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