

Wayne County Community Corrections Strategic Plan 2022 – 2024

To provide accountability, safety, and hope to those impacted by the Wayne County criminal justice system.

Wayne County
Community Corrections Board
December 6, 2021



Table of Contents

- Background..... 2**
 - Funding from Ohio Consortium of Crime Science (OCCS) for Consultants: 2
 - Purpose of Strategic Plan:..... 2
 - Strategic Planning Process: 3
 - Leadership Group: 3
 - Interviews:..... 3
 - Survey:..... 4
 - Community Planning Session:..... 4
 - Key Stakeholder Engagement:..... 4
 - Final Plan: 4

- Vision 4**

- Mission..... 4**

- Values 4**

- Three Year Goals 5**

- Year One Work Plan 5**

- Implementation Oversight, Monitoring, and Reporting..... 13**
 - WCCCB:..... 13
 - Chairperson of Strategic Plan Implementation:..... 13
 - Work Group Leaders: 14
 - Work Group Members: 14

- Attachments 15**
 - Attachment A: Leadership Group Membership 15
 - Attachment B: Interview Questions..... 16
 - Attachment C: Survey Questions..... 17
 - Attachment D: Community Planning Session Schedule and PowerPoint..... 20
 - Attachment E: Quarterly Progress Report 29

Background

The Wayne County Community Corrections Board (WCCCB) is a local corrections planning board established by Ohio Revised Code (ORC) Section 5149.34. The WCCCB is responsible for establishing a comprehensive plan for the development, implementation, and operation of corrections services in Wayne County. It is also responsible for the review and approval of state and federal funds allocated to these services. The membership includes representatives from law enforcement, courts, jail, city and county governments, mental health, substance use, and other service providers who are approved by the Board of County Commissioners. Per ORC Section 5149.34 (B) "Each local corrections planning board established pursuant to division (A) of this section shall adopt within eighteen months after its establishment, and from time to time shall revise, a comprehensive plan for the development, implementation, and operation of corrections services in the county." In compliance with this statutory requirement, the WCCCB has engaged in the process of updating the Strategic Plan during the year 2021. This is a time of many changes in the law, community resources, funding for services, and aging infrastructure of the jail; all of which make an update timely and necessary.

Funding from Ohio Consortium of Crime Science (OCCS) for Consultants: The WCCCB received funding assistance from the Ohio Consortium of Crime Science (OCCS) to update its 2014 Comprehensive Plan by developing "long-term goals supported by shorter term goals (annual) that are flexible/adjustable as community needs are assessed, addressed and/or changed." To accomplish this objective the WCCCB sought to:

1. Continue collecting system wide information from all stakeholders to develop a corrections related service and resource list.
2. Identify gaps once services and resource data is collected.
3. Create annual as well as long term strategic goals based on identified gaps.
4. Improve status reporting and tracking of goals and special and on-going projects.
5. Develop a mechanism for increasing community awareness of and involvement in corrections issues and solutions.

Consultants Eric Jefferis and Elsie Day engaged with the WCCCB to facilitate the strategic planning process beginning in May 2021.

Purpose of Strategic Plan: This Strategic Plan will be used by the WCCCB to assure members and other stakeholders are working toward common goals, agree upon intended outcomes/results, and over time assess and adjust the direction in response to environmental changes. A successful Strategic Plan will focus member energy and resources toward meeting

the goals established, fill identified gaps in services, increase community awareness of, and involvement in, corrections issues and solutions.

Strategic Planning Process: The planning process for the development of the Wayne County Community Corrections Strategic Plan (Strategic Plan) began in May 2021, ending with approval by the Wayne County Community Corrections Board in December 2021. The process was designed to gather information, engage a cross-section of stakeholders in the criminal justice system to obtain their perspectives, and reach consensus on the content of the Strategic Plan. The six-step planning process is explained below.

Leadership Group: Selected members of the WCCCB designated James Richards, Captain in the Wayne County Sheriff's Office and Chairperson of the WCCCB, to be the primary contact for the consultants and to serve as the Chairperson of the Strategic Plan Leadership Group. The purpose of the Leadership Group was to meet six times with the consultants to provide guidance and direction on development of the plan. Membership of the Leadership Group included key criminal justice system stakeholders such as law enforcement, elected officials, government and non-profit service providers and individuals that were involved in the justice system (Attachment A).

Interviews: The goal was to interview up to 20 individuals representing diverse backgrounds and involvement with the criminal justice system. The Leadership Group submitted 22 names of potential interviewees. The consultants developed eleven interview questions (Attachment B) which were posed to interviewees conducted via phone or a Zoom link. Sixteen interviews were conducted involving 17 individuals; the remainder either declined to be interviewed or did not respond to the request. The breakdown of those interviewed included the following (some interviewees identified as representative of multiple stakeholder groups):

Group	Number
Agency	8
Law enforcement/prosecution	4
System involved	2
Family members of system involved	2
Business	2
Funder	1

The results of the interviews identified dominant themes that helped frame questions for the survey and the goals and objectives of the Strategic Plan.

Survey: An anonymous web-based survey was circulated widely to the general community and all stakeholder groups in the criminal justice system over a three-week period of time. There were 13 questions in the survey (Attachment C). Two-hundred thirty-five individuals opened the survey with 175 completing the survey.

Community Planning Session: On September 21, 2021, an all-day community planning session was conducted at Grace Church in Wooster, Ohio involving 49 individuals representing a cross-section of backgrounds and relationships to the criminal justice system. The session included presentations on selected criminal justice system data, the results of the interviews and survey, and large and small group discussions (Attachment D). Notes from the session were reviewed and discussed at a Leadership Group meeting in order to further refine the Strategic Plan goals and objectives.

Key Stakeholder Engagement: On December 6, 2021, the final draft of the Strategic Plan was presented to the full WCCCB and key stakeholders that had been identified to assist in implementation of the plan. Comments and suggestions were provided and incorporated in the final Strategic Plan which was adopted by the WCCCB.

Final Plan: The final plan was submitted to the Leadership Group. The plan provides a roadmap for general long-term (three years) direction, work to be completed in 2022, and oversight of implementation to ensure progress is made and needed updates occur.

Vision

To provide accountability, safety, and hope to those impacted by the Wayne County criminal justice system.

Mission

Agencies work collaboratively to deliver a coordinated continuum of services to achieve fair, just, and effective results in the Wayne County Justice System.

Values

The agencies and individuals providing services in the criminal justice system embrace the following values:

- *Integrity:* We are honest and adhere to strong moral and ethical principles in all of our interactions.

- *Collaborative*: We are committed to collaborating with others to strengthen our work and ensure our services are readily accessible.
- *Innovative*: We are open to new ideas and innovation in how we serve our community.
- *Accountable & Responsible*: We are good stewards of our resources and committed to achieving excellence and successful outcomes.

Three Year Goals

GOAL 1: Expand and enhance the public and private Wayne County criminal justice system continuum of services to increase alternatives to incarceration and reduce recidivism.

GOAL 2: Renovate and/or expand Wayne County Jail to detain those that pose a threat to community safety and offer services that result in positive outcomes.

GOAL 3: Improve training, communications, and coordination among Wayne County public and private criminal justice system agencies.

GOAL 4: Develop system-wide data collection, reporting, evaluation, and research to inform and guide the provision of criminal justice services in Wayne County.

GOAL 5: Inform the broader community about the Wayne County criminal justice system in order to increase engagement and support.

GOAL 6: Expand and strengthen the prevention system of services in Wayne County to reduce the number of individuals coming to the attention of the Wayne County criminal justice system.

Year One Work Plan

In order to move forward on implementation of the goals and objectives in 2022, the Chairperson for Strategic Plan Implementation and Leaders of the Work Groups should develop a preliminary budget for 2022, identify potential funding sources, and work to obtain that funding. It is anticipated that as the Work Groups make progress on implementation, more specificity on funding will emerge and the Chairperson and Leaders will need to do further work related to funding.

GOAL 1: Expand and enhance the public and private Wayne County criminal justice system continuum of services to increase alternatives to incarceration and reduce recidivism.

LEADERSHIP: Michelle Kelly

Objectives	Target Date	Activities
A. Expand supportive services and reentry planning within the Jail	April 2022, ongoing	<ol style="list-style-type: none"> 1) Identify space available for services (nature of space, occupancy & days/times of week) 2) Identify existing services to be expanded and new services to be added 3) Finalize agencies/staff/volunteers to provide the services 4) Ensure new staff & volunteers comply with Jail requirements & provide orientation and training, as needed 5) Implement services
B. Enhance & expand reentry services	July 2022, ongoing	<ol style="list-style-type: none"> 1) Develop protocols to prepare a reentry plan for all released from ODRC prisons, Community Based Corrections Facilities, halfway houses, & Jail that will remain in or return to Wayne County 2) Create a one-stop reentry resource center (through improved integration and expansion of services and/or a central location to house core reentry services) 3) Implement services
C. Enhance & increase alternatives to placement in the Jail	September 2022	<ol style="list-style-type: none"> 1) Investigate best practice alternatives to jail incorporating the tenets of Stepping Up initiative 2) Agree on alternatives to jail to be established 3) Implement services
D. Monitor, assess, & report on the progress with implementation of all services	July 2022, ongoing	<ol style="list-style-type: none"> 1) Establish process and format for monitoring, assessing, and reporting on new services 2) Submit quarterly reports
E. Identify other best practices services that are needed	December 2022	<ol style="list-style-type: none"> 1) Review National Institute of Corrections "Evidence-based Decision-Making: A Guide for Pretrial Executives" and other

<p>to enhance & expand the continuum of criminal justice system services focused on alternatives to incarcerations and reduced recidivism</p>		<p>relevant documents</p> <p>2) Develop a summary of priority services to be added to the continuum of services with target dates for implementation</p>
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GOAL 2: Renovate and/or expand Wayne County Jail in order to detain those that pose a threat to community safety and offer services that result in positive outcomes.

LEADERS: Ron Amstutz, James Richards

Objectives	Target Date	Activities
A. Assess facility needs and identify jail site	January 2022	<ol style="list-style-type: none"> 1) Perform cost analysis comparing building on current site v. new site 2) Prepare report on facility requirements, site, and costs 3) Agree on jail Improvement Plan
B. Educate public about cost options examined, services to be provided at facility, status of construction	January 2022, ongoing after every major phase of initiative	<ol style="list-style-type: none"> 1) Develop communications plan (e.g., discussion points, informational materials) 2) Identify spokesperson(s) 3) Release press /online statements about initiative 4) Conduct information sessions for community members
C. Develop detailed design and bidding documents	March 2023	<ol style="list-style-type: none"> 1) Identify professional service providers 2) Develop required design and bidding documents 3) Issue request for proposals 4) Select contractors
D. Complete construction of new facility	July 2024	<ol style="list-style-type: none"> 1) Oversee construction to ensure compliance with all requirements

GOAL 3: Improve training, communications, and coordination among Wayne County public and private criminal justice system agencies.

LEADERS: Cheryl Thomas, Cindy Kuhl, Cheryl Gerwig

Objectives	Target Date	Activities
A. Increase cross-discipline/agency attendance at 2022 trainings conducted by WCCC Board agencies and other relevant organizations	April 2022, ongoing	<ol style="list-style-type: none"> 1) Identify agency to coordinate communications on available trainings 2) Survey agencies quarterly on trainings 3) Issue quarterly schedule of trainings 4) Promote trainings in regularly scheduled meetings 5) Gather information on attendance and evaluations of sessions
B. Organize trainings that address priority needs not currently addressed	July 2022, ongoing	<ol style="list-style-type: none"> 1) Conduct a survey of agencies on training needs 2) Develop and offer trainings that address the top three priorities identified in the survey 3) Gather information on attendance and evaluations of sessions
C. Enhance communication and coordination among agencies	July 2022, ongoing	<ol style="list-style-type: none"> 1) Establish a communications platform with defined goals and objectives 2) Conduct an orientation session on the communications platform and recruit participants 3) Enroll individuals in communications platform 4) Monitor usage of platform and assess value
D. Monitor, assess, & report on the progress with implementation of all activities	July 2022, ongoing	<ol style="list-style-type: none"> 1) Establish process and format for monitoring, assessing, and reporting on new services 2) Submit quarterly reports

GOAL 4: Develop system-wide data collection, reporting, evaluation, and research to inform and guide the provision of criminal justice services in Wayne County.

LEADERS: Dr. Anne Nurse, Judge Timothy Vansickle

Objectives	Target Date	Activities
<p>A. Develop a system-wide data inventory that is searchable and sharable</p>	<p>May 2022, ongoing</p>	<ol style="list-style-type: none"> 1) Identify a contractor to conduct inventory 2) Develop a sampling-frame of agencies to be included in the inventory 3) Develop a survey/interview protocol to examine data shareability and digital access 4) Implement data inventory and report results to WCCCB 5) Based on the results of the data inventory, decide on whether or not to contract for a data sharing repository to be built
<p>B. Conduct evaluations to determine which services individuals are receiving, the specific interventions, and the effect of those interventions</p>	<p>May 2022, ongoing</p>	<ol style="list-style-type: none"> 1) Create evaluation subgroup 2) Prioritize evaluation needs 3) Decide on in-house v. external evaluation 4) Identify evaluation partner (if necessary) 5) Perform a evaluability study 6) Evaluate priority programs

GOAL 5: Inform the broader community about the Wayne County criminal justice system in order to increase engagement and support.

LEADERSHIP: Angela Wypasek

Objectives	Target Date	Activities
A. Educate Wayne County citizens and system-involved individuals about the criminal justice system	April 2022, ongoing	<ol style="list-style-type: none"> 1) Identify priority target populations to educate and inform 2) Conduct focus groups with target population to guide further planning 3) Identify agency to coordinate education efforts 4) Identify strategies to circulate information (i.e. social media, positive, fun events, Reentry Coalition, website/call line, etc.) 5) Develop critical information to share for all mediums to be used 6) Implement educational and informational activities
B. Establish Justice Volunteer Corps of Wayne County	July 2022, ongoing	<ol style="list-style-type: none"> 1) Define the goals, objectives, and operating procedures for the Justice Volunteer Corps (JVC) 2) Identify agency to oversee JVC and agencies requiring volunteers and position descriptions 3) Recruit volunteers 4) Orient and train volunteers 5) Place volunteers and begin services
C. Monitor, assess, & report on the progress with implementation of all activities	July 2022, ongoing	<ol style="list-style-type: none"> 1) Establish process and format for monitoring, assessing, and reporting on new services 2) Submit quarterly reports

GOAL 6: Expand and strengthen the prevention system of services in Wayne County to reduce the number of individuals coming to the attention of the Wayne County criminal justice system.

LEADERS: Sara Reith, Heather Warner

Objectives	Target Date	Activities
A. Increase documentation of services and activities in Wayne County in order to identify gaps or areas where increased services would aid the prevention services.	May 2022, ongoing	<ol style="list-style-type: none"> 1) Conduct a census of providers serving Wayne Co 2) Survey providers for comprehensive list of services. 3) Interview providers to gather detailed information about services (e.g., fidelity to best-practice model; evaluations conducted) 4) Develop annotated online resource guide of available services 5) Hold focus group to identify remaining gaps/weaknesses to be filled
B. Implement program that is identified as priority “gap”	May 2022, ongoing	<ol style="list-style-type: none"> 1) Identify best practice related to “gap” 2) Implement and assess in pilot service agency

Implementation Oversight, Monitoring, and Reporting

Development and adoption of the 2022 - 2024 Wayne County Community Corrections Strategic Plan is a significant accomplishment providing focus and direction for activities over the next three years; but ongoing engagement of all stakeholders and effective implementation and oversight is critical to ensure the investment in the planning process is realized. First, an open community session should be held in January 2022 to inform stakeholders about the Strategic Plan. There must also be opportunities for adaptations in the Strategic Plan as a result of changing conditions and emergent issues. The Strategic Plan should be reviewed and updated, as needed, and annual work plans should be developed. In the last half of 2024, there should be a determination to either extend the Strategic Plan additional years or begin planning for the development of a new Strategic Plan.

The WCCCB will oversee implementation of the strategic plan, but the Work Group Leaders and membership assigned to each goal in the Year One Work Plan (Work Plan) will drive the progress that is made. In addition, all agencies that are impacted by the goals and objectives in the Strategic Plan need to be open to changes that have been identified and ensure implementation occurs. Responsibilities are as follows:

WCCCB:

- Assign a Chairperson to oversee implementation of the Strategic Plan
- Review quarterly progress reports on each of the six goals in the Work Plan
- Provide recommendations to address barriers in the progress reports and activities in the Work Plan
- Determine if there are any emergent issues to address and add to one of the goals that are being addressed
- Assist in obtaining funding needed to implement the Strategic Plan
- Advocate with agency or stakeholder groups you represent, as appropriate, to gain support for the activities in the Work Plan

Chairperson of Strategic Plan Implementation:

- Provide support and direction to the Work Group Leaders
- Convene quarterly meetings with Work Group Leaders to discuss progress and prepare for presentations to the WCCCB
- Lead discussions on development of budget and funding to implement the Strategic Plan
- Advocate with agency or stakeholder groups you represent, as appropriate, to gain support for the activities in the Work Plan

Work Group Leaders:

- Convene, set agenda for, and facilitate monthly Work Group meetings to make progress on implementation
- Circulate a summary of discussions at Work Group meetings and resulting assignments
- Communicate with Chairperson of Strategic Plan Implementation to strategize on addressing barriers that have been identified
- Prepare quarterly progress reports (Attachment E) and present to the WCCCB
- Participate in discussions on development of budget and funding to implement the Strategic Plan
- Advocate with agency or stakeholder groups you represent, as appropriate, to gain support for the activities in the Work Plan

Work Group Members:

- Attend Work Group meetings
- Complete assignments from Work Group meetings in a timely and complete manner
- Advocate with agency or stakeholder groups you represent, as appropriate, to gain support for the activities in the Work Plan

Attachments

Attachment A: Leadership Group Membership

Wayne County Community Corrections Board Strategic Plan		
Leadership Group		
Jammie Richards	Sheriff's Office	Chairperson
Elsie Day	Consultant	
Eric Jefferis	Kent State University	
Ron Amstutz	County Commissioners	
Timothy Vansickle	Municipal Court Judge	
Judy Wood	Mental Health and Recovery Board	
Jessica Orr	Mental Health and Recovery Board	
Michelle Kelly	Anazao	
Piper Davidson	One-Eighty	
Cheryl Thomas	One-Eighty	
Diane Derue	Counseling Center	
Cheryl Gerwig	Common Pleas Probation	
Cindy Kuhl	Common Pleas Probation	
Dan Lutz	Prosecutor's Office	
Rodney Baca	Public Defender's Office	
Matthew Birkbeck	Orrville Police Department	
Kevan Franklin	Faith Community	
Susan Figge	Community Member	
Reber, Tyler	Successful Individual	

Attachment B: Interview Questions

WAYNE COUNTY COMMUNITY CORRECTIONS BOARD STRATEGIC PLAN

Interview Questions

1. Please tell me about your agency (if you are in an agency) and your role at the agency and/or how you fit into/relate to the criminal justice system.
2. What do you see as the primary mission and goals of the criminal justice system?
3. Who do you see as the primary stakeholders in the criminal justice system – agencies, those served, those impacted, etc.?
4. On a scale of 1-10 with 10 being the highest, how would you rate the effectiveness of the criminal justice system at achieving its goals related to its primary stakeholders?
5. What are the strengths of the criminal justice system? What are the contributing factors to making these successes?
6. What are the weaknesses of the criminal justice system? How should these weaknesses be addressed?
7. Looking ahead a few years, what three objectives do you think should definitely be included in the Strategic Plan that is being developed by the Wayne County Community Corrections Board?
8. Who do you think is essential in developing and implementing the Strategic Plan?
9. Do you know of any individuals, reports, data, etc. that you think would be helpful to us as we assist with development of the Strategic Plan? Can you share those with us?
10. What are the sources and types of information that shape the public's opinions about the criminal justice system?
11. Is there anything else that you would like to share with me?

Attachment C: Survey Questions

WCCCB

The Wayne County Community Corrections Board would like your help in developing a Wayne County Criminal Justice Strategic Plan. Your response to this survey will be valuable in determining the content of the plan. We look forward to having a wide range of individuals respond to share their opinions in order to assist with the development of the plan. To get started, please read the information and instructions below.

This survey is being administered by Eric Jefferis, Ph.D., and Elsie Day, J.D., who are consultants to the WCCCB.

Responses to this survey will be kept confidential and will only be reported in the aggregate. Individually identifying information will not be reported at any time.

If you have any questions or concerns about the survey, you can contact Eric Jefferis at: ejefferi@kent.edu, 330.672.6502.

The survey asks about your opinions. There are no right or wrong answers and you will not be required to gather information to answer any questions. It should take less than eight minutes to complete the survey.

Please note that we will be having a "community planning session" on September 21st from 9:00 to 4:00 to report on the results of this survey and to participate in a strategic planning process. We hope you are able to hold this date on your calendar. Details about the meeting will follow.

Thank you, you can now continue to the survey!

Please tell me about your agency (if you are in an agency) and your role at the agency and/or how you fit into/relate to the criminal justice system. (Check all that apply)

- System involved person
- Family member of system involved person
- LE/Prosecution
- Courts/Probation
- Other government agency
- Business member
- Faith based organization
- Non-profit service provider
- Other

How much do you agree with the following statements about Wayne County?

	Strongly Agree	Somewhat Agree	Neither agree nor disagree	Somewhat disagree	Strongly Disagree
There are enough workers in the corrections systems to serve the needs of Wayne County					
Wayne County Services for those returning to the community for jail or prison are helpful					
Wayne County needs alternative services that prevent individuals from being placed in the jail or prisons					
Mental health services are sufficient					
Drug and alcohol use services are sufficient					
Specialized courts (such as drug courts) are beneficial to the community					

The purpose of the criminal justice system is to:

	Strongly Agree	Somewhat Agree	Neither agree nor disagree	Somewhat disagree	Strongly Disagree
Rehabilitate					
Incarcerate					
Provide treatment services					
Protect the community					
Prepare offenders to reenter the community					
Punishment					

How would you like to see the Wayne County Community Corrections Board work with other in the community to create a safe and healthy community?

Who do you see as the primary groups involved with - or impacted by - the criminal justice system?
(Check all that apply)

- Criminal justice system (e.g., courts, law enforcement, probation, jails, etc)
- Offenders
- Victims
- Service providers (i.e., private agencies)
- Prevention oriented individuals/agencies/churches
- Family member of involved
- Children's services
- Jurors
- Witnesses
- Businesses
- Jobs and family services
- Elected officials
- Other

What are the strengths of the local criminal justice system? (Check all that apply)

- Range of services available
- Providing offenders opportunities to succeed
- Skilled and trained personnel
- Collaboration between agencies
- Use of evidence-based practices
- Other

What are the weaknesses of the local criminal justice system? (Check all that apply)

- Jail facility inadequate
- Need more services
- Laws too lenient
- Limited off-hour services
- Need more training for staff
- Poor communication across agencies
- Limited alternatives to jail
- Lack of evaluation/research/evidence-based approaches
- Slow processing time
- Other

Looking ahead a few years, what three objectives do you think should definitely be included in the Strategic Plan that is being developed by the Wayne County Community Corrections Board? (Check your top three.)

- Expand services to persons involved in justice system
- Expand/improve the jail
- Focus on services for those returning to the community from jail or prison
- Conduct evaluations/measure outcomes of corrections programs
- Focus on programs to prevent criminal behaviors
- Focus on job skills/getting jobs for justice system involved persons
- Enhance consequences for crimes
- Improve relations between the community and the local justice system
- Improve educational opportunities for justice system involved persons
- Include trauma informed programming for justice system involved persons
- Expand alternatives to incarceration
- Other

During a typical election, what is the likelihood that you would vote in support of the following type of levies (drag the arrow to the percent likely):

	Very unlikely		Somewhat unlikely		Neither likely nor unlikely	Somewhat likely		Very likely			
	0	10	20	30	40	50	60	70	80	90	100
Schools											0
Mental Health											0
Criminal Justice											0
Fire/EMS											0
Library Parks											0
Infrastructure											0

What are the sources and types of information that primarily shape the public's opinions about the criminal justice system? (Check the answer you see as most influential)

Traditional media (TV, Radio, Newspaper)

Social media (Facebook, Twitter, etc)

Word of mouth, family/friends

Arrest made statistics/agency reports

Other

Is there anything else you'd like to share with regard to developing a strategic plan for the Wayne County Criminal Justice System?

How would you prioritize these six strategic goals for Wayne County? Drag the items to rank them from most (#1) to least (#6) important.

Inform and engage broader community

Develop system-wide data collection, reporting, evaluation, research

Improve training, communication, and coordination among criminal justice system agencies

Expand/enhance public and private criminal justice service system continuum of services and sanctions

Renovate/expand jail

Expand/strengthen prevention

WAYNE COUNTY COMMUNITY CORRECTIONS STRATEGIC PLAN

Community Planning Session

Tuesday, September 21, 2021

9:00 a.m. to 4:00 p.m.

Grace Church

4599 Burbank Road * Wooster, Ohio

SCHEDULE

9:00 – 9:30 a.m.	Registration & Continental Breakfast	
9:30 – 9:45 a.m.	Background & Purpose of Session	James Richards
9:45 – 10:45 a.m.	Wayne County Criminal Justice Snapshot	
	<ul style="list-style-type: none">• Data• Results of Interviews• Results of Survey• Areas of Focus	Dr. Eric Jefferis Elsie Day Dr. Eric Jefferis Elsie Day
10:45 – 11:00 a.m.	Break	
11:00 – 11:30 a.m.	Vision, Mission, & Values	Elsie Day & All
11:30 a.m. – Noon	Continuum of Services	Elsie Day & All
Noon – 1:00 p.m.	Lunch on Your Own	
1:00 – 2:15 p.m.	Breakout Group Planning	All
2:15 – 2:30 p.m.	Break	
2:30 – 3:45 p.m.	Breakout Group Reports & Discussion	All
3:45 – 4:00 p.m.	Closing	James Richards

WAYNE COUNTY SEPTEMBER SESSION POWERPOINT for Attachment to Plan (Protected View) - PowerPoint

WAYNE COUNTY COMMUNITY CORRECTIONS STRATEGIC PLAN

COMMUNITY PLANNING SESSION
SEPTEMBER 21, 2021

Slide 1 of 52

WAYNE COUNTY SEPTEMBER SESSION POWERPOINT for Attachment to Plan (Protected View) - PowerPoint

SCHEDULE

9:00 – 9:30 a.m.	Registration
9:30 – 9:45 a.m.	Purpose of Session
9:45 – 10:45 a.m.	Snapshot
10:45 – 11:00 a.m.	Break
11:00 - 11:30 a.m.	Vision, Mission, & Values
11:30 a.m. to Noon	Continuum of Services
Noon – 1:00 p.m.	Lunch
1:00 – 2:15 p.m.	Breakout Group Planning
2:15 – 2:30 p.m.	Break
2:30 – 3:45 p.m.	Reports & Discussion
3:45 – 4:00 p.m.	Closing

Slide 2 of 52

WAYNE COUNTY SEPTEMBER SESSION POWERPOINT for Attachment to Plan (Protected View) - PowerPoint

WELCOME, BACKGROUND & PURPOSE OF SESSION

JAMES RICHARD, WAYNE COUNTY
SHERIFF'S OFFICE

Slide 2 of 52

WAYNE COUNTY SEPTEMBER SESSION POWERPOINT for Attachment to Plan (Protected View) - PowerPoint

BACKGROUND

- Welcome and thank you for joining this very important session
- Sponsored by Wayne County Community Corrections Board
 - ✓ Board established by ORC Section 5149.34
 - ✓ BOCC appoints members
 - ✓ Establish comprehensive plan for development, implementation, and operation of corrections services
 - ✓ Review and approve state and federal funds
- Strategic planning process is funded by the Ohio Crime Science Consortium which allowed us to retain two consultants that have been coordinating efforts
- Leadership Group established to provide oversight and guide the development of the Plan – Dr. Eric Jefferis & Elsie Day
- Plan to be completed by December 31, 2021

Slide 4 of 52

WAYNE COUNTY SEPTEMBER SESSION POWERPOINT for Attachment to Plan (Protected View) - PowerPoint

PURPOSE OF SESSION

- Session is to engage a diverse group of community stakeholders to contribute their ideas and reach a consensus on the vision, mission, values, goals and objectives of the strategic plan
- Preparation for session included:
 - ✓ Interviews
 - ✓ Survey
 - ✓ Leadership Group meetings
- Activities today:
 - ✓ Snapshot of Wayne County criminal justice system
 - ✓ Full group discussion on vision, mission, and values
 - ✓ Breakout group discussions on objectives and activities
 - ✓ Reports on objectives and discussion to reach consensus

Slide 5 of 52

WAYNE COUNTY SEPTEMBER SESSION POWERPOINT for Attachment to Plan (Protected View) - PowerPoint

WAYNE COUNTY CRIMINAL JUSTICE SNAPSHOT

DR. ERIC JEFFERIS, KENT STATE UNIVERSITY
ELSIE DAY, CONSULTANT

Slide 6 of 52

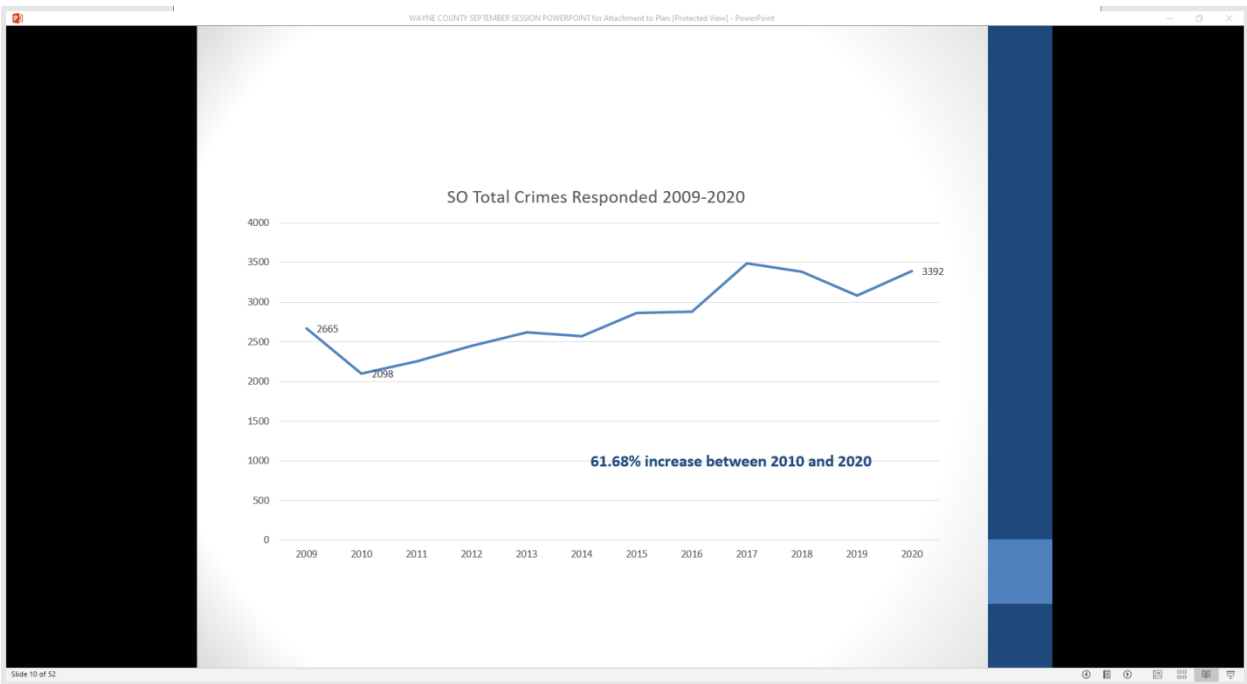
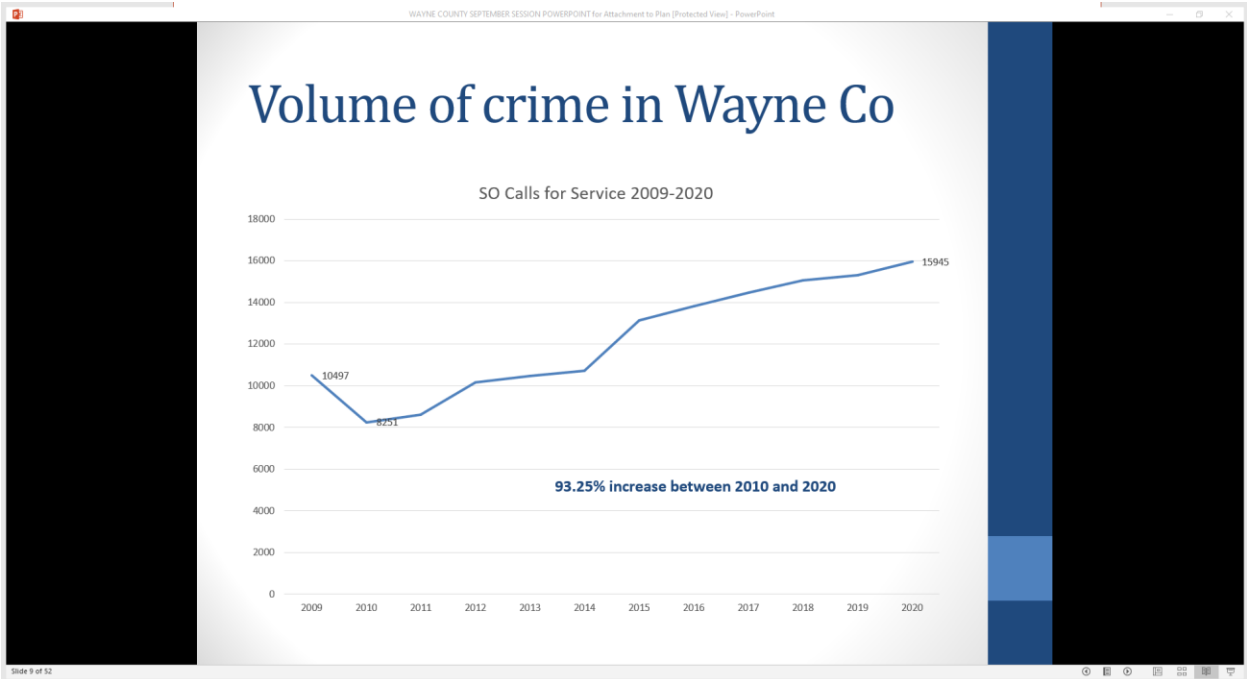
Wayne County Health

- From an overall public health perspective, Wayne County is one of the twenty healthiest counties in Ohio (countyhealthrankings.org)
 - Health rankings take into account factors such as violence and other public health indicators
- Children in poverty, adult obesity, high levels of adult smoking, and high levels of uninsured are notable community health concerns in the countyhealthrankings.org
 - 2016 Wayne County Health Department survey found that the levels of adult smoking had reached Healthy People 2020 goals

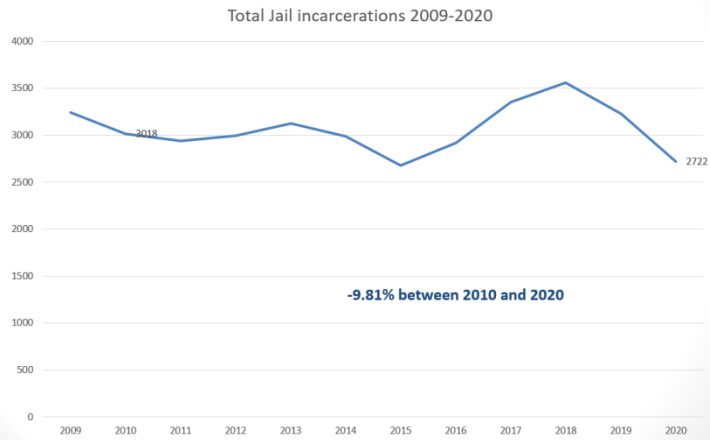
Basics of LE in Wayne Co

- Wayne County has thirteen LE agencies as well as the Ohio State Highway Patrol and two campus PDs (SIM, 2021)
- Jail population of 2,722 in 2020; 15 day average
- 97 individuals under supervision of APA (8/2021 APA report)
- Decreasing violent crime, increase in property and drug crimes (WCSO Annual Report, 2021)

	2019	2020	Increase/Decrease
Homicide	0	0	0% increase/decrease
Rape	22	19	13% decrease
Robbery	6	1	83% decrease
Burglary/B&E	177	172	2% decrease
Theft	393	501	27% increase
Vandalism	278	336	21% increase
Drug Investigation	266	340	28% increase

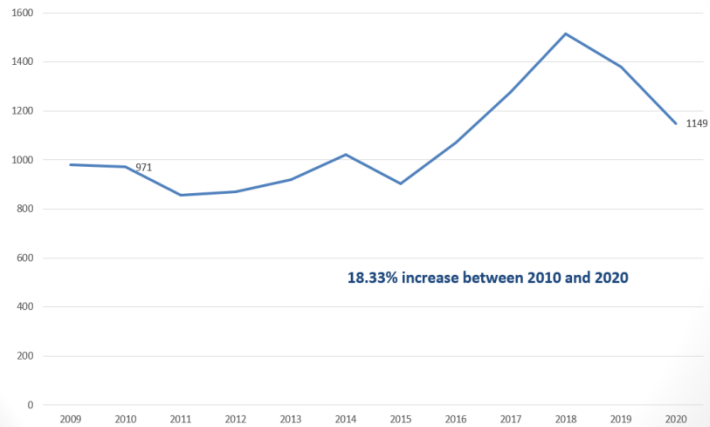


Jail population data

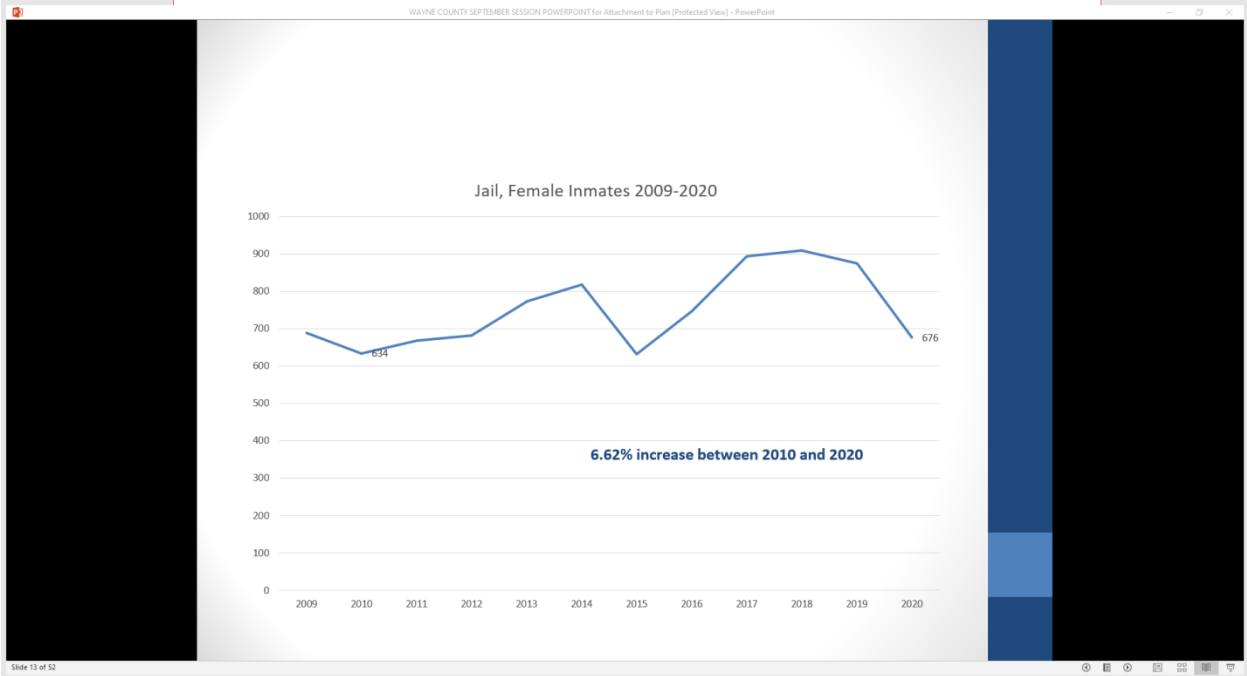


Slide 11 of 52

Jail, Felons Incarcerated 2009-2020



Slide 12 of 52



- WAYNE COUNTY SEPTEMBER SESSION POWERPOINT for Attachment to Plan (Protected View) - PowerPoint
- ## Summary of trends in jail population
- Findings are consistent with Jail Study
 - Operating at capacity
 - Female population is keeping male population of less serious offenses out
 - Happening in context of a 93.5% increase in overall calls for service in past 10 years and an increase in the county population
- Slide 14 of 52

Examples of available services

- **Counseling Center of Wayne and Holmes County (2020 Annual Report)**
 - Employee Services Program
 - Reentry employment training at Jail for Cognitive Behavioral Therapy and chemical addiction groups (reached 138 individuals)
 - Community group employment services (incl., adult probation)
 - Links with medical, behavioral health, and community resources
- **One Eighty**
 - Mental health and addiction assessments and services
 - Individual counseling
 - CBT and 12 Step groups
 - Medical consultations

INTERVIEWS: PURPOSE & PARTICIPANTS

- Individuals representing diverse backgrounds and relationships to the criminal justice system to identify dominant themes
- 22 individuals identified to be interviewed; 6 declined to be interviewed or did not follow through
- 16 interviews conducted involving 17 people

Background/Relationship	Number
Agency	8
LE/Prosecution	4
System-Involved	2
Family Member/System - Involved	2
Business	2
Funder/Convener	1

INTERVIEWS: MISSION & GOALS

Response	Number
Safety/Accountability & Rehabilitation/Services	10
Safety Alone	4
Rehabilitation Alone	1
Other	1 each

INTERVIEWS: STAKEHOLDERS

Group	Number
Criminal Justice System - Government	12
All of Community	8
Criminal Justice System - Private	7
Victims	6
System-Involved	5
Prevention	3
Family Members of System-Involved	3
Other	1 each

INTERVIEWS: RATING

Effectiveness : 1 lowest 10 highest	Number
Average: 5.71	
8	2
7	4
6.5	4
6	1
5.5	1
4.5	1
4	1
3	1
2	2

INTERVIEWS: STRENGTHS

Type	Number
Caring People/Give a Chance	15
Resources – Services/Finances	7
Collaboration	6
Skilled/Trained People	5
Use of Evidence-Based Practices	3
Communication	2
Other	1 each

INTERVIEWS: WEAKNESSES

Type	Number
Jail Facility Inadequate	8
More Services Needed	8
Laws/Policies Too Lenient	6
Poor/Inconsistent Treatment	5
Limited Off-Hour Services	4
Lack of Knowledge/Understanding	4
Poor at Addressing Repeat Offenses	3
Lack of Access to Services/Detained	3
Training Limitations	3
Reentry Services Limited	3
Poor Communication	3
Alternatives to Jail Limited	3
Other	1 or 2 each

INTERVIEWS: 3 PRIORITIES

Objective	Number
Improve/Expand/Offer New Services	16
Improve/Expand Jail	6
Improve Communication & Collaboration	5
Collect Data & Measure Outcomes	4
More Emphasis on Prevention	4
Jobs	3
Tougher Consequences	3
More Funding	3
Education/Community Relations	2
Training – Trauma Informed	2
Other	1 or 2 each

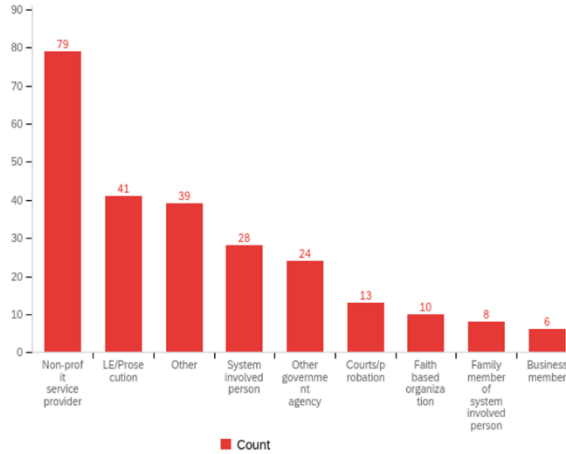
INTERVIEWS: PUBLIC OPINION

Source	Number
Traditional Media	10
Social Media	7
Word of Mouth/Family & Friends	6
Arrests Made/Statistics	3
Downtown Wooster	2
Civic Clubs	2
Other	1 each

SURVEY RESULTS

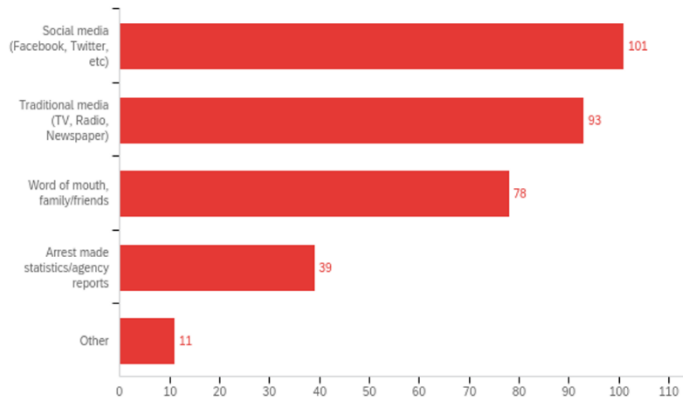
- Web based survey
- Follow-up to interview results
- Anonymous
- Sought wide range of respondents from agencies and the public
- Shared by WCCCB and more broadly
- Closed September 6th, 2021
 - Three weeks; reminder email
- 235 opened surveys
- 175 completed surveys
- Question types
 - E.g., Agency type, correctional orientation, strategic plan priorities

Please tell me about your agency (if you are in an agency) and your role



What sources of information shape public's opinion about CJ system?

Q11 - What are the sources and types of information that primarily shape the publ...



Purpose of the CJ system is to:

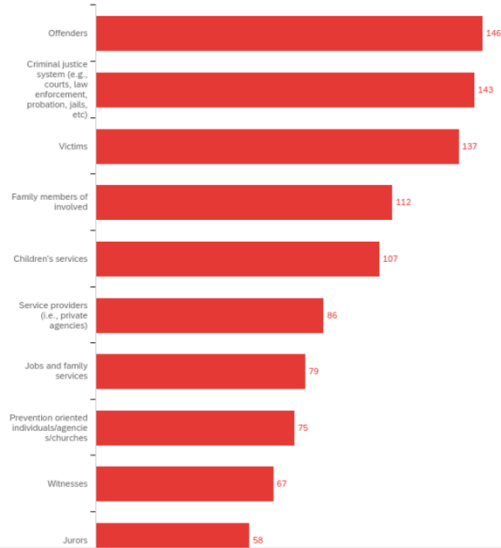
#	Field	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	Total
1	Rehabilitate	42.69% 73	40.35% 69	7.60% 13	5.26% 9	4.09% 7	171
2	Incarcerate	28.57% 48	42.86% 72	10.71% 18	13.69% 23	4.17% 7	168
3	Provide treatment services	34.52% 58	38.10% 64	12.50% 21	11.31% 19	3.57% 6	168
4	Protect the community	71.76% 122	22.35% 38	4.71% 8	1.18% 2	0.00% 0	170
5	Prepare offenders to reenter the community	43.79% 74	40.24% 68	6.51% 11	3.55% 6	5.92% 10	169
6	Punishment	38.32% 64	40.72% 68	9.58% 16	8.38% 14	2.99% 5	167

Showing rows 1 - 6 of 6

Percent likely to vote for a levy during typical election

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Schools	0.00	100.00	74.89	27.25	742.77	149
2	Mental health	5.00	100.00	81.79	22.94	526.10	150
3	Criminal justice	9.00	100.00	79.51	21.51	462.76	153
4	Fire/EMS	0.00	100.00	78.11	24.55	602.86	148
5	Library/Parks	0.00	100.00	67.41	27.85	775.89	144
6	Infrastructure	0.00	100.00	66.11	26.78	716.91	148

Primary groups involved with/impacted by CJ system?



Slide 29 of 52

Agree with statements about Wayne County?

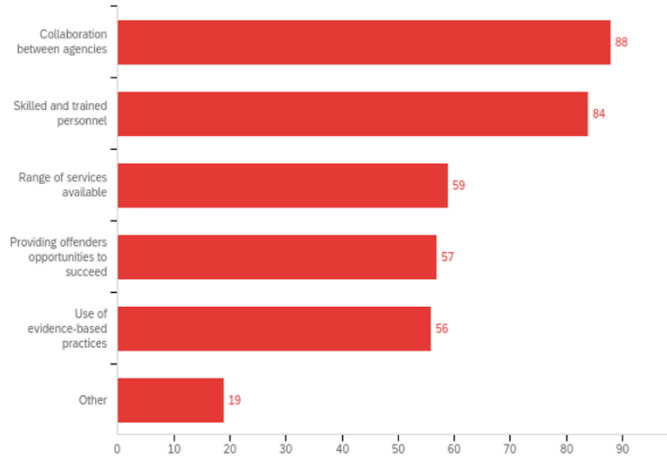
#	Field	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree	Total
1	There are enough workers in the corrections systems to serve the needs of Wayne County	3.43% 6	7.43% 13	25.71% 45	36.00% 63	27.43% 48	175
2	Wayne County services for those returning to the community from jail or prison are helpful	18.29% 32	32.57% 57	21.71% 38	20.57% 36	6.86% 12	175
3	The size and nature of the jail facility is not adequate to meet the needs of Wayne County	46.55% 81	23.56% 41	18.97% 33	5.75% 10	5.17% 9	174
4	Wayne County needs alternative services that prevent individuals from being placed in the jail or prisons	49.14% 86	27.43% 48	14.29% 25	5.71% 10	3.43% 6	175
5	Mental health services are sufficient	8.09% 14	18.50% 32	17.34% 30	31.21% 54	24.86% 43	173
6	Drug and alcohol use services are sufficient	10.47% 18	19.19% 33	18.60% 32	34.30% 59	17.44% 30	172
7	Specialized courts (such as drug courts) are beneficial to the community	45.40% 79	28.16% 49	16.09% 28	6.90% 12	3.45% 6	174

Showing rows 1 - 7 of 7

Slide 30 of 52

Strengths of local CJ system

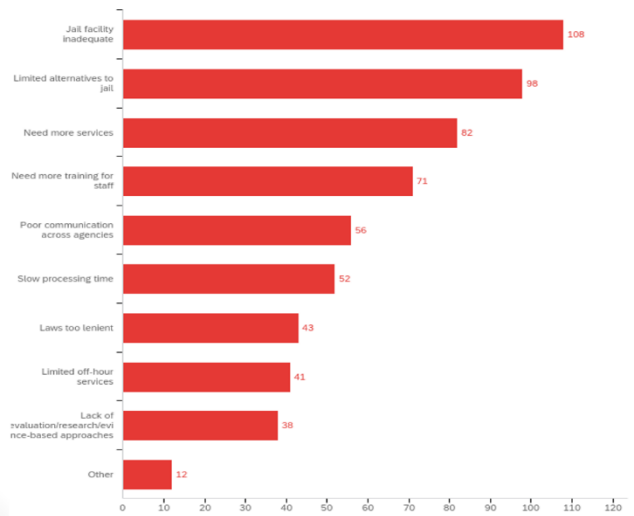
Q7 - What are the strengths of the local criminal justice system? (Check all tha...



Slide 31 of 52

Weaknesses of local CJ system

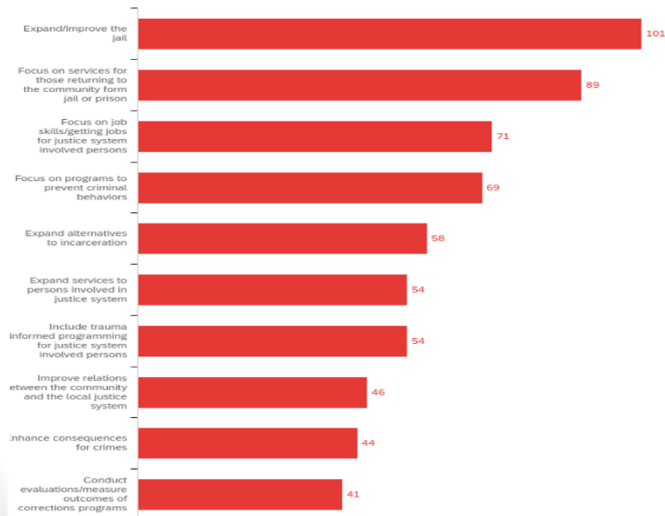
Q8 - What are the weaknesses of the local criminal justice system? (Check all th...



Slide 32 of 52

Three recommendations for strategic plan

Q9 - Looking ahead a few years, what three objectives do you think should defini...



Slide 13 of 52

Prioritize six identified strategic goals

Q13 - How would you prioritize these six strategic goals for Wayne County? Drag...

#	Field	1	2	3	4	5	6	Total
1	Expand/enhance public and private criminal justice service system continuum of services and sanctions	19.21% 29	15.89% 24	17.88% 27	16.56% 25	17.88% 27	12.58% 19	151
2	Improve training, communication, and coordination among criminal justice system agencies	17.88% 27	21.85% 33	25.83% 39	19.21% 29	9.93% 15	5.30% 8	151
3	Renovate/expand jail	32.45% 49	16.56% 25	7.95% 12	7.28% 11	10.60% 16	25.17% 38	151
4	Expand/strengthen prevention	19.87% 30	27.81% 42	18.54% 28	15.89% 24	11.26% 17	6.62% 10	151
5	Inform and engage broader community	3.97% 6	8.61% 13	16.56% 25	25.17% 38	21.85% 33	23.84% 36	151
6	Develop system-wide data collection, reporting, evaluation, research	6.62% 10	9.27% 14	13.25% 20	15.89% 24	28.48% 43	26.49% 40	151

Showing rows 1 - 6 of 6

Slide 14 of 52

How would you like to see the WCCCB work with others in the community to create a safe and healthy community?

- *Begin with education in the elementary schools...*
- *Increase established mental health and treatment services. Work with community services to increase access to safe housing and*
- *I would like the members to be more cognizant of what it is like to have a family member incarcerated and all the barriers there are for contact and services for both the inmate and the family. And then do something about it.*
- *Stable housing*
- *I feel that there is a lack of cultural understanding and there should be more training in diversity and dealing with people with addiction and mental health issues*
- *We need more recovery houses and better dependency courses. At this point there is really no help to the ones coming out. No housing available or set up. They just kinda kick them to the curb. They need to help they with things coming out. Most of them either have lost all their stuff while locked up or just don't have anything. They need better help prior to coming out.*

Slide 35 of 52

continued

- *Communicate consistently with the wider community about programs and progress*
- *Create a better system for addressing those with serious mental health issues that doesn't involve arresting them and holding them in the county jail. Also, more focus on reintegration efforts, particularly in regard to basic needs such as housing and transportation.*
- *Hoping the focus on Trauma Informed Understanding, Training in TBRI for all staff*
- *I am very proud of the work and service provided by the justice system in our county .*
- *Probation department rarely and holds people accountable and will not help when their people violate probation*
- *Wayne County needs an entirely new jail. Not a remake or rebuild. An entirely new jail*

Slide 36 of 52

Conclusions

- Findings are generally supportive of interview results
- Indicate several areas of potential focus for strategic planning that would address concerns of agency respondents and citizen respondents (e.g., communication)

Slide 37 of 52

AREAS OF FOCUS

- Expand/enhance the public and private criminal justice system continuum of services
- Renovate/expand the jail facility
- Improve training, communication, and coordination among criminal justice system agencies
- Develop system-wide data collection, reporting, evaluation, and research
- Inform and engage the broader community
- Expand/strengthen prevention system of service

Slide 38 of 52

WAYNE COUNTY SEPTEMBER SESSION POWERPOINT for Attachment to Plan (Protected View) - PowerPoint

VISION, MISSION, & VALUES

ELSIE DAY & ALL

Slide 39 of 52

This is a PowerPoint slide with a white background and a blue vertical bar on the right side. The title 'VISION, MISSION, & VALUES' is centered in a large, bold, grey font. Below it, the author's name 'ELSIE DAY & ALL' is written in a smaller, blue font. The slide is framed by a black border on the left and right sides. At the bottom left, it says 'Slide 39 of 52'. At the bottom right, there are standard PowerPoint navigation icons.

WAYNE COUNTY SEPTEMBER SESSION POWERPOINT for Attachment to Plan (Protected View) - PowerPoint

CURRENT CHARGE

- Analyze and address current local criminal justice issues
- Bring together a broad base of individuals
- Work to enhance the foundations already developed and set new initiatives for alternatives to incarceration

Slide 40 of 52

This is a PowerPoint slide with a white background and a blue vertical bar on the right side. The title 'CURRENT CHARGE' is centered in a large, bold, blue font. Below it, there is a bulleted list of three points in a black font. The slide is framed by a black border on the left and right sides. At the bottom left, it says 'Slide 40 of 52'. At the bottom right, there are standard PowerPoint navigation icons.

VISION

- **Aspirational**, desired future state
- Helps to make decisions that align with philosophy
- Helps to plan long-term
- Helps to motivate stakeholders

What are the key concepts, words, phrases that should be incorporated in the vision statement?

MISSION

- **Purpose**, present state
- Why you exist
- Action-oriented
- Helps to focus efforts

What are the key concepts, words, phrases that should be incorporated in the mission statement?

WAYNE COUNTY SEPTEMBER SESSION POWERPOINT for Attachment to Plan (Protected View) - PowerPoint

VALUES

- Core beliefs in how to operate and **interact with people**
- Moral compass
- Shape behaviors
- Standard to assess actions

What are the key concepts, words, phrases that should be incorporated in the value statements?

Slide 43 of 52

WAYNE COUNTY SEPTEMBER SESSION POWERPOINT for Attachment to Plan (Protected View) - PowerPoint

CONTINUUM OF SERVICES

ELSIE DAY & ALL

Slide 44 of 52

CURRENT SYSTEM

- Extensive and complicated
 - ✓ Multiple agencies with differing philosophies, roles, and responsibilities
 - ✓ Multiple populations impacted and in differing ways
 - ✓ Multiple paths through the system
 - ✓ Multiple funding sources
 - ✓ Multiple data systems

STRENGTHENING THE CONTINUUM OF SERVICES

- What new services should be added to the current continuum?
- Which existing services require changes, enhancements, or expansion?
- Are there any existing services that could be eliminated? If so, what are they?

WAYNE COUNTY SEPTEMBER SESSION POWERPOINT for Attachment to Plan (Protected View) - PowerPoint

BREAKOUT GROUP PLANNING

ALL

Slide 47 of 52

WAYNE COUNTY SEPTEMBER SESSION POWERPOINT for Attachment to Plan (Protected View) - PowerPoint

BREAKOUT GROUP INSTRUCTIONS

- Participate in assigned group
- Member of Leadership Group will facilitate the discussion with another member taking notes and reporting the results of discussion to full group
- 1 hour and 15 minutes with a 15 minute break before reconvening
- **Questions:**
 - ✓ **In 3 years, what do you want to have accomplished (no more than 5 objectives)? Concrete, measurable, and doable.**
 - ✓ **Which of these objectives do you want to address first?**
 - ✓ **What are the steps to achieving this first objective?**
 - ✓ **What resources (people and financing) are needed to achieve this objective?**

Slide 48 of 52

BREAKOUT GROUP REPORTS/DISCUSSION

ALL

BREAKGROUP REPORTS & DISCUSSION

- Reports
- Questions:
 - ✓ Are there any comments or suggestions on the 3-year objectives?
 - ✓ Do you agree with the first objective to be addressed? If not, which do you think is the first priority?
 - ✓ Are there any comments or suggestions on the steps to implement the first objective?
 - ✓ Are there any comments or suggestions on the resources (people and finances) needed to implement the first objective?

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CLOSING

JAMES RICHARDS

Slide 51 of 52

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CLOSING

- Thank you for participating today and sharing your insights and guidance
- Next steps:
 - ✓ Consultants summarize results of the session and Leadership Group reviews and comments
 - ✓ Consultants prepare first draft of strategic plan and Leadership Group reviews and comments
 - ✓ Updated draft of strategic plan is presented to key stakeholders for review, comment, and commitment to support implementation
 - ✓ Strategic Plan released to the community
- Final comments about the session today and our next steps

Slide 52 of 52

Wayne County Community Corrections Strategic Plan

Goal:		
Date:	Leaders:	Members:
Accomplishments:		
A. Objective:		
1.		
2.		
3.		
B. Objective:		
1.		
2.		
3.		
C.		
D.		

Barriers & Feedback requested:
Emergent issues: