



Franklin County  
Board of Commissioners

**JUSTICE POLICY  
& PROGRAMS**

# **Franklin County Reentry Advisory Board**

## **Strategic Plan**

2024 – 2026

*Transforming  
Reentry  
through  
Innovation,  
Collaboration,  
and Data-  
Driven  
Decisions*

## BACKGROUND

The Franklin County Board of Commissioners established the Reentry Advisory Board (RAB) on November 6, 2018, to:

1. Develop diverse solutions and policy recommendations to the challenges and barriers that hinder justice-involved residents' access to equal and equitable opportunities and
2. Build a culture and platform that promotes inclusion of justice-involved residents in business and the workforce, housing, education, and all aspects of a productive community, and leverage collective knowledge across multiple disciplines.

The overarching goal of the RAB is to support reduction in the recidivism rate in Franklin County thereby positively impacting public safety, social justice, and economic development. Currently the RAB includes 20 members representing diverse perspectives and expertise from various sectors of the community. In addition, there are 15 individuals that contribute their expertise on committees. The Franklin County Office of Justice Policy and Programs (OJPP) provides support and assistance to the RAB. Reentry has been recognized as an important issue in Franklin County for years as research on reentry began to inform practice and the number of incarcerated individuals began to grow nationally in the 1980's, peaking in the 2000's. Prior to establishment of the RAB, the Reentry Coalition was in operation from 2009 to 2019 with the stated purpose of establishing system-wide justice and reentry planning and the facilitation of multi-agency engagement across disciplines.

## 2023 STRATEGIC PLANNING

Franklin County OJPP determined the development of a RAB Strategic Plan was needed to refocus efforts around reentry. A consultant was selected to facilitate the planning process which included the following:

- Oversight by a management team with OJPP staff and the consultant
- Twelve interviews of selected board members and staff
- A survey circulated to all board and committee members
- A one-day retreat with staff and the RAB facilitated by the consultant
- Development of a three-year Strategic Plan

The confidential, individual Zoom interviews incorporated 15 questions addressing the status of reentry in Franklin County, RAB operations, and the strategic planning process. Based on the results of the interviews, an 11-question survey was circulated to further explore the themes

uncovered in the interviews. The retreat was held on Friday, June 9, 2023, at the Columbus Metropolitan Library with thirty-six attending (Attachment A). It included presentations by Franklin County leadership and the consultant and extensive facilitated discussions resulting in consensus on the main components of the Strategic Plan. For instance, it was agreed that the RAB vision and mission should be updated to be more concise and incorporate the following concepts:

- Opportunity to contribute
- Safer neighborhoods
- Well-being
- Inclusion

Staff, the consultant, and selected RAB members utilized the input at the retreat to further define and develop the Strategic Plan for final approval by the RAB in September 2023.

## STATUS OF REENTRY & RAB OPERATIONS

Information gathering in the strategic planning process revealed key findings on the status of reentry in Franklin County and the operation of the RAB as summarized below.

### REENTRY

STRENGTHS	CHALLENGES
Investment & dedication of key stakeholders	Lack of coordination & collaboration
Range of services, especially for adults	Lack of awareness of available services
Positive outcomes	Public awareness of reentry
Accessibility of services	Lack of innovation in addressing reentry
Engagement of justice-involved individuals	Policy barriers to successful reentry
Data & research	Inadequate funding

### RAB OPERATIONS

STRENGTHS	CHALLENGES
Dedicated, passionate, diverse group	Need for additional staffing
Work well together, trust	Lack of clear focus & accomplishments
Influential	Weak infrastructure
Supported continuum of services	Stagnant thinking
Clearing house of information	Lack of data & information on best practices

Though there were some interesting dichotomies in these findings (i.e., data was listed as a strength in reentry overall, but a challenge for RAB operations); several themes emerged that frame the major issues addressed at the retreat, including the following:

- Existing service system improvement around coordination, collaboration, and accessibility from the perspective of the provider and user
- Innovations in services, policies, communications, and engagement
- Data collection, evaluation, and research to support strong outcomes
- RAB operations more clearly defined, and Franklin County staffing expanded

## STRATEGIC DIRECTION

The organizing principle of the 2023 – 2025 Franklin County Reentry Strategic Plan is “Transforming Reentry through Innovation, Collaboration, and Data-Driven Decisions” while ensuring the voice of residents impacted by our justice system guides our approach. The plan is designed to focus the reentry work of the Franklin County Board of Commissioners (BOC) and their staff along with oversight from the RAB to advance community well-being by assisting justice-system impacted individuals, families, and neighborhoods in new and improved ways. In order to achieve this transformation, the RAB and Franklin County will be guided by the following values:

- **Excellence:** Holistic services that utilize best practices.
- **Engagement:** Guidance from impacted individuals and agencies.
- **Respect:** Understanding and compassion.
- **Integrity:** Honesty and the highest level of ethical conduct.
- **Fairness:** Equity, diversity, and inclusion.
- **Commitment:** Financial resources and technical expertise provided.
- **Accountable:** Efficient operations and positive outcomes.

The strategic direction to be pursued is defined below.

**GOAL 1: To build and sustain a system of services that is trauma-informed, equitable, and human-centric with accountability measures for service providers.**

- Objective A.** Create an inventory of existing reentry services.
- Objective B.** Develop a Care Coordination Network for capacity building, accountability, and information sharing.
- Objective C.** Establish Center of Excellence to support the standards and practices for those transitioning from incarceration.

**GOAL 2: To promote innovation in reentry policies, services, and communications in response to the changing realities of the community and populations served.**

- Objective A:** Implement a marketing and education campaign to replace community stigma with acceptance and equal opportunities for returning citizens.
- Objective B:** Enact policies that remove barriers to successful reintegration into families and the community.
- Objective C:** Establish new services that address unmet needs by executing prevention and intervention efforts including pre-trial diversion which avoids incarceration (i.e., Tap In Center)

**GOAL 3: To gather and circulate information that reflects the voices of those most impacted, assesses the effectiveness of the current service system, and identifies improvements to be enacted.**

- Objective A:** Create a comprehensive database that allows for real-time, relevant information sharing to inform policy, practice, and day-to-day decision making.
- Objective B:** Conduct and circulate an annual literature review of juvenile and criminal justice best practices.
- Objective C:** Obtain the opinions of key stakeholders on reentry needs, services, and improvements.

**GOAL 4: To strengthen the structure and influence of the Reentry Advisory Board and Franklin County staff to ensure a dynamic reentry system is operating.**

**Objective A:** Make changes to the RAB Bylaws to clarify operations, reflect the current reentry landscape, and the values of the RAB.

**Objective B:** Align and monitor Franklin County government, contract services, and associated resources to maximize efficiency and effectiveness.

**Objective C:** Publish an annual report to the Board of Commissioners and the community that outlines accomplishments and recommended improvements in the reentry system.

The RAB will lend their time, expertise, and guidance to Franklin County staff and the community in general to support successful implementation of the Reentry Strategic Plan.

To realize full implementation of the Strategic Plan, broad responsibilities are listed below.

- The RAB commits to:
  - ✓ Consistent guidance in the adoption of the RAB Strategic Plan to ensure implementation by Franklin County Office of Justice Policy & Programs and key stakeholders.
- Staff commits to:
  - ✓ Execution of the Strategic Plan and RAB structure to ensure progressive movement and completion of goals and objectives.
- BOC commits to:
  - ✓ Support the Franklin County Reentry Advisory Board by providing necessary resources and accountability to ensure the Strategic Plan is fully incorporated and sustainable for residents and their families.

Together these entities will strengthen the engagement of those most directly impacted by the justice system starting with full engagement in community conversations and participation in RAB Work Groups.

# IMPLEMENTATION

A structure that ensures successful implementation of the Reentry Strategic Plan requires clearly defined management, oversight, and accountability, as explained below.

## **Critical Preliminary Actions**

Prior to the beginning of the formal implementation of the 2024 – 2026 Strategic Plan, an action-oriented phase will operate from October – December 2023 including the following steps:

- Issue a press release on the plan.
- Post the plan, a short video conversation on reentry, and an invitation to a Big Table Talk on the Franklin County website.
- Conduct a Big Table Talk with those directly impacted.
- Finalize Strategic Plan Executive Committee and Work Group membership, set meeting schedules, and finalize initial work plans so that all activities are integrated and coordinated, avoiding duplication of efforts.
- Update RAB Bylaws including the vision and mission of the RAB along with the committee structure in light of the Strategic Plan Work Groups.
- Define roles and responsibilities of key actors, including development of job descriptions for existing and future staff and RAB leadership and members.
- Obtain BOC approval of the Strategic Plan and updates to the RAB Bylaws.
- Ensure education about the Strategic Plan and coordination with ongoing justice-focused initiatives in Franklin County and Ohio.
- Schedule and prepare for the community-wide release to the Strategic Plan in January 2024.

## **Transparent Communications**

Since reentry affects the entire Franklin County community, the BOC, OJPP, and RAB will offer annual community conversations on reentry and a special session on the release of the Strategic Plan in January 2024. The scope and nature of reentry in Franklin County, best practices, and the content of the Strategic Plan will be presented at the opening session. Interactive discussions will be conducted to obtain the perspectives of those in attendance helping to further inform Franklin County leadership. Subsequent annual community sessions will be conducted in April, Second Chance Month, to report on Strategic Plan progress with

intentional facilitation of dialogue to ensure consistent engagement. RAB members will assist in obtaining attendance at these sessions by inviting their respective agency members, community organizations, and partners to attend. Finally, OJJP staff will also conduct an annual presentation on reentry and the Strategic Plan for relevant Franklin County staff and contract agencies.

### **Reentry Strategic Plan Executive Committee (SPEC)**

Ruchelle Pride, Director OJPP, will serve as Chairperson of the SPEC. A primary function of the SPEC is to develop a budget for implementation of the Strategic Plan and obtain needed resources. Bi-monthly meetings will be held to review and discuss progress; identify strategies to overcome barriers to implementation; ensure coordination of efforts to avoid duplication; provide direction to the Strategic Plan Work Groups; and update the plan to address emergent issues, as needed. A quarterly dashboard report will be generated to summarize progress. The SPEC membership will also include OJPP Chief Operating Officer, Deputy Director of Justice Services, Reentry Services Coordinator, and the RAB members assigned to lead each Work Group.

### **Reentry Strategic Plan Work Groups**

A Work Group will be established for each goal. A Work Plan (attachment B) will be developed, updated, and followed to provide focus. A RAB member will serve as Lead and an OJPP staff member will be assigned to support the work of the Work Group and to lead implementation of that goal. Membership will be comprised of selected RAB Board and Committee members and those with lived experience. Regularly scheduled meetings will be held to review Strategic Plan progress and implementation; identify strategies to overcome barriers; and update the Work Plans, as needed. In addition, a quarterly progress report will be submitted to the SPEC.

### **Reporting**

Consistent reporting will document progress and ensure accountability. A quarterly progress report (Attachment C) for each Work Group will be completed by the assigned staff person and submitted to the SPEC one week prior to the meeting date. The SPEC will complete the Quarterly Dashboard Report (Attachment D) no later than one week after each meeting, circulate to Franklin County leadership, and post on the OJPP website.



## ATTACHMENT A – RETREAT SCHEDULE, ATTENDEES & EVALUATION



### FRANKLIN COUNTY REENTRY ADVISORY BOARD STRATEGIC PLANNING RETREAT

Friday, June 9, 2023 \* 9:30 a.m. to 4:30 p.m.  
Columbus Metropolitan Library Auditorium \* 96 S. Grant Avenue

#### SCHEDULE

9:30 – 9:45 a.m.	<b>Arrival, Check-In, &amp; Refreshments</b>	
9:45 – 9:55 a.m.	<b>Welcome &amp; Comments</b>	<b>Commissioner Kevin Boyce (remote) Joy Bivens, Deputy County Administrator</b>
9:55 – 10:05 a.m.	<b>Introductions &amp; Purpose of Retreat</b>	<b>Ruchelle Pride, Director</b> Franklin County Office of Justice Policy & Programs
10:05 – 10:15 a.m.	<b>Data Snapshot</b>	<b>Melissa Pierson, COO</b> Franklin County Office of Justice Policy & Programs
10:15 – 11:00 a.m.	<b>Retreat Preparation &amp; Overview</b>	<b>Elsie Day, Consultant</b>
11:00 a.m. – 12:30 p.m.	<b>Strategic Goals &amp; Objectives</b> <ul style="list-style-type: none"> <li>• Service System Improvements</li> <li>• Innovations</li> <li>• Data, Evaluation, &amp; Research</li> <li>• RAB Operations &amp; Staffing</li> </ul>	<b>Elsie &amp; All</b> Linda Janes Kim Knights Paul Bellair Johnny Turner
12:30 – 1:15 p.m.	<b>Lunch</b>	
1:15 – 2:45 p.m.	<b>Work Plans – Breakout Groups</b>	<b>Assigned Group</b>
2:45 – 3:00 p.m.	<b>Break</b>	
3:00 – 4:00 p.m.	<b>Breakout Group Reports</b>	<b>Assigned Group &amp; All</b>
4:00 – 4:10 p.m.	<b>Accomplishments &amp; Next Steps</b>	<b>Elsie</b>
4:10 – 4:15 p.m.	<b>Closing Comments</b>	<b>Ruchelle</b>

## NAMES & AFFILIATION OF ATTENDEES

Commissioner Kevin Boyce	Franklin County Board of Commissioners
Joy Bivens	Deputy County Administrator-HHS
Ruchelle Pride	Director, Office of Justice Policy & Programs
Melissa Pierson	COO, Office of Justice Policy & Programs
Elsie Day	Consultant
Kanika Glover	Franklin County Juvenile Court
Sonya Nelson	Columbus Metropolitan Housing Authority
Carmen Dorman	Ohio Department of Youth Services
Paul Bellair	OSU Criminal Justice Research Center
Treslyn Butler	Franklin County Sheriff's Office
Kathi Schear	Legal Aid Society of Columbus
Malik Moore	Greater Hilltop Area Commission
Chanie Scott	Columbus Public Library – MLK Branch
Linda Janes	Alvis, Inc.
Meg Griffing	ADAMH
Jose-Morales Crispin	Office of the Ohio Public Defender – DE&I
Teresa Gray	IMPACT Community Action
Steve Skovensky	Community Shelter Board
Catherine Kurila	Franklin County Public Defenders Office
Jerry Saunders	Africentric Personal Development Shop, Inc.
Kim Fowler	Franklin County Municipal Court
Wendy Tarr	Accompanying Returning Citizens with Hope (ARCH)
Toni Cunningham	Godman Guild
Kim Knights	Columbus Empowerment Corporation
Andrew Moss	House of Hope
Hanad Duale	UNIK Foundation
John Hambrick	Educational Service Center of Central Ohio (ESC)
Megan Rosenfeld	NCH – Center for Family Safety & Healing
Arion Owens	JFS – Family Stabilization Unit
Zach Ruppel	JustLeadership USA
Ali Cannon	Abundance Economic Network
Ryan Newsome	Office of Justice Policy & Programs
Johnny Turner	Office of Justice Policy & Programs
Qiana Potts	Office of Justice Policy & Programs
Wendy Adcock	Office of Justice Policy & Programs



**Reentry Advisory Board Strategic Planning  
Retreat Session Evaluation  
June 9, 2023**

Thirty-six people attended the retreat composed of staff, RAB and community members, and the consultant. Sixteen session evaluations were submitted with only one incomplete.

1. How long have you been involved in the RAB (including previous names of group)?

5 years or less	6-10 years	11-15 years	More than 15 years
14 – 88%	2 – 13%		

2. Approximately how many hours a month, in general, have you participated in RAB activities?

5 hours or less	6-10 hours	11-15 hours	16-20 hours	More than 20 hours	New member or don't know
11 – 69%					5 – 31%

3. The goals and objectives agreed to in the retreat incorporate the most important issues the RAB needs to address.

Disagree	Somewhat disagree	Somewhat agree	Agree
		5- 31%	11 – 69%

4. The work plans that were developed at the retreat will help us make progress in a timely and effective manner.

Disagree	Somewhat disagree	Somewhat agree	Agree
		8 – 50%	8 – 50%

5. I am motivated to fully engage in the work of the RAB.

Disagree	Somewhat disagree	Somewhat agree	Agree
		3 – 19%	13 – 81%

6. I felt comfortable contributing my ideas at the retreat.

Disagree	Somewhat disagree	Somewhat agree	Agree
		1 – 6%	15 – 94%

7. The retreat was well organized.

Disagree	Somewhat disagree	Somewhat agree	Agree
			15 – 100%

8. The length of the retreat was acceptable.

Disagree	Somewhat disagree	Somewhat agree	Agree
		1 – 7%	14 – 93%

9. I had the opportunity to get to know some members better through my participation at the retreat.

Disagree	Somewhat disagree	Somewhat agree	Agree
		2 – 13%	13 – 87%

10. I liked having the retreat at Columbus Metropolitan Library.

Disagree	Somewhat disagree	Somewhat agree	Agree
		1 – 7%	14 – 93%

11. I am likely to attend a future RAB retreat.

Disagree	Somewhat disagree	Somewhat agree	Agree
			15 – 100%

Please provide comments and suggestions.

- Happy to be part of the board. The conversations today truly moved my spirit! This is a great board full of talent and amazing ideas.
- Great job! Thank you!
- Maybe not on Friday.
- It will be important to pin down dates and what person will be the lead on each objective.
- Hard to retain so much verbal info.
- This was a great way to re-energize and recalibrate the activities of the RAB. Thank you all for such a well-structured and productive meeting.
- I am honored & excited to be a part of such a forward-thinking group. I look forward to engaging.
- Thank you for everything.
- Great session and flow of the day.
- Hope to see the ideas move forward; want to see an innovative, energized committee making progress on reintegration; lots of great ideas, hope to implement just one in next few months; please define members' obligations to the group.

## ATTACHMENT B – WORK PLANS



### Reentry Advisory Board Strategic Plan 2023 – 2024 Draft 2024 Work Plans

A Franklin County staff person will be assigned to implement all activities listed in the Work Plans and support the RAB Lead as they provide assistance, consultation, and monitoring. **Please note, tracking of quarterly action steps will begin following approval and deployment of this plan.**

**GOAL 1: To build and sustain a system of services that is trauma- informed, equitable, and human-centric with accountability measures for service providers.**

**FACILITATOR/LEAD: Linda Janes**

**MEMBERS: Malik Moore, Toni Cunningham, Kathi Schear, Jerry Saunders, Carmen Dorman, Steve Skovensky, and Kanika Glover**

Objectives	Activities (for 1 year)	Deadline (Quarterly)
<b>A. Create an inventory of existing reentry services.</b>	1) Define purpose of landscape analysis and inventory & agree on information to be gathered (i.e., eligibility, exclusions, service profiles, etc.)	Quarter 1
	2) Identify agency or individual to develop analysis/inventory & funding needed	Quarter 2
	3) Complete & publish inventory	Quarter 3
	4) Contribute observations on gaps for inclusion in annual RAB report	Quarter 4
<b>B. Develop a Care Coordination Network for capacity building,</b>	1) Determine if this can be housed internally or if this should be contracted	Quarter 1
	2) Identify software platform needs for care coordination & client outcomes	Quarter 2

<b>accountability, and information sharing.</b>	3) Write and publish an RFP	Quarter 3
	4) Begin development	Quarter 4
<b>C. Establish Center of Excellence to support the standards &amp; practices for those transitioning from incarceration.</b>	1) Identify areas of most need for those transitioning from incarceration	Quarter 1
	2) Develop a portfolio of curricula	Quarter 2
	3) Identify measures of success	Quarter 2
	4) Identify Peer Supporters & other trainers. (Livable wage via a contract for trainers)	Quarter 3
	5) Track & document success of model	Quarter 4

**GOAL 2: To promote innovation in reentry policies, services, and communications in response to the changing realities of the community and populations served.**

**FACILITATOR/LEAD: Kim Knights**

**MEMBERS: Jose Morales Crispin, Hanad Duale, Meg Griffing, Andrew Moss, Ari Owens, Ali Cannon, and Chanie Scott**

<b>Objectives</b>	<b>Activities (for 1 year)</b>	<b>Deadline (Quarterly)</b>
<b>A. Implement a marketing and education campaign to replace community stigma with acceptance and equal opportunities for returning citizens.</b>	1) Conduct conversations with varied groups of residents to understand perspectives	Quarter 1
	2) Develop messages & identify key audiences	Quarter 2
	3) Determine who/how to circulate messages & prepare associated materials	Quarter 3
	4) Begin implementation	Quarter 4
<b>B. Enact policies that remove barriers to successful reintegration into families and the</b>	1) Determine at least 3 of the most problematic barriers & the individuals or agencies that can provide solutions.	Quarter 1
	2) Identify steps, assign responsibilities,	Quarter 2

<b>community.</b>	& develop supporting materials.	
	3) Begin implementation to address first barrier	Quarter 3
	4) Develop similar plan for next barrier	Quarter 4
<b>C. Establish new services that address unmet needs Objective C: Establish new services that address unmet needs by executing prevention and intervention efforts including pre-trial diversion which avoids incarceration (i.e., Tap In Center)</b>	1) Review & discuss literature review on best practices.	Quarter 2
	2) Gather further information on possible practices to implement (i.e., population served, intervention, costs, lessons learned)	Quarter 3
	3) Consider gaps in current service system & determine whether selected new practices address	Quarter 4

**GOAL 3: To gather and circulate information that reflects the voices of those most impacted, assesses the effectiveness of the current service system, and identifies improvements to be enacted.**

**FACILITATOR/LEAD: Melissa Pierson**

**MEMBERS: Paul Bellair, Sonja Nelson, Teresa Gray, Zach Ruppel, Megan Rosenfeld**

<b>Objectives</b>	<b>Activities (for 1 year)</b>	<b>Deadline (Quarterly)</b>
<b>A. Create a comprehensive database that allows for real-time, relevant information sharing to inform policy, practice, and day-to-day decision making.</b>	1) Identify the data needed in relation to system partners & other stakeholders	Quarter 1
	2) Review current sources of identified data & finalize recommended data to be collected	Quarter 3
	3) Determine software needed to obtain & integrate data	Quarter 4

<b>B. Conduct and circulate an annual literature review of juvenile and criminal justice best practices.</b>	1) Review relevant “best practice” systems (i.e., federal agencies, universities, etc.) & Conduct additional research	Quarter 1
	2) Prepare an annual report on best practices.	Quarter 2
<b>C. Obtain the opinions of key stakeholders on reentry needs, services, and improvements.</b>	1) Identify key stakeholder groups (i.e., lived experience, service providers, funders, etc.), nature of information needed, & methods of collecting	Quarter 2
	2) Select agency or individual to conduct information gathering	Quarter 3
	3) Begin collecting information	Quarter 4

**GOAL 4: To strengthen the structure and influence of the Reentry Advisory Board and Franklin County staffing to ensure a dynamic reentry system is operating.**

**FACILITATOR/LEAD: Ruchelle Pride**

**MEMBERS: Kim Fowler, Cathy Kurila, Wendy Tarr, Wendy Adcock, Johnny Turner, Ryan Newsome, and Treslyn Butler**

<b>Objectives</b>	<b>Activities (for 1 year)</b>	<b>Deadline (Quarterly)</b>
<b>1) Make changes to the RAB Bylaws to clarify operations, reflect the current reentry landscape, and the values of the RAB.</b>	1) Review Bylaws & identify areas for change	Quarter1
	2) Draft modified language for approval by RAB	Quarter 2
	3) Obtain BOC approval of changes & enact	Quarter 4
<b>2) Align and monitor Franklin County reentry government and contract services and the</b>	1) Create a matrix of reentry government and contract services including target population, description of services, costs, outcomes, etc.	Quarter 2



<b>associated resources to maximize efficiency and effectiveness.</b>	2) Develop a system to assess array of services & share with all service providers	Quarter 3
	3) Conduct initial assessment with recommendations annually thereafter	Quarter 4
<b>3) Publish an annual report to the Board of Commissioners and the community that outlines accomplishments and recommended improvements in the reentry system.</b>	1) Develop outline of topics to be included in annual report	Quarter 1
	2) Begin data collection	Quarter 2
	3) Draft annual report, obtain approval from RAB, & circulate	Quarter 3

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## ATTACHMENT C - QUARTERLY PROGRESS REPORTS



### Strategic Plan Quarterly Progress Report

<b>Goal:</b> <b>Objectives:</b>		
<b>Date:</b>	<b>Work Group Members:</b>	<b>Lead:</b>
<b>Accomplishments:</b> A. B. C. <b>Barriers &amp; Strategies to Address:</b> A. B. C.		
<b>Feedback requested on existing objectives:</b>		
<b>Emergent issues:</b>		

## ATTACHMENT D – QUARTERLY DASHBOARD



### Strategic Plan Quarterly Dashboard Report

Completed

In process

Not started yet

	<b>GOAL 1 - Objective A:</b> Create an inventory of existing reentry services.
	<b>Objective B:</b> Develop a Care Coordination Network for capacity building, accountability, and information sharing.
	<b>Objective C:</b> Establish Center of Excellence to support the standards & practices for those transitioning from incarceration.
	<b>GOAL 2 - Objective A:</b> Implement a marketing and education campaign to replace community stigma with acceptance and equal opportunities for returning citizens.
	<b>Objective B:</b> Enact policies that remove barriers to successful reintegration into families and the community.
	<b>Objective C:</b> Establish new services that address unmet needs by executing prevention and intervention efforts including pre-trial diversion which avoids incarceration (i.e., Tap In Center).
	<b>GOAL 3 - Objective A:</b> Create a comprehensive database that allows for real-time, relevant information sharing to inform policy, practice, and day-to-day decision making.
	<b>Objective B:</b> Conduct and circulate an annual literature review of juvenile and criminal justice best practices.
	<b>Objective C:</b> Obtain the opinions of key stakeholders on reentry needs, services, and improvements.
	<b>GOAL 4 - Objective A:</b> Make changes to the RAB Bylaws to clarify operations, reflect the current reentry landscape, and the values of the RAB.
	<b>Objective B:</b> Align and monitor Franklin County government, contract services, and associated resources to maximize efficiency and effectiveness.
	<b>Objective C:</b> Publish an annual report to the Board of Commissioners and the community that outlines accomplishments and recommended improvements in the reentry system.

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