2019-2024 Strategic Plan
Pike County Reentry Coalition

Approved by the Pike County Reentry Coalition on July 30, 2019
Approved by the Pike County Criminal Justice Advisory Board on August 19, 2019
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Pike County Reentry Coalition: Vision & Mission

Our Vision
Returning citizens will reintegrate into their communities, achieving success and independence.

Our Mission
The Pike County Reentry Coalition seeks to reduce recidivism by supporting returning citizens as they transition to their communities after incarceration. Members of the Coalition, which include private citizens, medical and therapeutic professionals, faith communities, employers, educators, non-profit agencies and government entities, will help to facilitate the transition by identifying needs and making referrals to those agencies able to help individuals attain success and independence.
Identified Need

In 2018 Pike County’s Commissioners and the Criminal Justice Advisory Board (CJAB) determined a need for a formal Pike County Reentry Coalition to help reduce recidivism and establish a collaborative approach to community reentry for returning citizens.

Pike County was awarded a grant from the Pennsylvania Commission on Crime & Delinquency (PCCD) to retain consultant, Melanie G. Snyder, OWDS, MHFA to assist with the establishment of a formal Reentry Coalition and Reentry Strategic Plan.

CJAB formed a Reentry subcommittee to oversee this process.

A Collaborative Effort

Invited wide-ranging participation of county agencies, private nonprofit organizations, faith organizations, educators, business entities and concerned citizens (30 entities invited to attend).

29 people representing 24 local resources attended the February kickoff meeting.

Number of participants and interested parties remains strong and is growing.
Pike County Reentry Coalition: Participants

- Atlantic Health System (Newton Medical Center) - Luke Barbalich
- Best, Inc. - Julian Cuello; Lillie Maldonado
- Carbon, Monroe Pike Drug & Alcohol Services (CMPDAS) - Chris Sorrentino
- Carbon, Monroe, Pike Mental Health & Developmental Services (CMPMHDS) - Tricia Baffa; Jen Fuente; Perrin Landry; Rebecca Stevenson; Jennifer Williams
- Catholic Social Concerns Community - Margaret Dietrich
- Catholic Social Services (CSS) - Erin McClay
- Choosing Integrity - Jack Donson; Hampton Morgan
- Ecumenical Food Pantry - Jim Snodgrass
- Family Promise - Enid Logan
- Lackawanna College Lake Region Center - Jennifer Passenti
- LVCSE - Ed Schaffner
- Milford United Methodist Church - Pastor Luana Cook Scott; Reverend Kaleigh Tomich Corbett
- Northampton Community College (NCC) - Pamela Infante; Bill Schafffer
- PeerStar - Christine Fletcher; Tom McHugh
- Pennsylvania Department of Corrections/PA Board of Probations and Parole - Dorenda Hamarlund; Wayne Woznikaitis
- Pennsylvania Prison Society - John Galizia
- Pennsylvania State Police Blooming Groove - Brian Vennie
- Pike County Children & Youth Services - Ginger Refice
- Pike County Correctional Facility (PCCF) - Michelle DeCroce; Susan Kenthack; Amy Kingston; Craig Lowe; Bob McLaughlin
- Pike County Commissioners - Steve Guccini
- Pike County Communications Director - Krista Gromalski
- Pike County Courts - Judge Gregory Chelak
- Pike County District Attorney’s Office - Mikki Cortez; MaryBeth Sayles
- Pike County Hands of Hope - Kevin Homon; Jim Pierce
- Pike County Human Development & Transportation - Robb Ruiz
- Pike County Public Library (PCPL) - Rose Chiocchi
- Pike County Probation - Jeff Angradi; Allyson Balch; Jen Janovsky; Robert Wolff
- Pike County Social Concerns - Margaret Dietrich
- Pike County Workforce Development Agency - Cindy DeFebo
- Pyramid Healthcare - Lindsey Paisley
- Safe Haven of Pike County - Christina Byrne
- SHARE Housing & Pike County L-HOT - Larisa Yusko
- Victims’ Intervention Program (VIP) - Randi Bannon
- Wayne Library Alliance - Tracy Schwarz
- Wayne-Pike Adult Literacy Program - Gary Linton
- Woodloch Pines - James Mould
- Workforce Alliance - Cheryl Duquette

Melanie Snyder, Reentry Consultant
Pike County Reentry Coalition: Committee Membership

**Vision & Mission**
- Erin McClay - Catholic Social Services
- Bob McLaughlin – PCCF
- Hampton Morgan - Choosing Integrity

**Resource Directory**
- Randi Bannon - Victims' Intervention Program (VIP)
- Rose Chiocchi – Pike County Public Library (PCPL)
- Amy Kingston - PCCF
- Perrin Landry - Carbon-Monroe-Pike Mental Health and Development Services (CMPMHDS)

**Public Relations**
- Krista Gromalski – Pike County (PC) Communications Director
- Jim Mould - Woodloch Pines

**Strategic Plan**
- Christina Byrne - Safe Haven
- Steve Guccini - PC Commissioner
- Kevin Homon - Hands of Hope
- Susan Kenthack - PCCF

**Data**
- Jack Donson - Choosing Integrity
- Jen Fuente - CMPMHDS
- Rebecca Stevenson - CMPMHDS
- Robert Wolff - PC Probation Office

**Education & Employment**
- Bill Schaffer - Northampton Community College (NCC)
- Cynthia DeFebo - PC Workforce Development Agency
- Jennifer Passenti - Lackawanna College Lake Region Center

**Education & Employment**
Education & Employment of justice-involved individuals, including education/engagement of employers
Average annual cost per inmate is $30,444

Average length of stay is 90 days

PCCF recidivism rate over last 3 years is 19%

PCCF defines a recidivist as any inmate who returns to incarceration due to re-arrest, reconviction or return to prison in Pike County with or without a new sentence during a three (3) year time period. (In accordance with the National Institute of Justice definition.)
Pike County Reentry Coalition: Inmate Barriers to Reentry

Education & Employment
(PCCF Feb 2019)

- 62% total population have a high school diploma; 12% General Educational Development (GED); 8% some college; 18% less than 12th grade education
- 57% male inmates are unemployed / disabled
- 56% female inmates are unemployed / disabled

Drugs & Alcohol
(PCCF Feb 2019)

- The vast majority of crimes perpetrated are drug & alcohol related
- Drugs of choice for the offender population are heroin 37%; alcohol 27%, marijuana 21%; and opioids 13%;

Mental Health
(PCCF Feb 2019)

- 73% incarcerated male offenders have a mental health diagnosis, 56% of which use illicit drugs
- 89% incarcerated female offenders have a mental health diagnosis, 72% of which use illicit drugs
- There are currently nine (9) incarcerated offenders diagnosed with a serious mental illness.
PCCF already employs substantial reentry programming
  - Reentry planning begins at commitment
  - Comprehensive resource guide is provided upon admission to the facility
  - ~87 volunteers who assist in offering ~108 different inmate programs, including but not limited to:
    - Individual Counseling
    - Parenting / Raising Emotionally & Socially Intelligent Kids
    - Forgiveness
    - SMART Recovery
    - Employment Skills / Employment Opportunities in Facility / Work Ethic
    - Life Skills
    - Alcoholics Anonymous (AA) / Narcotics Anonymous (NA) Programs
    - Women’s Issues
    - Men’s Issues
    - Cognitive and Behavioral Therapy
    - Rational Emotive Therapy
    - Relapse Prevention
    - Trauma Based Therapy (facilitated by Safe Haven)
    - Healthy Relationships
    - Voices of Hope
    - Reintegration Services
    - Thinking for a Change
    - Personal Development / Recovery Process / Moral Reconation Therapy (CSS)
    - Mental Health Services (CMPMHDS) / Full Time Licensed Social Worker (LSW))
    - Group & Individual Spiritual Counseling
    - Victims Awareness
    - Wallenpaupack Area School District (for inmates under 21) & GED (for inmates 21 and over)
    - Drug & Alcohol Rehabilitation
### Pike County Reentry Coalition: Current State of Reentry Programming (2 of 2)

- PCCF already employs substantial reentry programming (continued)
  - Anger Management and Self-Awareness
  - Social Activities
  - A.R.R.O.W. Program (Actively Reducing Recidivism Opens Windows) for male offenders
  - C.O.R.E. Program (Correctional Offenders Reintegrating Effectively) for male offenders who have completed 30 days in A.R.R.O.W.
  - H.O.P.E. Program (Helping Offenders Promote Excellence) for female offenders
  - M.O.R.E. Program (Motivating Offenders to Reintegrate Effectively) for male offenders not eligible for A.R.R.O.W.

- Pike County Adult Probation also works to support the successful reentry of returning citizens
  - Caseload size is manageable
  - Bail investigation reports are prepared for every individual appearing before a Magistrate District Judge (MDJ) charged with a misdemeanor and/or felony offense used to help MDJ make bail decisions and conditions
  - Presentence reports are prepared for most individuals convicted of a misdemeanor and/or felony offense in order to assist the Court at sentencing
  - Pre-parole investigations are generally conducted on every individual appearing before the Court for parole, and includes institutional adjustment, proposed plan for release, and terms & conditions should release be granted
  - Administer the Ohio Risk Assessment System (ORAS) as a classification tool for pretrial and supervision purposes, focusing on the top two (2) criminogenic needs to attempt to set the reentrant up for success
# Pike County Reentry Coalition: Work to Date

## February 19, 2019
- Kickoff Meeting
  - Introductions & discussion as to who else needs to be at the table
  - Review current state of reentry effectiveness in Pike County
  - Desired outcomes
  - Establish Vision & Mission subcommittee

## March 26, 2019
- Theory of Change (problems/issues; community needs; community assets/strengths; desired results)
- Vision & Mission draft
- Establish Resource and Community Education subcommittees

## April 30, 2019
- Theory of Change (influential factors; assumptions)
- Vision and Mission approved
- Resource and Community Education subcommittee updates
- Establish Data and Strategic Plan subcommittees

## May 28, 2019
- Theory of Change to date
- Strategic Plan draft
- Resource, Community Education, and Data subcommittee updates
- Reentry Coalition Planning beyond July 2019

## June 25, 2019
- Strategic Plan draft review & feedback
- Coalition Structure & Governance
- Subcommittee Updates
Pike County Reentry Coalition: SWOT Analysis

**Strengths**
- Strong, committed, diverse group of stakeholders
- Strong leadership & personnel at PCCF & Probation
- Infrastructure to support reentry in place at PCCF
- Dedicated volunteers at PCCF
- Existing Community Resources

**Weaknesses**
- Housing/Transportation
- Family/Friend Addiction Treatment
- Better collaboration/coordination between agencies

**Opportunities**
- Build capacity for needed services that are in short supply (transportation, housing, drug & alcohol, mental health, GED)

**Threats to Success**
- Community resistance and stigma
- Mindset of returning citizens
- Risks of returning to same “people, places & things”
- Lack of positive social networks/support
### Assumptions

- Justice-involved people have value and they can change, heal, recover, improve their lives and become contributing members of the community
- The community will support our efforts to improve reentry success and promote recovery and success of Returning Citizen’s (RC)
- Other communities have successfully addressed reentry issues and Pike County can too
- Key stakeholders support this effort, have common goals, and will remain engaged, invested, committed and collaborative
- Reentry can be improved by building capacity and a comprehensive, coordinated system of care to address RC needs (Mental Health (MH), Drug & Alcohol (D&A), transportation, employers)

### Community Strengths/Assets

- Volunteers & community support of PCCF programs
- Existing infrastructure for reentry at PCCF
- Support of key stakeholders
- Strong probation department
- Continued Mental Health First Aid & Mental Illness Awareness trainings
- ‘Thinking for a Change’ program through CMPMHDS
- Understanding of addiction/trauma
- Existing employment/education programs

### Problems/Issues/Needs to be addressed

- Resources for trauma, mental health, drug & alcohol, and family issues
- Education, skills training & jobs for returning citizens
- Lack of family support, positive networks
- Community stigma, biases
- Lack of safe, affordable housing & transportation
- Wide scale Crisis Intervention Training (CIT) for Law Enforcement Agencies
- Identification (I.D.) Cards for returning citizens with funding source
Influential Factors for Returning Citizens
- Knowledge of, availability & access to resources
- Pro-social supports (family, church, mentors)
- Positive, appropriate mind-set/attitudes

Influential Factors for the Community
- Resource availability/capacity to serve returning citizens
- Level of stigma/acceptance/understanding

Influential Factors for Policies/Procedures
- Diversion/alternative programs & options
- Coordination/Collaboration between agencies (information sharing, confidentiality)

Desired Results
- Published reentry strategic plan
- Strong ongoing reentry coalition
- Common resource guide
- Decrease in recidivism
- Decrease in crime rates
- Decrease in jail population
- Decrease in overdoses
- Decrease in homelessness
- Decrease community stigma
- Increase use of alternatives to incarceration (ex: Drug Court)
- Increase RCs probability of success with resource info, job, ID, and appts set up prior to release
- Increase in RCs who are employed
- Increase employers willing to hire RCs
- Increase transportation options
- Increase access to GED resources & educational opportunities being offered
- Increase in RC participation in treatment & support groups

(Note: Will need baseline data, measurement criteria & defined data collection methods to measure)
Pike County Reentry Coalition: Strategies

Reentry Prep
- Provide resource guide; get ID & job; schedule appointments

Community Education & Engagement
- Educate & Engage community members to reduce stigma and welcome/support returning citizens

Employment
- Educate & Engage employers to hire returning citizens

Service Coordination
- Coordinate services, share info, reduce duplication (ex: resource guides) across agencies

Capacity Building
- Build capacity (adequate supply/access/funding) for safe, affordable transportation, housing, and other resources in short supply

Skill Building
- Continue to offer life skills training at PCCF, including parenting education

Support Network
- Facilitate positive support networks for returning citizens

Incarceration Alternatives
- Develop alternatives to incarceration (ex: Drug Court)
## Pike County Reentry Coalition: Strategic Goals

### GOAL: Preparing Returning Citizens for Reentry

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<tr>
<td><strong>Resource Directory</strong></td>
<td>▪ Build out PA211 – make sure their database is up to date and complete</td>
<td>▪ Resource Directory Committee responsible for organizing &amp; overseeing this work</td>
<td>▪ Resource Directory updated, published, &amp; maintained</td>
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<td>▪ Use PA211 directory as Pike Reentry Resource Directory or use it to create a Pike Reentry Resource Directory</td>
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<td>▪ Publish/Distribute/Post Pike Reentry Resource Directory</td>
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<td>▪ Establish protocols on how/who to maintain the Pike Reentry Resource Directory</td>
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<td>▪ Continue to ensure every RC gets a copy prior to release</td>
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<td><strong>Secure Job/Education Placement</strong></td>
<td>▪ Offer list of job openings to incarcerated offenders 1 month prior to release</td>
<td>▪ Education &amp; Employment Committee responsible for organizing &amp; overseeing this work</td>
<td>▪ # offenders receiving current job openings</td>
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<td>▪ Facilitate the offender to apply for/interview for the job while still incarcerated</td>
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<td>▪ # offenders applying for jobs while incarcerated</td>
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<td></td>
<td>▪ Continue to coordinate GED prep/testing, as needed</td>
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<td><strong>Case Management</strong></td>
<td>▪ Continue to assign community-based case manager who can start working with incarcerated offender pre-release and continue upon release; and identify opportunities for strengthening the work as needed</td>
<td>▪ PCCF responsible for continuing to organize &amp; oversee this work</td>
<td>▪ # offenders working with a community-based case manager before &amp; after release</td>
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<td>▪ Continue to assist with coordinating referrals, arranging and scheduling appointments prior to release (identification, medical, medications, MH, education, employment, COMPASS (PA benefits), social security, Medicaid/Medicare, housing assistance, transportation, etc., as appropriate); and identify opportunities for strengthening the work as needed</td>
<td></td>
<td>▪ # of offenders receiving MH &amp; SA services</td>
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<td>▪ Enhance coordination of services between PCCF, PC Adult Probation and Mental Health &amp; Substance Abuse (SA) providers, etc.</td>
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# Pike County Reentry Coalition: Strategic Goals

## GOAL: Educate & Engage Community Members to Reduce Stigma and Welcome/Support Returning Citizens

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| **Educate Community at large** | - Develop Reentry Coalition information for publication/distribution, e.g.: Frequently Asked Question (FAQ), RC success stories, barriers to successful reentry, supports available to RCs, related articles/stats, etc.  
- Design a Reentry Coalition logo  
- Create an interactive display walk-thru  
- Establish Reentry Coalition website and/or social media accounts (Facebook, Twitter, etc.) and set-up protocols for their use and maintenance  
- Distribute Reentry Coalition information via newspapers, local radio & TV, websites, social media outlets, etc.  
- Present to elected officials, community groups, etc.  
- Set-up information table at community-wide events | Community Education Committee responsible for organizing & overseeing this work  
Reentry Coalition membership to determine who will take the lead regarding these issues | # Reentry Coalition informational materials/displays available  
Reentry Logo  
# website/social media posts  
# presentations & # of people reached  
# outreach activities |
| **Educate & Engage Faith-based Community** | - Targeted outreach to Pike’s faith-based community to educate and identify opportunities for engagement (e.g.: mentors, transportation, etc.) | Community Education Committee responsible for organizing & overseeing this work  
Reentry Coalition membership | # of outreach efforts to # of faith-based groups  
# and type of engagement activities sponsored by faith community |
### Pike County Reentry Coalition: Strategic Goals

#### GOAL: Educate & Engage Employers to Hire Returning Citizens

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| **Educate & Engage Employers** | Develop Reentry Coalition informational materials geared specifically towards employers, e.g.:  
- tax credits & other incentives for hiring RCs;  
- one-page PCCF FAQ sheet already exists  
- Employers may request PCCF e-newsletter  
Distribute employer-targeted Reentry Coalition information to employers  
Present to employers, Chamber(s) of Commerce, etc. | Education & Employment Committee responsible for organizing & overseeing this work | # of employer-focused Reentry Coalition informational materials available  
# of employers receiving Reentry Coalition information materials |
# Pike County Reentry Coalition: Strategic Goals

## GOAL: Coordinate Services, Share Information, Reduce Duplication Across Agencies

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<tr>
<td>Maintain &amp; Strengthen Reentry Coalition</td>
<td>Maintain current coalition coordination through CJAB and Choosing Integrity</td>
<td>CJAB’s Reentry Subcommittee responsible for organizing &amp; overseeing this work</td>
<td>Regular schedule of meetings</td>
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<td></td>
<td>Identify funding opportunities to support the Reentry Coalitions work</td>
<td></td>
<td>Meeting Agendas and Summary of Action Plans completed</td>
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<td></td>
<td>Identify gaps in representation and increase and coordinate involvement with other local agencies (e.g.: Pike Interagency Council, Hope 4 Pike, etc.)</td>
<td></td>
<td># and $ of Funding Awards</td>
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<td># of meeting attendees; # of organizations represented</td>
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<td>Data Collection &amp; Sharing</td>
<td>Establish a tracking mechanism for recidivism that everyone can use to ensure uniformity and ability to evaluate program effectiveness</td>
<td>Data Committee responsible for organizing &amp; overseeing this work</td>
<td>Agreed upon tracking mechanism</td>
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### Pike County Reentry Coalition: Strategic Goals

**GOAL:** Build capacity for safe, affordable transportation, housing, and other resources in short supply

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<tr>
<td>Housing</td>
<td>Explore additional housing opportunities, e.g.: recovery housing, halfway house, residential treatment facilities and other specialized housing settings for RCs who cannot/should not return to previous housing</td>
<td>Commissioner Guccini responsible for organizing and overseeing this work</td>
<td>Committee updates on progress of this initiative&lt;br&gt;# presentations made to landlords&lt;br&gt;# landlords willing to rent to RCs</td>
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<td>Educate landlords about renting to RCs; Develop and maintain a list of landlords willing to rent to RCs</td>
<td></td>
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<tr>
<td>Transportation</td>
<td>Explore the development of additional transportation options, e.g.: mentors, community volunteers, taxi vouchers, bicycles, vehicle purchase assistance, etc.</td>
<td>Commissioner Guccini responsible for organizing and overseeing this work</td>
<td>Committee updates on progress of this initiative&lt;br&gt;# transportations options available to RCs</td>
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### Pike County Reentry Coalition: Strategic Goals

#### GOAL: Offer Life Skills Training at PCCF

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<tr>
<td>Maintain &amp; Strengthen Parenting Education</td>
<td>Continue to offer parenting classes to incarcerated offenders; and identify opportunities for strengthening the work as needed</td>
<td>PCCF responsible for continuing to organize &amp; oversee this work</td>
<td># offenders who attend Parenting Education classes in PCCF</td>
</tr>
<tr>
<td>Maintain &amp; Strengthen Housing Education</td>
<td>Continue to offer housing information classes to incarcerated offenders, including available options, renter’s rights, housing counseling, etc.; and identify opportunities for strengthening the work as needed</td>
<td>PCCF responsible for continuing to organize &amp; oversee this work</td>
<td># offenders who attend Housing Education classes in PCCF</td>
</tr>
<tr>
<td>Offer Computer Skills</td>
<td>Offer computer skills classes to incarcerated offenders</td>
<td>Coalition members responsible for organizing &amp; overseeing this work</td>
<td># offenders who attend Computer Skills classes in PCCF</td>
</tr>
<tr>
<td>Maintain &amp; Strengthen Job Readiness</td>
<td>Continue to offer job readiness classes to incarcerated offenders, e.g.: interview skills, resume writing, interview attire, mock interviews, etc.; and identify opportunities for strengthening the work as needed</td>
<td>PCCF responsible for continuing to organize &amp; oversee this work</td>
<td># offenders who attend job readiness classes in PCCF</td>
</tr>
<tr>
<td>Maintain &amp; Strengthen Financial Education</td>
<td>Continue to offer financial education classes to incarcerated offenders; and identify opportunities for strengthening the work as needed</td>
<td>PCCF responsible for continuing to organize &amp; oversee this work</td>
<td># offenders who attend financial readiness classes in PCCF</td>
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## Pike County Reentry Coalition: Strategic Goals

### GOAL: Facilitate Positive Support Networks for Returning Citizens

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| **Engage Families/Friends** | ▪ Hold family/friends resource fair  
▪ Provide support family/friends programs, e.g.: family/friends reentry support group, parenting and other resources as identified  
▪ Engage family/friends in reentry planning  
▪ Provide opportunities for incarcerated offenders to be meaningfully involved with the parenting of their children  
▪ Seek to amend Pennsylvania’s WIRETAP ACT to allow correctional facility to disseminate appropriate information to necessary parties relative to services for family members of returning citizens for drug and alcohol and/or mental health treatment | ▪ PCCF responsible for continuing Programs  
▪ Coalition Members to organize & oversee issues regarding Family/Friends | ▪ Family/Friends Orientation program is created/exists  
▪ % and # offender family/friends attending these events  
▪ # offenders involved with the parenting of their children |
| **Mentoring** | ▪ Develop a mentoring program, including defining the components of the program and recruiting/training/supporting mentors  
▪ Assign community-based mentor prior to release who will continue to be available to assist with reentry transition  
▪ As applicable, arrange for a NA/AA sponsor prior to release  
▪ Offer an ex-offenders/returning citizens support group that is led by trained peer mentors (e.g.: Certified Peer Specialist (CPS)) | ▪ TBD | ▪ RC Mentoring Program Manual is created/exists  
▪ # trained mentors  
▪ # offenders/RCs requesting a mentor  
▪ # offenders/RCs matched with a mentor  
▪ # support groups led by peer mentors |
## Pike County Reentry Coalition: Strategic Goals

### GOAL: Develop Alternatives to Incarceration

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<tr>
<td><strong>Drug Court</strong></td>
<td><strong>Explore establishing a Drug Court in Pike County</strong></td>
<td><strong>CJAB</strong></td>
<td><strong>Committee updates on progress of this initiative</strong></td>
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