



COLLABORATION TO COALITION

DEVELOPING AND ENHANCING COMMUNITY RESOURCES

JAMES BOLEYN
SPECIALIZED DOCKETS DIRECTOR
MARION MUNICIPAL COURT



WHO DO WE HAVE HERE?

What are your roles?



RESOURCES ?



What resources are needed for our programs?

What resources are needed for our participants?

HOW IT BEGAN



2011

4 staff

MH and VTC Dockets

2 Treatment Providers

2024

13 staff

3 FT Case Managers

MH, VTC, and ADC

20 Treatment Providers



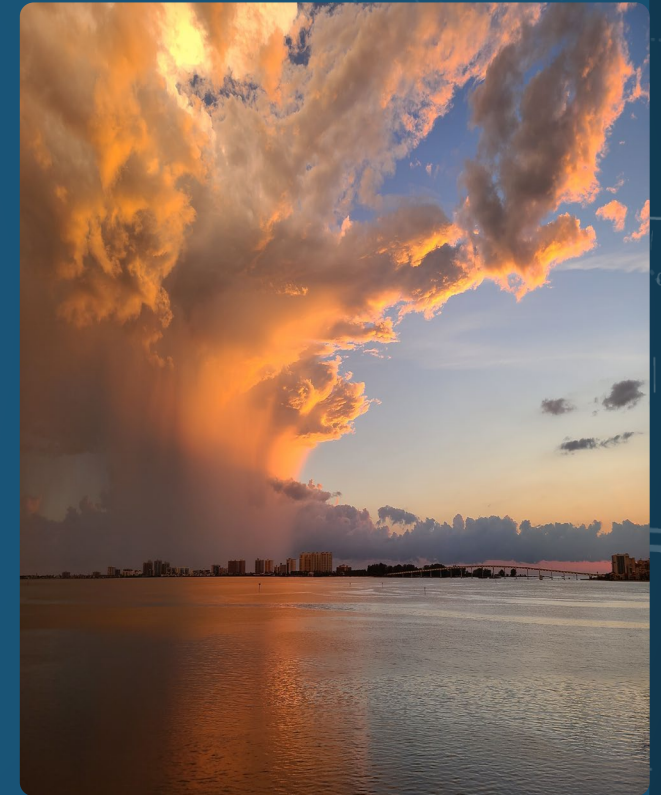
THE RISK AND REWARDS OF GROWTH

- Strengths
- Greater number of options for treatment
- Greater capacity to meet participant needs
- Greater diversity in approaches to participant needs
- Greater docket capacity

THE RISK AND REWARDS OF GROWTH

- Challenges

- Inconsistency across providers
 - Treatment Modalities
 - Staffing Patterns
 - Intake Times
- Treatment Hopping
 - Participants attempt to avoid or delay treatment by switching
- Strain on available professionals
 - Limited number of qualified applicants to fill the available positions
- Increased difficulties in ensuring BP adherence
 - The Courts QA staff must monitor a growing number of programs
- Conflict
 - Large numbers of treatment team members can negatively impact the effectiveness and efficiency of staffing
- Did not improve access to transportation, housing, or crisis services.





COLLABORATION TO COALITION

Collaboration is a partnership; a union; the act of producing or making something together

A coalition is a temporary union of people or groups that work together to achieve a common goal.

An abstract graphic on a dark blue background. It features several concentric circles, some solid and some dashed, with arrows indicating a clockwise direction. A scale with numbers from 0 to 180 is visible along the top left edge of the circles.

COLLABORATION TO COALITION

The Treatment Team

The Court

The Community



THE TREATMENT TEAM

Strengths

The treatment team offers the greatest opportunity for collaboration toward the creation of the desired “product”

Strengths -

- General acceptance of common goal
- Vision and Mission Statements
- Knowledge and acceptance of EBP
- Role specific expertise
- Agencies contribute resources

The coordinator ensures the Team adheres to the mission of the court and BP standards



THE TREATMENT TEAM

Challenges

- Buy-in
- Empowered members
- Role confusion
- Team limited in scope and in access to the larger community



THE TREATMENT TEAM

Opportunities -

- Immediate feedback on
 - Treatment access
 - Program effectiveness
 - Supervision interventions
- On site intervention
 - Crisis/Clarification/Assessment

- “ I did then what I knew how to do. Now that I know better, I do better. ”
 - - Maya Angelou

THE COURT

Strengths

- Provides material and financial support
- Provides staff
 - Probation Officers
 - Clerks
 - Bailiffs
- Access to public officials



THE COURT

Challenges

- Often Court staff do not understand or support the mission of the specialty dockets

How the docket fits into the larger role of the court

Participants “Othered”

NIMBY

- The Court must understand and support the mission

Court staff should receive regular training on specialty dockets

Population

Purpose

Outcomes





THE COURT

Opportunities –

COB Programs

T4C

Decision Points

BIP

License Intervention Docket

Community Service – City Cleanup Projects

Case Managers

Access to the larger community



COLLABORATION TO COALITION

The needs of treatment court participants and the barriers to resource allocation and development they experience are the same as the Larger community.

Treatment options SUD/MH

Medical Care

Transportation

Housing

Employment

COLLABORATION TO COALITION

- Community Strengths
- Existing Coalitions and Programs
 - Drug Free Marion Coalition
 - Community Collaborative
 - Marion Housing Coalition
 - Community Corrections
 - Domestic Violence Task Force
 - Transportation Coalition
 - Citizens Circle
 - NAMI

- Community Strengths
- Marion Matters
- Stepping Up Marion

THE COMMUNITY

Each of our programs should function as a participant in the larger community.

Participation will ensure the court is a consideration in the disbursement and development of community resources

The Court will be aware of and have access to existing programs and funding.



THE COMMUNITY

- Challenges

- Resistance to treatment court involvement
 - Do not know the mission
 - Do not know the need
 - Do not know the success

- Challenges

- Time and Staff limitations
 - Too many too often
 - Unclear impact
 - Conflicting mission
 - Ethical and legal considerations

THE COMMUNITY

- Characteristics of effective coalitions

- Ownership and support of coalition by coalition members and community
- High level of trust and reciprocity among members
- Frequent and ongoing training for members
- Active involvement of members to develop action plan of goals and objectives
- Implementation of community action plan

- Characteristics of effective coalitions

- Productive meetings and decision-making
- Effective structure: Committed leadership team guides coalition to design/implement strategies
- Guidelines and procedures
- Continuous evaluation of coalition and its activities

THE COMMUNITY

- Principles of effective coalitions
- Less Is More
 - Quality not quantity
 - Who has the interest and the power
- Individuals Matter
 - Leaders at the table
 - Interested and invested
- Agenda
 - Common interests
 - Positive demands
 - Not what you are against but what you are for
- Specific and Tangible Goals

COLLABORATION TO COALITION

Opportunities

Mission

The court must educate the community on the vision and mission of the specialty docket and keep the needs of its participants in the discussion

Community events

City Council

Social media

Etc.





COLLABORATION TO COALITION

Must be based in data and communicated in common language and catered to the audience

Number of participants

Reduction in Recidivism

Financial savings

Connection must be maintained to the citizenship of the participants

COLLABORATION TO COALITION

- **Data**

- Referrals
- Admissions
- Terminations
- Recidivism (OCN)
- Dispatch
- VRSS

- **Assessments**

- BeST
- RED





COLLABORATION TO COALITION

The Community

Success

How we define success will greatly impact the acceptance and support of our programs in the larger community

Success must relate to the vision and mission of community organizations and the city itself



COLLABORATION TO COALITION

How do WE define success?

Do WE want them to go to jail or do we want them to stop committing crimes?

Success must also be defined as the reduction in recidivism not merely in the number of graduates

COLLABORATION TO COALITION

- Leadership Marion – Marion Area Chamber of Commerce
- Bike Program
- Recovery Softball
- CrossFit
- Case management
- Recovery Housing – ATP/MHCF



COLLABORATION TO COALITION

The Community

Marion Matters, Inc.

Natalie Longmeier
Executive Director





Marion Matters, Inc

How We Make A Difference

Vision, Mission, Values

VISION

To provide leadership, skills and training in developing sustainable pathways out of instability through education, support and coaching in the North Central Ohio region.

MISSION

We envision all people in North Central Ohio having the opportunity to reach their true life potential through coaching and community partnerships.

Values

From our belief that instability erodes the growth, health and prosperity of the individual and the community, emerge our Values that include Transparency, Respect, Compassion, and Trust.

Programs

Getting Ahead in a Just Gettin'-
By World - Community

Getting Ahead While Gettin'
Out - Prison

Getting Ahead in the Workplace

R-Rules - Youth Class

Money Matters Financial
Literacy

Community Resource
Navigation

Business

North Central Ohio Employer
Resource Network®

COG Employer Resource
Network®

Bridge Loan Program
(17 Business Contracts)

Coalitions

Housing

Transportation

Childcare

Reentry

MLK Jr. Neighborhood Association

MAWAC

Strategic Partners & Funders

United Way of North Central Ohio

Marion County Community
Foundation

Marion County Job & Family
Services

Ohio Health

Marion Municipal Court

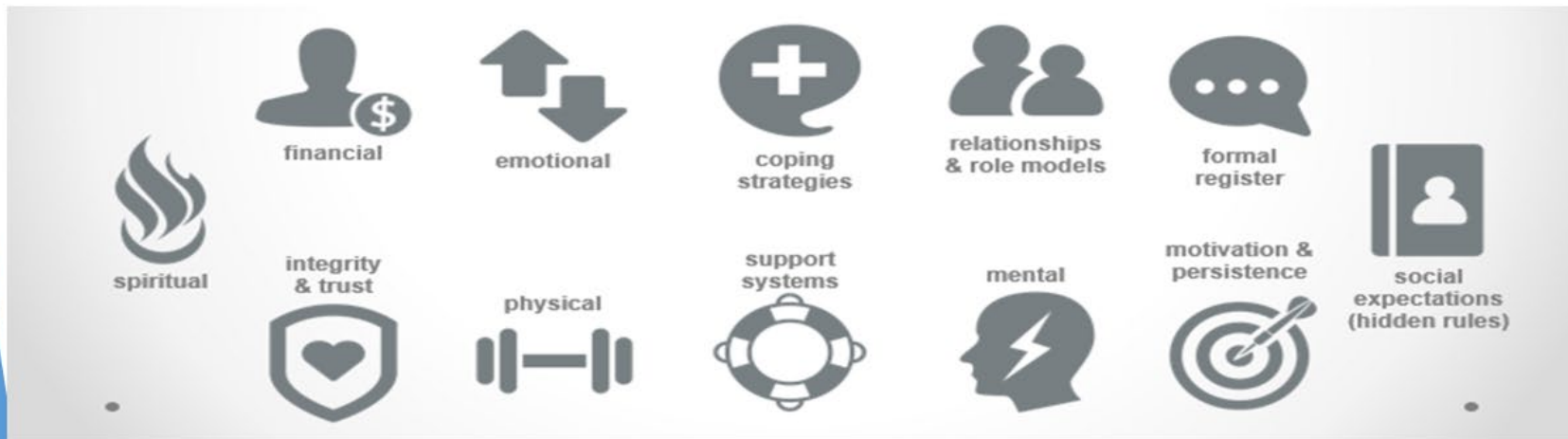
Marion Area Chamber of
Commerce

Pillar Credit Union



Defining Under-Resourced, Unstable, and High-Stressed Workers/Individuals

“the extent to which an individual or family does without resources”



Community Impact and Statistics

- ▶ Three Impact Areas
 - ▶ Education, Employment, Financial Position
- ▶ Results from 2023-2024
 - ▶ 44.3% Improved financial position
 - ▶ 26.2% Gained employment
 - ▶ 14.8% Furthered their education
 - ▶ 11.8% Decreased debt
 - ▶ 3.0% Decreased Public Assistance
- ▶ In the past year alone, we have had **39 participants** in our Getting Ahead in a Just Gettin' By World program, **61 participants** take our Money Matters financial literacy class, and **94 people** served by the Community Resource Navigator!



Questions?

Natalie Longmeier, Executive Director
(740) 223-2999 Office
natalie@marionmatters.org



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The Community

THE STEPPING UP INITIATIVE

THE OHIO PROJECT

Ohio Supreme Court Justice Evelyn Lundberg Stratton (ret.) - Director

Melissa Knopp, Esq. – Project Manager

STEPPING UP MARION

Marion Municipal Court

Crawford-Marion ADAMH

STEPPINGUP
INITIATIVE



THE OHIO
PROJECT

THE OHIO PROJECT

ACKNOWLEDGING A PUBLIC HEALTH CRISIS

WHAT IS THE PROBLEM?

It is pervasive. It is persistent. It is in every Ohio county jail. It is in counties all across the nation. "It" is a fact of our criminal justice system and it is a public health crisis: More people with mental illnesses are sitting, untreated, in local jails than ever before.

Without the widescale involvement of county leaders, Ohioans with mental illnesses (including those with co-occurring substance use disorders) will continue to cycle in and out of our criminal justice system.

REDUCING JAIL INCARCERATION

Stepping Up is a national effort to break the cycle of jail being the de facto mental health hospital. Its goal is to affect positive change through strong community and statewide partnerships, so that people with mental illnesses and co-occurring substance use disorders get connected with the help they need.

CAUSE AND EFFECT

Across the nation and in Ohio, jails have become a revolving door for people with mental illnesses. There are a lot of factors that have played into it, one of which is the long-ago closure of state-run institutions for those with severe mental illnesses. Discharged into the community, these patients put a strain on the already underfunded and ill-equipped community services.

OHIO QUICK FACTS

30% of Ohio's inmates have mental illnesses

78 county jails (all of them) serve, in some capacity, as inpatient psych facilities

\$41.7+ MILLION spent on mental health care and medications for Ohio's inmates with mental illness

NATIONAL NUMBERS

2 MILLION people with serious mental illnesses are admitted to jails each year

75% have co-occurring substance use disorders

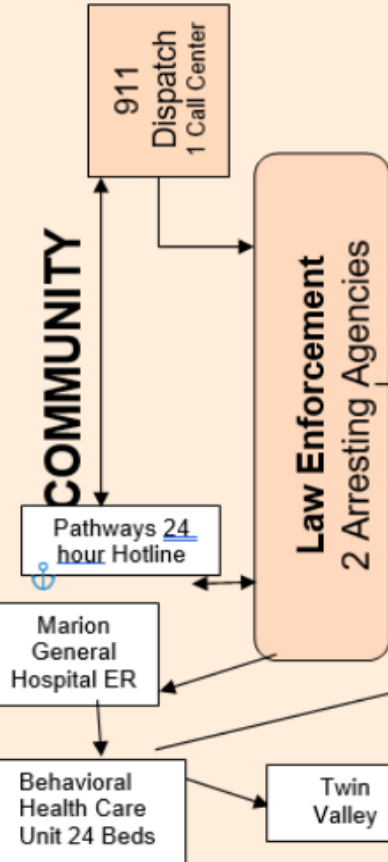
2X-3X more taxpayer money is spent on incarcerated adults with mental illnesses who require intervention

WANT TO MAKE A DIFFERENCE? ► OHIO IS ADDING TO THE INITIATIVE WITH STEPPING UP OHIO

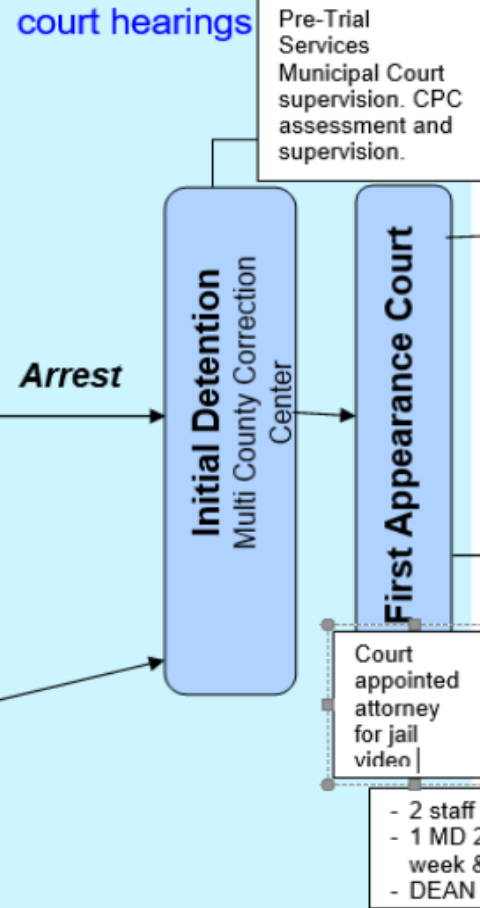
Sequential Intercepts for Change: Criminal Justice - Mental Health Partnerships – Marion County November 2021

Crisis Intervention Team (CIT) Training

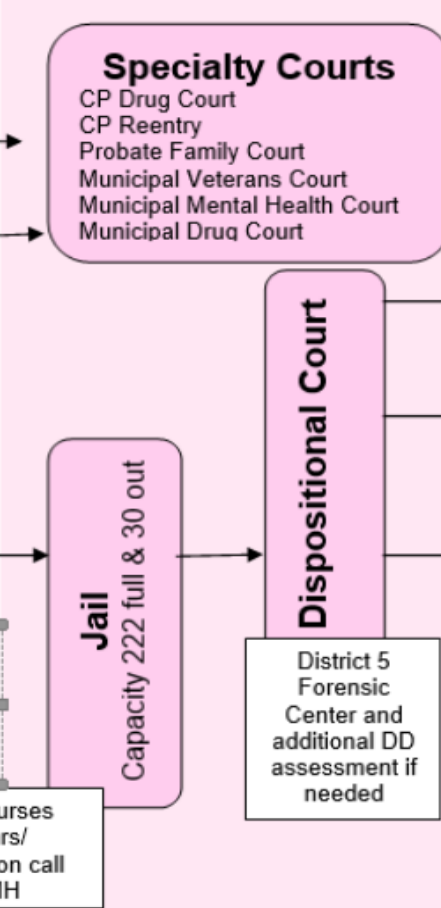
Intercept 1 Law enforcement



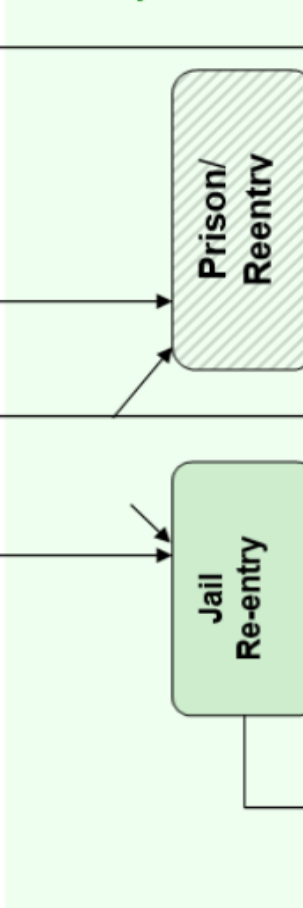
Intercept 2 Initial detention / Initial court hearings



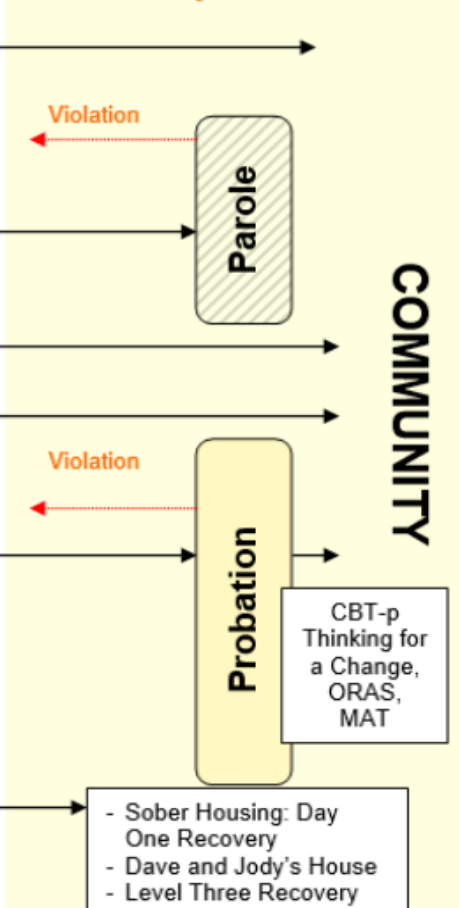
Intercept 3 Jails / Courts



Intercept 4 Reentry



Intercept 5 Community corrections



Veterans Affairs

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STEPPING UP MARION

Marion Municipal Court
Crawford-Marion ADAMH

Intercept II: (*Following Arrest*) Initial Detention / Initial Court Hearing

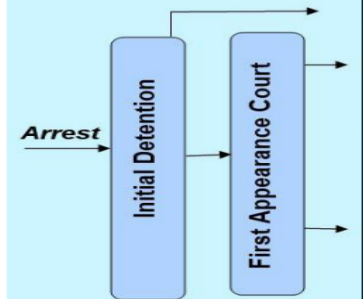
Initial Detention

- Individuals are held at the Multi-County Correctional Center (MCCC) for Marion and Hardin counties. The MCCC has a capacity of 222.
- The MCCC has two nurses on staff, one RN and one LPN, and one contracted physician. The contracted physician provides two onsite hours per week and is available via phone for consultations regarding medications and treatment.
- At booking, law enforcement will conduct a verbal exchange of information on the individual however this is an informal process. If there is a reported or known mental health concern from the law enforcement officer bringing in the individual, the individual is placed on observation until the jail representative can meet with them to determine housing assignment. Due to staffing, the individual may wait over 48 hours to be seen by the jail counselor for a housing assignment.
- Booking officers receive in-house training but do not currently attend Crisis Intervention Team (CIT) training. Beyond what is described above, there is no other formal information exchange regarding the booking roster or the "in-house" screening information.
- There is a booking screening consisting of more than 100 questions that include medical history, medications, and mental health information. The booking officer does not utilize a validated screening tool for individuals that may present with a mental health concern. During the workshop, the screening instrument was referenced as an internal "Mental Health Observation Form" which is then given to the jail counselor.
- Any jail staff at any time may refer an individual to speak with the jail counselor.
- If an individual reports that they are prescribed medications, jail staff will work with their family or Probation Officer (PO) to have the medications brought to the jail for review and consultation for continuance. If medications are brought with the individual, the nurse will review these and contact the prescribing doctor to determine if current medication is active. If the prescription is determined to be active, the nurse then consults with the contracted jail physician and will continue to administer unless it is an addictive medication. However, it was noted that there are concerns regarding continuing medications including type and dosage of the medication, possible side effects, and community safety concerns for specific medications.
- Currently, there are no diversion programs in Marion County.
- The MCCC does have an automated system called XJail however it was repeatedly stated that the staff are dissatisfied with the system and unable to pull appropriate data from the system.

Arraignment

- Within 48-hours, the individual is arraigned. The Municipal Court is operational Monday-Friday.
- If the individual is in custody, they are arraigned via video. Roughly 10-20 arraignments occur per day. If not in custody, the arraignment is in-person.
- Marion County does not have a Public Defender's Office. A court appointed attorney will sit in on the arraignment video if the individual is incarcerated. These attorneys will only make recommendations

Intercept 2 Initial detention / Initial court hearings



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Intercept III: Jails / Courts

Jail

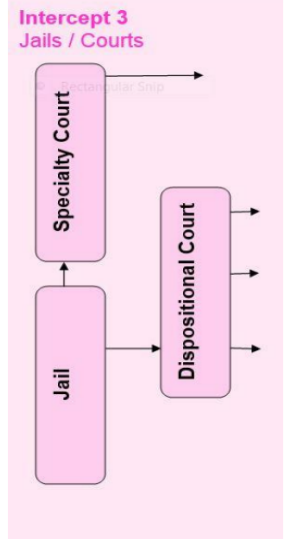
- The jail census typically meets or exceeds capacity. 30-50 people with lower level offenses and no significant mental health or medical concerns are housed out of county, usually at Morrow County Jail or Mercer County Jail.
- No data is currently tracked on how many inmates report a mental health or substance use concern or history, how many request mental health services, how many are on psychiatric medications, nor how many report mental health concerns during booking or while at the jail. Overall, data is not available from the jail.
- On average, there are 11 daily bookings and the average length of stay is 8 days.
- There is no mental health ward or pod at the jail. Inmates are housed in the medical pod, administrative segregation or booking if on mental health observation or waiting to be seen for assessment.
- The MCCC does not currently have Medication Assisted Treatment (MAT) program with long-term injectables, however, if an individual is currently engaged with this program through a community provider, the jail will coordinate transportation for the individual to continue to receive their injectables, thus supporting compliance with this treatment regimen.
- The jail utilizes a kite system which allows inmates to request mental health services, which is a referral to the jail representative. The jail representative is the primary source of informal linkage to mental health care upon release.
- There have been past attempts to hold mental health groups but with the length of stay so brief, such services really were not useful.
- 12-step support groups were resumed during the summer but have stopped due to COVID-19 precautions

Court

- There is not a felony diversion program. There are also no forensic or certified peer specialists involved with the court system.
- Within the Municipal Court, there is a 90-day diversion program, but this is not utilized for people with mental health conditions.
- Intervention in lieu of conviction is not often utilized due to a high rate of failure in the county
- District 5 Forensic Center and the Marion County Board of Developmental Disabilities are utilized for further assessment. However, it was previously noted that the wait time for these assessments is several weeks while the person remains at the jail.

Specialty Courts

- According to the Supreme Court of Ohio Specialized Dockets Certification Status Sheet, as of May 31, 2021, Marion County has the following specialized dockets:



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Jail

- There is currently no formal planning for releases or reentry, no formal linkage to treatment or community services, and no in-reach services other than the exception noted below.
- Individuals are released from the jail by 6AM unless the individual is being picked by CBCF or Probation. Some limited planned release, e.g., timing of release and provision of medication or prescription, may occur for individuals entering a specialty court docket but is not consistent.
- Inmates are not released with medications nor a prescription for medications from the jail. There are two exceptions to this:

- 16 -

- If the inmate came to the jail with medications, these will be released to them with their personal belongings.
- Mary Haven may provide a prescription for inmates on their caseload, however due to lack of release planning, there have been situations in which an individual remained in the jail for extra time for a prescription to be prepared to not interrupt a medication regimen.

Veterans

- Veteran Affairs may be contacted informally however there are no in-reach services for veterans.

Intercept IV – Identified Gaps

- ▣ The APA has inconsistent relationship/communication with local entities and providers
- ▣ No jail release/reentry planning due to 8-day average length of stay and large pretrial population
- ▣ Sober living and housing resources
- ▣ Access to medication on release from jail

Intercept IV – Identified Opportunities

- ▣ Residential options for 16 men and 16 female dual diagnosis (18 cottages) exist in the county and are underutilized for women

Recommendations

- ▣ Consider formalizing a process for reentry and service linkage from the jail that could be instituted even with short stays
- ▣ Explore options for medication access or prepared prescriptions for medication upon release from jail
- ▣ Consider increased in-reach opportunities to the jail from community providers

COLLABORATION TO COALITION

STEPPING UP OHIO – MARION COUNTY

2021

- Core Planning Group
- Crisis Drop-In & Assessment
- Housing
- Peer Support Services
- Information Sharing and Communication

2024

- Core Planning Group
- Crisis Services
- Peer Support
- Newsletter

COLLABORATION TO COALITION

STEPPING UP OHIO – MARION COUNTY

2021

2024

Intercept I Gaps

- CIT Training for Public Safety Telecommunicators
- Utilization of CIT contact sheet and data collection/analysis
- Another option for people to receive crisis evaluations
- Mobile crisis unit

- Regular CIT training – October 7, 2024
- Crisis Drop-In & Assessment Center in early stages
- MRSS services for youth to age 21

COLLABORATION TO COALITION

STEPPING UP OHIO – MARION COUNTY

2021

Intercept II – Identified Gaps

- Formal mental health screening at booking
- Communication of booking information to judge/court/specialized dockets
- Reportedly poor automated jail information system
- Lack of diversion programs
- Lack of pretrial investigations and risk assessments for defendants charged with misdemeanors
- Lack of defense attorneys for Common Pleas
- The timeframe for competency and developmental disabilities evaluations taking 6-8 weeks while individual remains in custody
- Correction staff does not receive formal training about mental health

2024

- Mental health screenings at booking
- Shared IMS
- New jail IMS
- Diversion programs within Municipal Court and Marion County Prosecutors Office
- Case managers perform ORAS and initial screenings at the jail

COLLABORATION TO COALITION

STEPPING UP OHIO – MARION COUNTY

2021

Intercept IV – Identified Gaps

- The APA has inconsistent relationship/communication with local entities and providers
- No jail release/reentry planning due to 8-day average length of stay and large pretrial population
- Sober living and housing resources
- Access to medication on release from jail

2024

- Increased Sober Living
- MAT and SUD services while incarcerated
- Case Managers

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Do WE want them to go to jail or do we want them to stop committing crimes?

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2023 data reflects at least 80% of the Marion Municipal Court Treatment Court graduates had no new criminal convictions at least three years post graduation.

COLLABORATION TO COALITION



- TREATMENT COURTS AND SPECIALIZED DOCKETS, IF PROPERLY EMPOWERED AND POSITIONED, CAN DRIVE RESOURCE ENHANCEMENT AND CREATION



THANK YOU !!!

James Boleyn
Specialized Dockets Director
Marion Municipal Court
Marion, OH

(740)375-2760

jboleyn@marionmunicipalcourt.org