

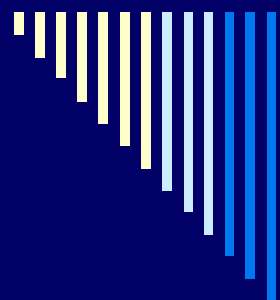
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# Planning Makes the Project

A Demonstrated Model of Planning,  
Collaboration, and Innovative  
Programming

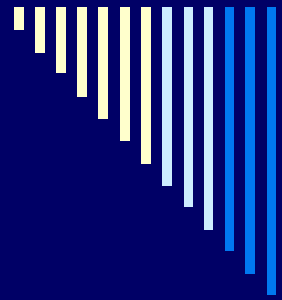
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# Presenter

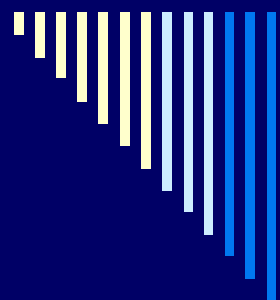
- Mary Carol Melton
    - Executive Vice President, Cincinnati Union Bethel
    - Program Director, *Off the Streets*
-



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# Overview

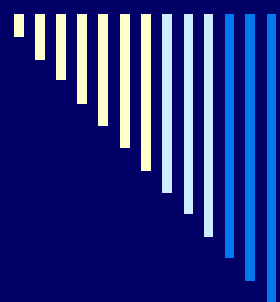
- Cincinnati Union Bethel History
  - Off the Streets
  - Productive Planning
  - Effective Collaborations
  - Impact of Innovations
-



# **CUB History: 177 Years of Service** ***Unleashing Potential***

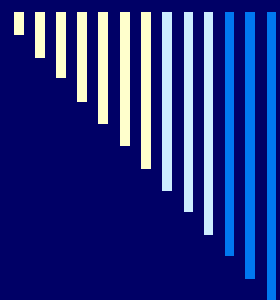
Since 1830, Cincinnati Union Bethel has provided education, housing and social services to individuals in underserved communities of Cincinnati.

- Anna Louise Inn
- Early Childhood Education
- Off The Streets



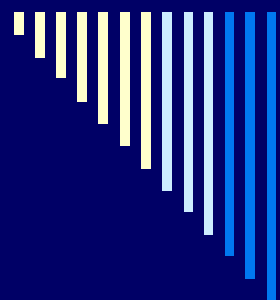
## *CUB- Unleashing Potential*

- 1830** CUB is founded
- 1854** The first Sunday School was organized
- 1890's** CUB is seeing 70,000 people in Sunday School, housing over 2,200 people and distributing 8,200 free meals per year. Cincinnati population was 325,902
- 1900** Begins work in early childhood education and establishes the first free kindergarten.
- 1902** CUB begins to offer free health and dental programs to school-aged children



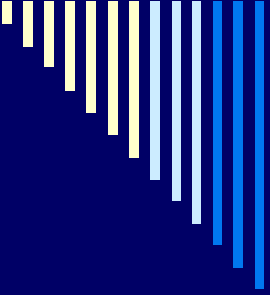
## *CUB – Unleashing Potential*

- 1909** The Anna Louise Inn opens providing residency for single women
- 1939-** CUB adds after-school care for children of  
**1944** parents employed in defense work.
- 1962** CUB expands work into urban neighborhoods with the establishment of community and youth councils
- 1979** CUB's Child Development Center receives Head Start funding



## *CUB - Unleashing Potential*

- 2004** CUB recognized with the Better Business Bureau's Torch Award for Ethics in the Marketplace
- 2005** Cincinnati Union Bethel celebrates 175 years of service to the community
- 2006** *Off The Streets* opens its doors
- 2007** *Off the Streets* receives Ohio Association of Nonprofit Organizations' *Program Excellence Award* and four-year LIFP grant from the Robert Wood Johnson Foundation

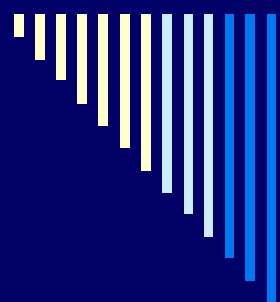


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Never doubt that a small group of thoughtful committed citizens can change the world: indeed it's the only thing that ever has.

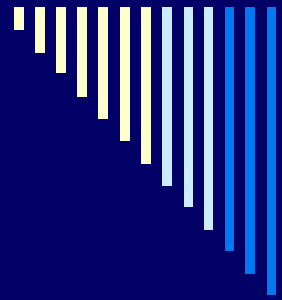
-Margaret Mead

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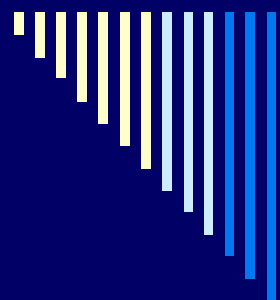
# Benefits of Collaboration

- ❑ Collaboration always enhances system/ community impact-we accomplish more
- ❑ Opportunity for public/private partnerships
- ❑ Identification of natural affinity groups
- ❑ Get buy-in from the beginning – build together
- ❑ If there are going to be turf issues, better to resolve in the planning stages



# Laying the Foundation

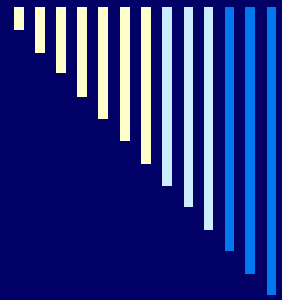
- Identify area of common interest
- Coming together
- Make your case
- Build trust
- Develop a plan



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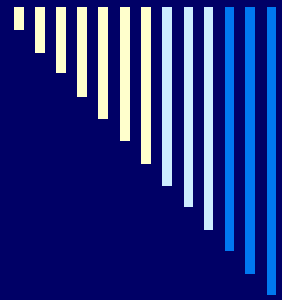
# Laying the Foundation

- ❑ Establish the collaborative group
  - ❑ Conduct a needs assessment
  - ❑ Explore other programs & practices
  - ❑ Determine financial feasibility
  - ❑ Write a business plan
  - ❑ Launch initiative
-



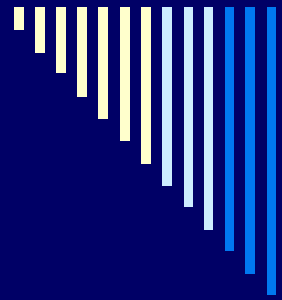
# Characteristics of Effective Collaborations

- Partnership (more than networking and cooperation) –increase capacity
- Mutually beneficial and well-defined relationship-what's in it for me?
- Mutual respect, ownership, and trust
- Willingness to be flexible



# Characteristics of Effective Collaborations

- ❑ Open and frequent communication (formal and informal)
- ❑ Concrete, attainable goals and objectives
- ❑ Lead agency shares risk, success and recognition



# Characteristics of Effective Collaborations

- Differences do not preclude collaboration-do we stress or stretch?
- Focus on the common goal, vision
- Have knowledge of partners - understand others' boundaries (*they aren't always barriers*)
- Understand and value the contributions of each partner-each is unique
- Collaboration should occur at all levels



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# Off the Streets Background: Prior Collaborative Work

- National Institute of Corrections: Intermediate Sanctions for Women Offenders
    - Focus on gender specific interventions
    - Groundwork for system changes and ongoing planning and development for gender specific issues
    - Solidified intersystem collaboration
  - Development of New Programs
    - Screening assessment developed at pretrial intake
    - Alternative Interventions for Women
    - Mental Health Court
-



# Off the Streets Background: The Planning Team

- Funded by a grant from The Health Foundation of Greater Cincinnati (beginning in 2004) – supported planning
  
  - The *Off the Streets* Planning Team
    - Established a planning team of over 30 individuals from approximately 20 agencies
    - Representation from criminal justice, substance abuse and mental health treatment, social services, the community, survivors of prostitution
-



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# Off the Streets Background: The Planning Process

- Research Conducted
    - Literature Review
    - Interviews with incarcerated women
    - Surveys with Cincinnati Police Officers
    - Questionnaires with prostituted women
    - Court case file analysis
  - Examination of Best Practices
    - SAGE consultation and site visit
-



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# Steps to Success

- ❑ Point person in agency is key – need full time focus
  - ❑ Person of influence as chair of planning group
  - ❑ Spend time up-front identifying potential partners – don't want to leave someone out (likely more to consider in urban area)
  - ❑ Face-to-face meetings with stakeholders prior to first meeting
-



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# Steps to Success

- ❑ Take the necessary time to plan well – this is the basis of future success
  - ❑ Organization is key!
  - ❑ Goal is to keep committee motivated and focused during planning period
  - ❑ Take time to establish relationships/ build trust
  - ❑ Having a cheerleader is good!
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# Steps to Success

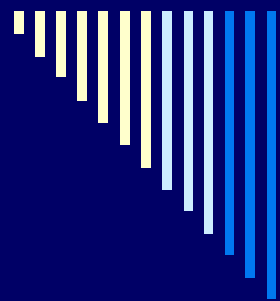
- ❑ No hidden agendas
  - ❑ Don't start with the answers – start with the questions
  - ❑ Don't be attached to one outcome
  - ❑ Establish ground rules – revisit as needed
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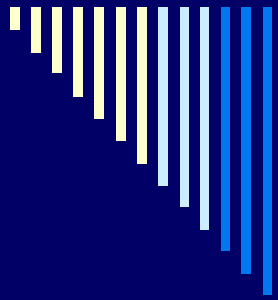
## Steps to Success

- Break out into needed committees – work to be completed outside of group
  - Keep all stakeholders informed
  - Record minutes – distribute to committee(s) - stakeholders
-



# Successful Collaborations

- Communication-learn from each other
- Confidentiality- speak candidly
- Respect
- Commitment to stay at the table
- Believe in the value of the work - common goal
- Recognize the importance of the needs of the clients
- Value diversity and synergy
- Eliminate concepts of turf and territory



# Measures of Success

- The collaborative process itself-  
ability to work together
- Policy changes
- Improving the service delivery  
model - *the whole becomes greater  
than the parts*
- Individual client success



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## Measures of Success

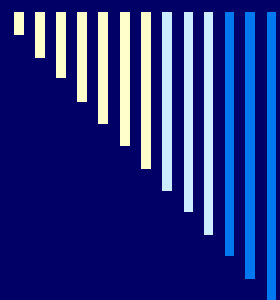
- Group will have reached consensus on plan moving forward
  - Group/individuals already have buy-in
  - Program can be developed
  - Implementation has all the players in place and at the table
  - **SUCCESS HAPPENS!**
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# Impact of Innovation

- ❑ Services and practices that better meet the needs of clients
  - ❑ Reduces fragmentation of systems and improves coordination of services
  - ❑ Enhanced motivation to change and effectiveness of services
  - ❑ Increased success of individuals coming into the system
  - ❑ Faster problem solving in the future
-



# Impact of Innovation

- Increase visibility in the community
- Systems and policies are enhanced
- Increased impact on the issue
- Services have a broader scale and reach within the community and system
- More efficient operations
- Increase resources



# Off the Streets Program Implementation

- Multi-system, community collaborative and comprehensive intervention to address the needs of individuals involved in prostitution
  
  - Program Components:
    - Off the Streets (prostituted women)
    - TAMAR (jail based trauma services for women)
    - John's Education Program (men who solicit prostitution)
-



# OTS Outcomes (80 women)

## □ Connected to Services

- 69% Emergency Shelter Room at ALI
- 41% obtained their own housing
- 45% mental health services
- 73% medical services
- 81% substance abuse programs

## □ Changes in Behavior

- 96% decreased involvement in prostitution
  - 94% decreased substance use
  - 70% decreased mental health symptoms
  - 83% no new prostitution conviction (2006 clients)
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## JEP Outcomes (112 Men)

- Men complete a pre- and post-class survey; results indicate increase in knowledge about the risks and harms of prostitution, as well as positive changes in attitude
  - No men who have completed the class have been rearrested in the 6 months following the class
  - Fee supports services for women
-



## TAMAR Outcomes (168 Women)

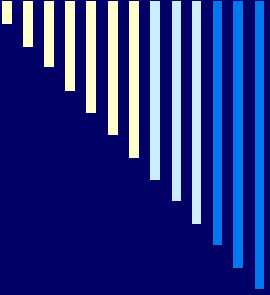
- 79 women have completed the full program
  - 18 connected to TAMAR community support group
  - Decrease in trauma symptoms
    - Repeated, disturbing dreams of the stressful event
    - Feeling distant and cut off from others
    - Avoid thinking or talking about the stressful event or avoid feeling related to the event
-



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# Impact of Innovation

- Police - OTS vs arrest
  - Judges - OTS vs incarceration
  - Outreach and trauma groups in the jail
  - Training for Corrections Officers
  - Policy changes – diversion
-

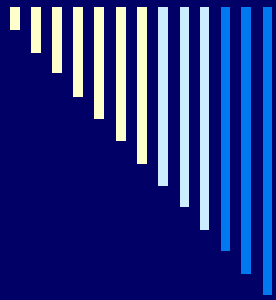


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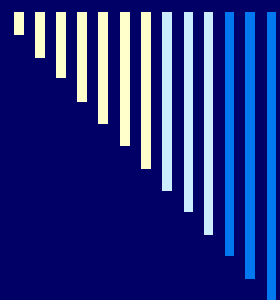
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# Contact Information

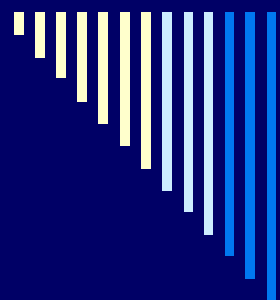
- Mary Carol Melton  
Executive Vice President  
Cincinnati Union Bethel  
300 Lytle Street  
Cincinnati, Ohio 45202  
513-768-6905  
[mcmelton@cinunionbethel.org](mailto:mcmelton@cinunionbethel.org)



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# Resources

- Fieldstone Alliance
  - Collaboration: What Makes It Work
    - Mattessich, Murray-Close, Monsey (Wilder Research Center)
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**Questions??**

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