

Department of  
Public Safety

Reentry  
Commission

**Strategic Plan**

2017 – 2020



## TABLE OF CONTENTS

I. Background .....	2
A. Legislative Authority .....	2
B. Planning Process .....	3
II. Environmental Scan .....	4
A. Roles, Responsibilities, & Relationships .....	4
B. Trends Analysis – Social, Economic, Demographic, Funding & Political .....	5
C. Assessment of Reentry Programs, Services, & Activities .....	6
D. Assessment of Other Relevant Planning Processes .....	7
E. Performance Measures & Indicators of Success .....	8
III. Strategic Focus .....	9
A. Performance Measures .....	9
B. Inmate-Centric Assessments & Programs .....	10
C. Staff Support & Training .....	10
D. Community Partnerships .....	11
E. Return Out-of-State Inmates .....	11
F. Community Awareness & Education .....	12
<b>APPENDICES .....</b>	<b>13</b>

. . . to prepare incarcerated individuals for reentry into the community through programs and services that reflect best practices and evidence-based results. The goal of reentry is to provide offenders with greater opportunities to be rehabilitated while ensuring public safety and reducing recidivism.

Comprehensive Offender Reentry System - Act 8, First Special Session Laws of Hawai'i 2007

## I. Background

### A. Legislative Authority

In 2009, the Hawai'i State Legislature (SLH 2009 – Act 24) established the Reentry Commission within the Department of Public Safety (PSD). PSD's mission is:

“to uphold justice and public safety by providing correctional and law enforcement services to Hawai'i's communities with professionalism, integrity, and fairness.”

The Commission was established to:

- “work with the department in monitoring and reviewing the comprehensive offender reentry program, including facility educational and treatment programs, rehabilitative services, work furloughs, and the Hawai'i paroling authority's oversight of parolees”; and
- “ensure that the comprehensive offender reentry system under chapter 353H, Hawai'i Revised Statutes, is implemented as soon as practicable to provide programs and services that result in the release of inmates on parole when the maximum terms have been served instead of delaying the release for lack of programs and services.”

*NOTE:* The legislation erroneously refers to release of inmates on parole when the *maximum* terms have been served rather than when *minimum* terms have been served.

Originally designed to sunset December 2, 2015, the Legislature extended the Reentry Commission's expiration date to December 1, 2019 (Act 015, SLH 2015). The Commission is currently comprised of the following members:

- Toni Bissen (O'ahu),
- Nolan Espinda (Director of Public Safety, Ex Officio Member),
- Blayne Hanagami (Hawai'i Island),
- Timothy Hansen (Hawai'i Island),
- Glenn Hisashima (Hawai'i Island),
- Timothy Ho (O'ahu),
- Maile Kanemaru (O'ahu),
- Wendell Murakawa (Reentry Commission Chair, O'ahu),
- Kimmy Tanaka (O'ahu), and
- Gary Yabuta (O'ahu).

The Commission's 10 members are comprised of:

- 3 members selected by the Governor,
- 3 members selected by the Senate President,
- 3 members selected by the Speaker of the House, and
- the Director of PSD or a designee.

## B. Planning Process

In 2015, the State Legislature took action to reconstitute and expand the duties of the Reentry Commission. To more effectively deliver on its mandate, the Commission worked to launch a planning process to develop a strategic roadmap for itself that would:

- draw out the various perspectives of Commission members to better align their understanding of their individual and collective roles and responsibilities;
- reflect on what is working well and what needs attention regarding the Comprehensive Offender Reentry System;
- establish a baseline of information to measure progress of its efforts over time; and
- catalyze leadership and action.

The process includes the following components:

1. *Planning Sessions*. There were three planning sessions conducted during Commission meetings with Commission members and community members in attendance. The planning sessions were held on 08/11/2016, 10/06/2016, 11/10/2016. The planning sessions were designed to focus on these concepts:
  - **Kuleana**. Kuleana means "responsibility" or "role" in the Hawaiian language. This focus area looked at deepening individual and collective understanding of roles, responsibilities, expectations, and authority;
  - **Framework**. This area clarified the Commission's kuleana relative to the Comprehensive Offender Reentry System (HRS 353H);
  - **Environmental Scan**. This area assessed trends, as well as what is working, what is working well, and what is missing; and
  - **Next Steps**. This area identified priority areas of focus and moving forward.
2. *Draft Plan*. A draft plan that can be vetted with key stakeholders and partners was key to planning. This document serves as the draft plan that provides the Commission with the opportunity to *plan while doing*. It is important for the Commission to continue its planning process while acting on and testing the priority actions identified in the draft plan.
3. *Stakeholder & Partner Input*. This step provides opportunities for input on the draft plan from stakeholders and partners.
4. *Finalize & Act on Strategic Plan*. The final Strategic Plan will incorporate input from stakeholders and partners, refine strategies and actions; and develop an implementation roadmap.

Each time I do an ‘ai  
hā‘a or chant in  
Hawaiian, a piece of  
me is left behind and  
slowly a new me  
starts to emerge . . .  
It’s a way to express  
myself positively . . .  
It allows me to  
express the changing  
of the man inside.

Hālawā Inmate,  
Star Advertiser  
02/25/2017

## II. Environmental Scan

As part of its planning process, the Commission conducted an “environmental scan” to identify the key questions it faces as it works to shape strategies and actions to effectively carry out its legislative mandate. The following highlights the key themes that emerged from that discussion.

### A. Roles, Responsibilities, & Relationships

As a result of its review and discussion of relevant legislative actions, Commission members affirmed the following relative to its responsibilities, roles, and relationships:

- **Purpose & Mandate.** To ensure the implementation of the comprehensive offender reentry system. As stated in the legislation, the Reentry Commission “SHALL . . . ensure that the comprehensive offender reentry system under HRS 353H is implemented as soon as practicable to provide programs and services that result in the timely release of inmates on parole when the maximum terms\* have been served instead of delaying the release for lack of programs and services.”
- **Role & Function.** Monitor and review. The Commission’s primarily role and function as identified in the enabling legislation is to “work with the department in **monitoring and reviewing** the comprehensive offender reentry program, including facility educational and treatment programs, rehabilitative services, work furloughs, and the Hawai’i Paroling Authority’s oversight of paroles.”

\* However, as mentioned previously, Commission members noted that the reference to “maximum terms” in the legislation needs to be changed to “minimum terms” to stay true to the legislative intent.

While the enabling legislation states that the Reentry Commission MAY . . . make recommendations to PSD, HPA, and legislature regarding reentry and parole services, members believed that the Commission SHOULD make recommendations to PSD in areas such as

- [1] programs and services that PSD is not currently providing;
- [2] changes and improvements to existing programming;
- [3] cessation of programs without proven success; and
- [4] ensuring that the development and implementation of the comprehensive offender reentry system is evidence based.

- **Relationship.** Members believe that the Commission and PSD should be complementary to each other. The Commission and PSD should work together in a process of co-learning and co-creation while not being beholden to each other and able to respectfully disagree. Members also emphasized the need to be honest, open, and objective in its work with PSD. As such, members see themselves as having a somewhat “semi-autonomous” relationship with PSD.

Commission members also felt that it could support PSD by being a source of input (i.e., from community, nonprofits, other agencies, etc.), providing the community with an additional means for expressing concerns and ideas.

In addition, with the establishment and staffing of the Reentry Coordination Office (RCO), members expressed the importance of developing appropriate protocols, procedures, systems, lines of communication, among other needs.

## B. Trends Analysis

As part of its environmental scan, Commission members also discussed various trends—or changes in the environment—that they felt could likely impact their efforts to carry out their responsibilities as well as those whom they serve in the coming months and years. The hope was to identify and analyze such trends to help better identify future opportunities and challenges; how they may affect the work of the Commission; and what the Commission could do in reaction to and/or in anticipation of such trends.

The following highlights the themes that emerged from the discussions held by Commission members. Actual comments from members are used to describe the various themes.

### Social Trends

- **Openness to Reentry.** There is a positive perspective, an openness toward reentry in the community.
- **Education.** The public still needs to be educated about reentry. The community seems ignorant of reentry as a systemic process, although there is a better understanding of the spectrum of reentry services by the law enforcement community.
- **Increase in Awareness of Alternative Treatments.** There is a growing awareness of alternative treatments that focus less on punishment and embrace being “smart” on crime that is oriented toward evidence-based treatment. Alternatives to incarceration are needed, as there is a trend across the nation to “decarcerate.” This means a need for more resources in the community for diverting low-level, nonviolent law violators.

### Economic Trends

- **Wealth Gap.** The rich get richer while the poor get poorer. Economic trends affect incarceration because offenders tend to be from lower socioeconomic classes.

- **Meaningful Employment.** Although employment rates are rising, many jobs are unsustainable. Low-paying jobs for former inmates are a particular challenge.

### Demographic Trends

- **Changing Inmate Population.** There are increasing rates of aging, immigrant, and younger inmate populations.
- **Violence & Drug Use.** There is an increase in more impulsive, violent behavior and drug-related problems.

### Available Funding for Programs & Services; Political & Policy Trends

- **Reentry Resources.** There is increasing reentry funding that recognizes inmates who have been victimized such as 1984 Victims of Crime Act.
- **Use of Private Prisons.** Discontinuing the use of private prisons is an upcoming issue. Legislation against private prisons is emerging. How will Hawai‘i deal with this?

## C. Other Relevant Planning Processes

Other relevant planning processes were reviewed and discussed to identify any implications and opportunities that may impact the work of the Commission. The following comments from Commission members include some of the themes, questions, and concerns that were raised in discussions.

- **Update 2009 Comprehensive Offender Reentry Plan (CORP).** Members agreed that the 2009 CORP should be updated as soon as possible by the Reentry Coordination Office.
- **Common Language & Definitions.** Many members expressed the need to have “common, established language and definitions” and the need to help Commission members address the difficult challenge of “grasping the expansiveness of definitions.”
- **Reentry Process.** The reentry process starts from day one of sentencing. Reentry does not only occur within the confines of prison; it extends afterward into time spent in the community. Reentry success should be measured well after one leaves prison. What are the results and effects of the reentry process? There needs to be a system that provides “A to Z” services, from sentencing until some end point. What is that end point? If reentry is inclusive of a period after departure from prison, what is that time period?
- **Rehabilitative Services.** How is reentry different from rehabilitative services? What is the context of rehabilitative services versus reentry? How will the success or failure of rehabilitative services be measured? Is the measurement tied to recidivism?
- **Recidivism.** Being concerned about people who return regardless of rearrest, the Commission is compelled to update its definition of recidivism. Moreover, parole violations currently do not contribute to the recidivism count. There is a question as to whether parole violators should be included in the recidivism count.



- ***Impact of Prison Culture.*** To be successful, the Commission needs to understand the effect of the system, prison culture, as well as the culture of corrections staff on individuals.
- ***Shift Culture of Prisons.*** There is a need to shift the culture of prisons towards recognizing the importance of the reentry process. Reentry is not only about tracking numbers, but also about changing the prison environment. Staff support and training will help to make that shift.
- ***Trauma Informed Care.*** Trauma informed care is the result of knowing about trauma and its effects, and identifying the needs of traumatized individuals. The use of cultural methods and traditional indigenous practices may bring about behavioral change.

## D. Inventory of Reentry Services for Offenders

Commission members also reviewed and discussed the inventory of reentry programs, services, and activities that PSD provides either directly or through contracts and partnerships with community-based organizations and groups. One of the issues raised by members was the need to differentiate between jail and prison populations as reentry programs and strategies are further developed and implemented. The following highlights the themes and comments raised by Commission members and community members in attendance.

### Education Programs

- ***Resources Needed.*** There needs to be better coordination of resource, as well as more staff. The Commission desires to understand the present and future levels of services and resources needed to implement those services. Also discussed was the need to broaden the definition of “resources” for reentry success. Resources could include other organizations such as not-for-profits, universities, and other types of resources.
- ***Meaningful Education Opportunities.*** Educational methods need to be meaningful and interesting. There is a concern that some graduate from Educational Training Service multiple times and still learn nothing. Education needs to encompass job readiness skills, life skills, and re-socialization skills. Classes need to be more “real” for behavioral change to happen. Law abiding citizens are currently deciding the content of these classes. Those who have lived the realities of a difficult life should provide input on the content of classes. Classes should pique inmates’ interests and they should evaluate proposed and current programs. PSD inmate forms should include space to indicate interests. Anything can be an educational opportunity, especially if it’s interesting to inmates.
- ***Culture Based Education.*** Culture based and culturally informed education can improve inmate relationships and family learning. The success of educational services to inmates must also be defined from their point of view and interest.

**Other Programs, Gaps, and Needs**

- *Restorative Justice, Family Reunification, Domestic Violence Intervention, Psychological Support, Digital Divide, Case Managers*

**E. Performance Measures / Indicators of Success**

Identifying performance measures and indicators of success is critical to the Commission carrying out its mandate of “review and monitoring” the Comprehensive Offender Reentry system. Commission members and community members in attendance reviewed and discussed the measures identified by legislation and those currently being reported by PSD to the Commission:

From Enabling Legislation	Currently Reported by PSD to RC
<ul style="list-style-type: none"> <li>a. Facility Education</li> <li>b. Treatment Programs</li> <li>c. Rehabilitative Services</li> <li>d. Work Furloughs</li> <li>e. HPA Oversight of Parolees</li> </ul>	<ul style="list-style-type: none"> <li>a. Recidivism – Released, Rearrested, and Rate by Month</li> <li>b. Correctional Industries – Monthly Gross Revenues, Net Inmate Wages Paid, Number of Inmates Working, Average HCI Inmate Hourly Wage by Month</li> <li>c. Programs – # of programs active, # of participants enrolled, # of participants terminated before completion, # of participants successfully completing program</li> <li>d. Substance Abuse – # of participants and # of completions by facility and month</li> <li>e. Inmates Paroled – by facility</li> <li>f. Sex Offender Treatment – # by facility</li> </ul>

The Commission discussed these issues:

**Related to Measures from Legislation**

- Educational Services - Reevaluate the delivery of education programs statewide.
- Correctional Industries - Reevaluate and analyze the delivery of vocational programs within and out of correctional facilities.

**Other Issues**

- ***Need to Focus/Identify Critical Measures*** - Determine what is directly related to offender’s behavioral change that significantly affects the offender’s successful reentry.
- ***Research/Collect Data*** - Determine if there is a significant difference to those released at minimum term and those released after minimum term.

### III. Strategic Focus

The following are the actionable areas that Reentry Commission members identified as potential “tipping point” opportunities to carry out its mandate and partner with the Department of Public Safety to ensure the successful implementation of the Comprehensive Offender Reentry System (CORS).

#### A. Performance Measures

##### Regularly Monitor & Evaluate Key Performance Measures.

As previously discussed, Commission members affirmed that their primary kuleana is to work with the PSD in **monitoring and reviewing** the development and implementation of the **comprehensive offender reentry system**. Critical to this is identifying a set of performance measures that the Commission can track and regularly assess. Below are comments from Commission members that reflect this sentiment:

- ✓ Develop/create a short list of performance measures that the Commission believes we should monitor.
- ✓ Develop data collection system and procedures – i.e., ICIS.

*Leverage Actions:*

1. Quarterly Review of Performance Measures Provided by PSD – continue to review performance measures provided by PSD (recidivism, correctional industries, programs, substance abuse, inmates paroled, sex offender treatment) on a quarterly basis to determine the progress being made in implementing the CORS.
2. Quarterly Assessment of Performance Measures – assess on a quarterly basis the effectiveness of the performance measures being tracked in determining implementation progress and the success of the comprehensive offender reentry system, including determining whether the list of measures should be modified (i.e., eliminating certain measures and/or adding new measures such as restitution collection figures).
3. Address Key Questions & Definitions – on a regular basis, address and clarify critical questions and definitions that are directly related to the Commission’s responsibility to monitor and review the CORS. This includes, but is not limited to, clarifying the start and endpoint of the reentry process; having an agreed upon definition of recidivism; changing the reference to “maximum terms” in the enabling legislation to “minimum terms”; clarifying the differences in the reentry process approach for jail and prison populations; among others.

#### B. Inmate-Centric Reentry Assessment & Programs

##### Review & Advocate for PSD Initiatives to Develop More Inmate-Centric Reentry Assessment & Programs.

A recurring theme that emerged from discussions among Commission members was the need to ensure that the reentry assessment process take into consideration the unique needs and context of individuals and that reentry programs and services are responsive to those needs. Some examples of comments from members regarding this point include:

- ✓ Truly accurate assessment of individual risks and needs.
- ✓ Available targeted programming and services to address/meet all needs.
- ✓ Inmates are appropriately assessed and programmed for success to reach their social goals.
- ✓ Family visitation centers.
- ✓ Integration/expansion of Hawaiian cultural programs.
- ✓ Credit for “good time”.

*Leverage Actions:*

1. Evidence Based Approaches – explore with RCO staff evidence based approaches to developing a process for inmate-centric assessments and program development.
2. Indicators of Success & Evaluation – work with RCO staff in identifying appropriate measures to effectively track, monitor, and assess the effectiveness of this approach.

## C. Staff Support & Training

### Review & Advocate for Staff Support & Training to Implement Comprehensive Offender Reentry System.

Commission members were very aware that the successful implementation of the CORS and CORP is contingent on the adequate investment of time and resources in providing adequate support and training for staff. Comments in this regard include the following:

- ✓ Trained staff who are supportive of individuals’ growth as well as safety.
- ✓ All staff, stakeholders supporting Pu’uhonua concept.
- ✓ All staff working towards one mission to make reentry successful.
- ✓ Ongoing support and resource commitments for staff training and support.
- ✓ More staff training on understanding [1] mental health issues; [2] trauma (not just about women – men need help too).
- ✓ Changing culture to real rehabilitation where staff is crucial to incarcerated person’s successful reentry, they would be like case workers.
- ✓ Training for parole to change attitude/mindset/culture.
- ✓ Community reentry coordinator and PSD reentry coordinator.

*Leverage Actions:*

1. Assess PSD Needs & Develop Advocacy Strategy – work with PSD to identify challenges and opportunities in providing adequate staff training and support and develop an appropriate advocacy strategy to assist PSD in securing resources and partnerships.

2. Regular Assessment – regularly assess progress being made in developing an appropriate staff support system to identify best practices and lessons learned.

## D. Community Partnerships

### Review & Encourage PSD Efforts to Develop Community Partnership Opportunities to Increase Employment & Housing Options for Ex-Offenders.

Obviously community partnerships and collaborations will be needed to effectively leverage resources and build a viable system of support for individuals as they move through the reentry process back into community. Commission members voiced their concerns in this regard especially as they relate to the areas of employment and housing:

- ✓ Broad engagement from employers.
- ✓ Help find/link to jobs.
- ✓ Introduce individuals to employers – do tours with employers then linked to farms, delivery, Waipahu Festival Marketplace (continuum of agriculture related employment opportunities).
- ✓ Increase assistance from community (through partnerships) to provide offenders with employment opportunities.
- ✓ Advent of an in-community inmate housing option.

#### Leverage Actions:

1. Strategic Connections to Employers & Housing Services – work with RCO staff in identifying and facilitating strategic connections with key employers and housing services, including documenting and learning from the process to increase opportunities for replication.
2. Linkage with Community Consortia – develop partnerships with community consortia such as Going Home.

## E. Return Out-of-State Inmates

### Review & Coordinate the Efforts of PSD & Community Partners for the Successful Return of Out-of-State Inmates.

Comments from Commission members regarding this priority area of PSD include:

- ✓ Adequate bed space to return mainland population to Hawai'i.
- ✓ Increase action by judges to utilize alternative sentencing methods to decrease pre-trial population within facilities, jail.
- ✓ Decrease length of time for pre-trial detainees.

#### Leverage Action:

1. Assess and Monitor PSD Needs & Strategies – work with PSD to identify challenges and opportunities in developing and implementing strategies to return out-of-state inmates. If necessary, approach the Legislature for additional resources and funding for PSD to achieve their objectives.

## F. Community Awareness & Education

### Encourage & Advocate for Community Awareness & Education Initiatives

Developing broad support in the community for the reentry process is critical to the overall success of the CORS. Therefore, the following issues were discussed:

- ✓ Education and commitment of the community for the reentry process.
- ✓ Worked with community and faith based organizations to raise public awareness and support.
- ✓ Get community residents to help.
- ✓ Increase community beds and services.
- ✓ Increase active participation from judiciary – in collaborative efforts with PSD, AG, and Commission.

#### *Leverage Action:*

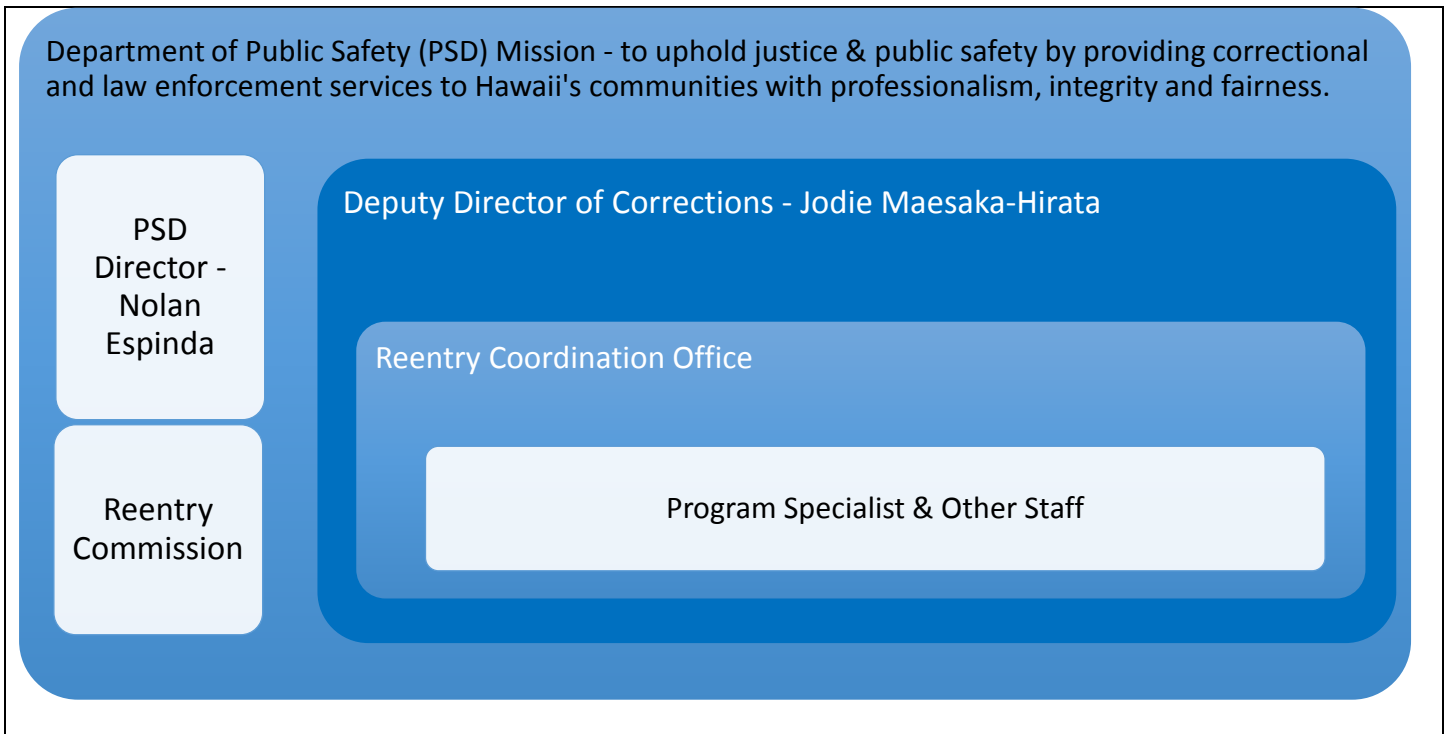
1. Leverage Commission Networks – Support PSD’s collaborative efforts for increased community education and awareness programs and activities.

# APPENDIX 1

## Who We Are – Our Kuleana

### 1. Legislative Authority

- SB 2866 – SLH 2012 – ACT 76 establishes the Reentry Commission within the Department of Public Safety, sunset December 1, 2015.
- SB 1177 – SLH 2013 – ACT 66 replaces Reentry Coordinator with Director of Public Safety or the Director’s designee as an ex officio nonvoting member.
- SB 564 – SLH 2015 – ACT 2015 extends Reentry Commission expiration date to December 1, 2019.



### 2. Composition of the Reentry Commission – 10 members comprised of 3 Selected by the Governor, 3 Selected by the Senate President, 3 Selected by the Speaker of the House, and the Director of PSD or a designee.

- Nolan Espinda – PSD Director
- Toni Bissen, Timothy Ho, Maile Kanemaru, Wendell Murakawa (Chair), Kimmy Tanaka, Gary Yabuta – O’ahu.
- Blayne Hanagami, Timothy Hansen, Glenn Hisashima – Hawai’i Island.

**[§353H-2.5] Offender reentry office.** There shall be established within the department of public safety an offender reentry office to oversee the development and implementation of the comprehensive offender reentry system.

The offender reentry office shall:

- (1) Ensure that the present and future reentry needs of persons committed to correctional facilities are being evaluated and met in an effective and appropriate manner;
- (2) Develop and implement risk needs assessment tools to properly place offenders in programs and services;
- (3) Match offenders to programs and services that address risks and needs identified;
- (4) Monitor and record progress made by offenders while participating in prescribed programs and services;
- (5) Identify and make recommendations to address needs not addressed by programs and services;
- (6) Provide training opportunities for department staff and service providers in assessments and evidence-based practices;
- (7) Work closely and collaborate with the community service and work furlough programs located in the community correctional centers and correctional facilities;
- (8) Work closely and collaborate with the Hawaii paroling authority; and
- (9) Work closely and collaborate with community partners such as organizations, businesses, and concerned citizens. [L 2012, c 76, §2]

**[§353H-3] Offender reentry system plan; creation.** (a) The department of public safety shall develop a comprehensive and effective offender reentry system plan for adult offenders exiting the prison system.

(b) The department of public safety shall develop comprehensive reentry plans and curricula for individuals exiting correctional facilities in order to reduce recidivism and increase a person's successful reentry into the community. The reentry plans shall include, but not be limited to:

- (1) Adopting an operational philosophy that considers that offender reentry begins on the day an offender enters the correctional system. Each offender entering the system shall be assessed to determine the offender's needs in order to assist the individual offender with developing the skills necessary to be successful in the community;
- (2) Providing appropriate programs, including, but not limited to, education, substance abuse treatment, cognitive skills development, vocational and employment training, and other programs that help to meet the assessed needs of each individual;
- (3) Developing a comprehensive network of transitional programs to address the needs of individuals exiting the correctional system;
- (4) Ensuring that all reentry programs are gender-responsive;
- (5) Issuing requests for proposals from community-based nonprofit programs with experience with offenders in the area of reentry; and
- (6) Instituting model reentry programs for adult offenders. [L Sp 2007, c 8, pt of §2]

**[§353H-4] Model programs; department of public safety.** Subject to funding by the legislature, the department of public safety shall enhance the State's comprehensive offender reentry system by developing model programs designed to reduce recidivism and promote successful reentry into the community. Components of the model programs shall include but are not limited to:

- (1) Highly skilled staff who are experienced in working with offender reentry programs;
- (2) Individualized case management and a full continuum of care to ensure successful reentry;
- (3) Life skills development workshops, including budgeting, money management, nutrition, and exercise; development of self-determination through education; employment training; special education for the learning disabled; social, cognitive, communication, and life skills training; and appropriate treatment programs, including substance abuse and mental health treatment;
- (4) Parenting and relationship building classes. The department shall institute policies that support family cohesion and family participation in offenders' transition to the community, and, where possible, provide geographical proximity of offenders to their children and families; and
- (5) Ongoing attention to building support for offenders from communities, community agencies, and organizations. [L Sp 2007, c 8, pt of §2]



### 3. Roles, Responsibilities, & Relationships

<p>The <b>Reentry Commission</b> was established to “<b>work with the department in monitoring and reviewing</b> . . .</p> <ul style="list-style-type: none"><li>▪ the <b>comprehensive offender reentry program</b>, including facility educational and treatment programs, rehabilitative services, work furloughs, and . . .</li><li>▪ the Hawai‘i paroling authority’s oversight of parolees.</li></ul>	<p>What do you believe are the parameters of this responsibility of the RC? How would you describe the RC’s relationship with the Department of Public Safety?</p>
<p>The <b>Reentry Commission SHALL</b> . . .</p> <ul style="list-style-type: none"><li>▪ ensure that the <b>comprehensive offender reentry system</b> under HRS 353H is implemented as soon as practicable to provide programs and services that result in the timely release of inmates on parole when the maximum terms have been served instead of delaying the release for lack of programs and services.</li><li>▪ meet quarterly.</li></ul>	<p>What do you see as the RC’s primary role(s) and responsibility in regards to this legislative mandate?</p>
<p>The <b>Reentry Commission MAY</b> . . .</p> <ul style="list-style-type: none"><li>▪ make recommendations to PSD, HPA, and legislature regarding reentry and parole services.</li></ul>	<p>What do you see as the RC’s potential role and responsibility in this regard?</p>
<p>There shall be established within the department of public safety an <b>Offender Reentry Office</b> to <b>oversee</b> the development and implementation of the <b>comprehensive offender reentry system</b>.</p>	<p>How would you describe the complementary roles and responsibilities of the RC and the Offender Reentry Office?</p>

## APPENDIX 2

### Inventory of Reentry Services to Offenders

#### CORE PROGRAMS

- **Education**
  - Adult Base Education
  - Competency Based High School Diploma
  - General Education Diploma
  - Pre-GED
  - Post-Secondary Education
- **Furlough** – Furlough Orientation, Probation Orientation, Parole Orientation
- **Housing**
  - Gender-Based
  - Housing Referrals (HUD/Section 8)
  - Transitional Housing
  - Reentry Housing
  - Reentry Housing for Veterans
- **Mental Health** (i.e., dual diagnosis, counseling)
- **Reentry** (i.e., HIWEDO, Going Home, Successful Transition and Reentry Together, MEO BEST, Access to Recovery, HCAP LWFC and WCCC Bridge Programs, TJ Mahoney Halfway House for female offenders)
- **Sex Offender** – Sex Offender Treatment, Women’s Issues, Aftercare
- **Substance Abuse** – Outpatient Treatment, Residential, Narcotics/Alcoholics Anonymous, Aftercare, Intensive Outpatient

#### CORE SERVICES

- Library Services
- Volunteers

#### PROGRAMS

- Anger Management
- Cognitive Behavioral/Restructuring
- Domestic Violence Intervention/Batters Intervention Program
- Vocational Education/Work lines – Automotive Mechanics, Computer
- Family Reunification – Parenting
- Financial Management
- Job Services (job readiness or pre-employment training)
- Life Skills

#### SERVICES

- **Assessments** – Level of Service Inventory-Revised (LSI-R), ORAS (Intake Service Centers), Reception Assessment Diagnostic (RAD), Discharge Plans

- **Community Service Work lines**
- **Vocational Education/Work lines** – Kitchen/Food Service, Janitorial/Cleaning Service, Laundry/Housekeeping Services, Forklift/Warehouse, Construction, Carpentry, Masonry, Plumbing, Electrical, Roofers, Unions, Veteran’s Affairs
- **Mentoring**
- **Restorative Justice** – Victim Impact Class, Victim Offender Dialogue
- **Transportation**

## ACTIVITIES

- **Cultural Awareness**
- **Vocational Education/Work lines** – Agricultural, Farming, Landscaping, Horticulture, Hydroponics
- **Electronic Monitoring**
- **Family Reunification** – Supporting Kids of Incarcerated Parents (SKIP), Read-to-Me/Literacy, Read Aloud, Support Groups, Play & Learn, Father Read, Family Therapy

# APPENDIX 3

## Other Previous Planning Processes

### Interagency Council on Intermediate Sanctions - ICIS

Strategic Plan – November 6, 2015

#### **ICIS MEMBERS –**

Hawai‘i State Judiciary, Departments of Health, Public Safety, and Attorney General, Hawai‘i Paroling Authority, Adult Probation, Office of the Public Defender, & Honolulu Departments of Police & Prosecuting Attorney.

#### **GOALS –**

- To reduce recidivism by 30% by the target date of November 6, 2020.
- To maintain the system-wide, standardized assessment protocols.
- To implement and maintain a continuum of services that matches the risk and needs of adult offenders.
- To collaborate with communities in developing and implementing the continuum of services
- To evaluate the effectiveness of intermediate sanctions in reducing recidivism.
- To create a management information system capable of communicating among agencies to facilitate sharing of offender information.

#### **STRATEGY –**

Reduce recidivism and future victimization through the use of evidence-based principles and practices that are normed to Hawai‘i’s population.

#### **OBJECTIVES –**

##### **Assess Actuarial Risk/Needs**

- Select and use, on a system-wide basis, appropriate EBP assessment instruments.
- Develop and reassess assessment protocols as needed.
- Design and implement systematic training of staff.

##### **Enhance Intrinsic Motivation**

- Establish and implement MI (desk-side) performance standards for LSI-R interview and offender interactions.
- Assess and maintain training protocol.
- Develop and implement strategies for sustainability of MI training.
- Ensure MI principles are applied in contracted programs and address deficiencies.

##### **Target Interventions**

- Maintain an inventory of existing criminal justice contracted services.
- Ensure appropriate offender matching and program effectiveness.
- Maintain application of evidence based practices to service providers through education and training.
- Ensure use of assessment tools by vendors.
- Identify and fill gaps in the continuum of services.
- Mechanism to streamline case planning.

### **Skill Training with Directed Practice**

- Establish and implement CBT performance standards for offender interactions and training protocol.
- Develop and implement strategies for sustainability.
- Ensure CBT principles are applied to government programs and criminal justice agencies.

### **Engage On-Going Support in the Community**

- Strategies to develop and engage pro-social support systems with offenders.
- Collaborate with communities in developing and implementing the continuum of services.

### **Measure Relevant Processes/Practices in Correctional & Treatment Services**

- Assess changes and trends in recidivism.
- Maintain an ICIS Dashboard Analysis of Quality Improvement Indicators.
- Evaluate effectiveness of matching offenders to services based on document LSI-R, trailers, and case plans.
- Evaluate assessment process and protocols.
- Provide an assessment and evaluation of training effectiveness.
- Automate use of assessment instruments and collection of information.

### **Provide Measurement Feedback**

- Maintain a peer review process that ensures continuous evaluation of ICIS related research reports and studies.
- Develop and implement a system that includes capturing of key data elements required for conducting recidivism studies; outcome and contracted services evaluations; and workload analysis.
- Strengthen ICIS MIS technical reporting capabilities by making available and accessible important case management reports.
- Ensure that ICIS remains a learning organization by reviewing and updating the ICIS logic model.

## **Comprehensive Offender Reentry Plan**

December, 2008 – from PSD Report to the 2009 Legislature

### **Guiding Principles:**

- Reentry process begins upon admission to jail/prison – offender assessed within reasonable amount of time to determine risk/needs/responsiveness, and a discharge plan is formulated.
- PSD's classification system determines how offender processed through correctional system – offender's movement is performance driven rather than time-driven.
- Offender assigned a case manager whose role is that of the change agent.
- Case manager shall collaborate with private/public agencies that provide required services and programs according to offender's discharge plan, during incarceration and after release.
- Reentry programs will employ evidence-based practices.
- Stable employment is key to successful reentry – CID will provide vocational training.
- Reentry programs shall be made available at all correctional facilities – taking into consideration an offender's willingness to participate.
- A reentry committee shall be established to promote partnerships that support change and provide the services conducive for rehabilitation.

## Goal

Provide offenders in PSD's custody and care a continuum of care that identifies and addresses their needs as they transition from correctional setting back into the community.

## Strategy

**Collaboration & Partnerships** – services to offenders provided in the community is contingent upon the development of a network of criminal justice, non-criminal justice government agencies, and community-based agencies. It is imperative that PSD take an active role in forming and nurturing these types of partnerships throughout the State.

**Workforce Development** – Key component of the Reentry Plan focuses on employment and job training. Collaboration and partnership with DLIR will link offenders with employment and vocational training opportunities.

**Individualized Transitional Plan & Release Packet** – an individualized transitional plan will consist of pertinent information to assist the offender as he/she transitions back into the community.

## Objectives & Outcomes

**Phase I: Risk/Need Assessment** – obtaining quality offender data is crucial to maintaining safe facilities and formulating proper case management decisions.

**Objective:** Provide appropriate and timely assessments.

**Outcome:** Accurately assess risk and needs and foster motivation for change.

**Phase II: Manage & Monitor** – Changes occur over time and offender's risks, needs, and appropriate levels of service are also dynamic in nature. Therefore, reassessments and monitoring and recording offender progress are vital to assist case managers and offenders in making well informed decisions affecting reentry.

**Objective:** engage offender in evidence-based programs that address offender's risk and needs.

**Outcome:** develop changes in attitude and behavior.

**Phase III: Prepare for Reentry/Transition** – offender is provided opportunities to develop coping skills to deal with the challenges of transition and linked to community-based organizations or other entities to facilitate a smooth transition into the community.

**Objective:** coordinate needed services to ensure a seamless transition.

**Outcome:** establish relationships between individual and community-based providers.

**Phase IV: Return to Community/Reintegration** – the goal of discharge planning is to ensure that offenders are stable and not engaging in high-risk behaviors.

**Objective:** facilitate a successful transition in to the community ensuring that all barriers have been addressed.

**Outcome:** Sustained participation in treatment and/or after care, stable offender employment and housing, and a reduction in recidivism.

# APPENDIX 4

## Key Performance Measures

### Legislative Mandate

- Facility Education
- Treatment Programs
- Rehabilitative Services
- Work Furloughs
- HPA Oversight of Parolees

### PSD Measures Reported to RC

- **Recidivism** – Released, Rearrested, & Rate by Month
- **Correctional Industries** – Monthly Gross Revenues, Net Inmate Wages Paid, Number of Inmates Working, Average HCI Inmate Hourly Wage by Month
- **Programs** – # of Programs Active, # of Participants Enrolled, # of Participants Terminated Before Completion, # of Participants Successfully Completing Program
- **Substance Abuse** - # of Participants & # of Completions by Facility and Month
- **Inmates Paroled** – by facility
- **Sex Offender Treatment** – # by facility

### Other Suggested Measures

- Jobs
- Housing
- Substance Abuse
- Mental Health
- Community Support of Reentry

# APPENDIX 5

## Trend Analysis

For each type of trend, identify the direction of the trend as it applies to the environment in which the RC operates. Is it increasing, decreasing, or staying about the same? Getting more favorable, less favorable, or staying about the same? Then think about what this means for the RC. What are the implications for what you do? How you do it? How you get the resources needed to support it?

1. **Social Trends.** Changes in societal or community attitudes that may positively or negatively influence the RC.
2. **Economic Trends.** These include employment and unemployment, inflation, individual and family income, etc.
3. **Demographic Trends.** Growth or decline in overall population; changes by age, gender, race, ethnicity; etc.
4. **Available Funding for Programs/Services.** Changes in public funding, partnerships, philanthropic support for community-based organizations, etc.
5. **Political or Policy Trends.** Local, regional, state, and/or national.

### Other



