

COMPREHENSIVE OFFENDER REENTRY PLAN (CORP)

CONNECTING THE DOTS: CREATING SUCCESS FOR OFFENDER REENTRY

STATE OF HAWAII, DEPARTMENT OF PUBLIC SAFETY (PSD), 2019



A Comprehensive Offender Reentry Plan that outlines the Department of Public Safety's process for successful and sustainable reentry process for its offender population.

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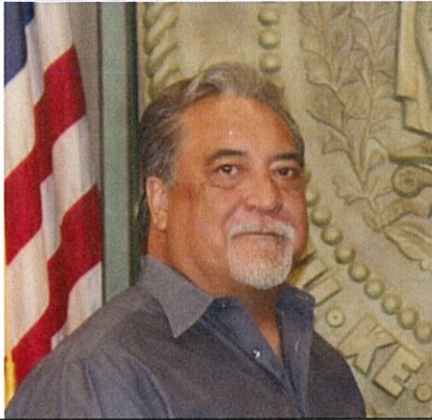
OUR MISSION:

To uphold justice and public safety by providing correctional and law enforcement services to Hawaii's communities with professionalism, integrity and fairness

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Message from Director Nolan P. Espinda

The Department of Public Safety has been an active partner with the Interagency Council on Intermediate Sanctions (ICIS) since 2002 whose primary mission was to reduce recidivism by 30% by implement "best practices" principles.

As we begin 2019, the Department of Public Safety (PSD) continues to be committed to working with ICIS to reduce recidivism, with what is now deemed as Evidence-Based Practices (EBP). This includes but is not limited to the use of a standardized assessment tool; to identify and to provide of services that match the risk-need of offenders.

In 2014, PSD made a conscience effort to create a Reentry Coordination Office to: 1) Fulfill the mandates of Sessions Law 2012, Revised Statues §353H-2.5: Offender Reentry Office; 2. Continue to be active and supportive of EBP identified by ICIS; 3. Insure that PSD's Correctional Program Services met the mandates of §353H-2.5 as well as the identified risk-needs of offenders transitioning back to the community.

The Offender Reentry Office, better known as the Reentry Coordination Office (RCO) has been established with positions dedicated to: overall transitional services, training and planning, risk-need assessments, victim services and restitution collection.

One of this fledgling RCO's accomplishment to date is being recognized in March of 2018, for its offender restitution program at the National Attorney General's annual winter meeting for increasing its rate of collection from a meniscal amount to upwards of 70%. This improvement was based on: 1) The decision to increase the collection amount from 10% to 25% from all funds in an offender's whom has Court Ordered restitution, 2) Implementation of direct supervision to this program, and 3) holding the offenders accountable to their Court Ordered mandates.

As a means to strategically plan for the future of the Reentry Coordination Office and the offenders it serves, I present to the community, The Department of Public Safety's Comprehensive Offender Reentry Plan (CORP). RCO considers this to be a living document with the ability to change over the course of time.

This version can be located on our website at www.dps.hawaii.gov.

Mahalo Nui Loa!

A handwritten signature in black ink that reads "Nolan P. Espinda".

Nolan P. Espinda

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WHAT IS REENTRY & WHY IS IT IMPORTANT?

The Hawaii Department of Public Safety (PSD) defines REENTRY as: the point in which an offender begins their transition from prison or jail back to the community. Nearly all of the approximately 5,400 offenders currently incarcerated under the jurisdiction of PSD will return to the community. Since the introduction to Justice Reinvestment Investment in 2012, PSD has strived to provide effective programming and supervision is focused on those with higher risk and needs in order to reduce recidivism¹:

- From FY2006 to FY2011, jail admissions remained stable but the population of pretrial felons saw an increase in admissions of 117%, which resulted in an overall growth of 47% in the total jail population².
- From FY2000 to FY2010, the state's jail and prison population climbed by 18%, from 5,127 to 6,043³.
- During this time, the Corrections Division of PSD saw their expenditure budget increase 62.5%, from \$112 million in FY2000 to \$182 million in FY2010.
- The budget has continued to climb as the population has steadily rose 6.97%, from \$201 million in FY 2015, to \$215 million in FY 2017.
- In FY 2010, the HPA approval rate for parolees reduced from 40% in FY2006, to 34% in FY2010, primarily due to 65% of the parolees failing to complete required programming.
- Between FY2006 and FY2011, the number of offenders who remained in prison past their minimum sentence (which is determined by the Parole Board) increased 77%⁴.
- The number of offenders who served their maximum sentences and were released from prison without any supervision more than doubled, from 121 in FY2006 to 247 in FY2011⁵. In the last calendar year 2018, 343 offenders served their maximum sentences. Nearly a 38% increase in releases from FY 2011.

¹ CSC Justice Center (August, 2014). *Justice Reinvestment in Hawaii: Analysis & Policy Options to Reduce Spending on Corrections & Reinvest in Strategies to Increase Public Safety*.

² CSG Justice Center analysis of Hawaii Department of Public Safety FY2006-FY2011 end of year snapshot data. Pretrial population includes: pretrial felons, pretrial misdemeanor offenders, probation violators. Sentenced jail population includes: sentenced misdemeanor offenders, sentenced misdemeanor probationers, and sentenced felon probationers.

³ Hawaii Department of Public Safety, *Annual Report*; Hawaii Department of Public Safety, *Weekly Population Report*; communication with Department of public Safety staff (2009-2010).

⁴ CSG Justice Center analysis of Hawaii Department of Public Safety FY2006-FY2011 end of year snapshot data. Pre- and post-minimum offenders include those sentenced for a new conviction or a probation revocation.

⁵ CSG Justice Center analysis of Hawaii Department of public Safety FY2006-FY2011 annual release population data and Hawaii Interagency Council on Intermediate Sanctions data.

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- Of the offenders that were incarcerated for felony offenses and completed their maximum prison sentence, over half were deemed eligible for parole by the HPA Board. From this population, 70% were given a parole deferral, while awaiting to complete bottle-necked, prison-based programming⁶.
- The State of Hawaii Interagency Council on Intermediate Sanctions (ICIS) defines recidivism as criminal arrests (most recent charge after supervision start date), revocations, technical violations, and/or criminal contempt of court. ICIS conducted its first recidivism study in 2002. This baseline study monitored probationers and parolees for criminal rearrests and revocations/technical violations over a three-year follow-up period, and reported a 63.3% recidivism rate (72.9% for parolees and 53.7% for felony probationers).⁷
- ICIS has since conducted nine additional recidivism update studies, for the FY 2003 and FYs 2005-2012 cohorts, all of which replicated the methodology and recidivism definition adopted in the 2002 baseline study. These update studies retain the methodological consistency required for year-to-year trend comparisons. The data revealed a 45.5% recidivism rate for probationers; a 56.1% recidivism rate for parolees; and a 65.1% recidivism rate for maximum-term released prisoners. *An increased recidivism rate for PSD prisoners compared to a decreased recidivism rate for probationers and parolees.*⁸

Rising prison and jail populations, increasing costs and shrinking budgets have resulted in policymakers, elected officials, and community stakeholders to take notice and seek more efficient methods to make sure that the transition process from prison and jail into the community is safe and successful. Offenders returning to communities cannot realistically, simply stop their criminal behavior immediately upon release. Therefore, comprehensive, consistent and individualized strategies are needed in order to provide offenders with the skills and resources necessary to be successful upon their return to the community. While offenders benefit from actively participating in reentry strategies, in no way does it support or approve of criminal behavior. Instead, it strives to provide and maintain long-term benefits for families, victims and the community.

⁶ CSG Justice Center analysis of Hawaii Department of Public Safety FY2006-FY2011 annual release population data and Hawaii Paroling Authority FY2011 sentenced felon max-outs data.

⁷ Interagency Council on Intermediate Sanctions, State of Hawaii, FY 2012 Cohort, 2015 Recidivism Update, Timothy Wong, ICIS Research Analyst, <http://icis.hawaii.gov/wp-content/uploads/2016/05/ICIS-2015-Recidivism-Update.pdf>

⁸ Interagency Council on Intermediate Sanctions, State of Hawaii, FY 2013 Cohort, 2016 Recidivism Update, Timothy Wong, ICIS Research Analyst, <https://icis.hawaii.gov/wp-content/uploads/2017/06/Hawaii-Recidivism-Report-2016.pdf>

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Effective reentry strategies result in offenders returning to the community that are able to successfully compete for employment, stable and appropriate housing, support their children, their families, and become a lasting contributor to society.

Additional benefits include;

- Lower rates for recidivism and victimization due to the reduction of risk factors for engaging in new criminal behavior;
- Offenders making payments for taxes, restitution and child support but still having enough for their day-to-day, out-of-pocket expenses;
- Offenders decreasing their reliance on using illegal methods to sustain a living;
- Offenders having greater opportunities to secure appropriate housing, lowering the rate for homelessness;
- Decreasing or completely ending the amount of "lag time" an offender waits for confirmation of coverage for medical and/or mental health services, leading to the decrease of or elimination for the need to self-medicate and/or commit a new crime;
- A decrease in the amount of disruptions to familial relationships caused by incarceration;
- Increasing the time offenders have with their families to get re-acquainted, mend "fences", get stronger, secure additional support and heal from trauma;
- A decrease in the rate of intergenerational incarcerations occurring;
- A decrease in the amount of offenders being re-incarcerated in Hawaii's jails and prisons (State's taxpayers currently pay approximately \$190 million annually) leading to the end of overcrowding and better public spending;
- Existing research has shown that programs can significantly lower recidivism when they address the known risk factors for reoffending and are delivered with integrity.⁹

The safe and successful transition of individuals from jail and prison to the community benefits society as a whole.

⁹ Rethinking Prison: A STRATEGY FOR EVIDENCE-BASED REFORM, Grant Duwe, NOVEMBER, 2017, AMERICAN ENTERPRISE INSTITUTE, <https://www.aei.org/wp-content/uploads/2017/11/Rethinking-Prison.pdf>

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Background

The reentry process begins upon an offender's entry into the Criminal Justice System. The State of Hawaii Department of Public Safety (PSD) has actively pursued establishment of a reentry process that enables an offender to successfully transition from incarceration to community via a Comprehensive Offender Reentry System (CORP).

In 2007, the Hawaii State Legislature established a Comprehensive Offender Reentry System under the Department of Public Safety to assist adult individuals with their reintegration back into the community. The system was supposed to offer a full continuum of services, readily accessible and immediately effective following release¹⁰. A legislative oversight committee was also established to oversee the development of this comprehensive offender reentry system and ensure its effectiveness.

In 2009, legislation introduced the idea of Reentry under the Department of Public Safety's long-established Intake Service Centers (ISC), and set the sunset date on a legislative oversight committee for July 1, 2009.

The duties of the ISCs were as follows:

- To screen, evaluate, and classify the admission of persons to community correctional centers;
- To provide for the successful reentry of persons back into the community;
- To 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; and
- To provide additional reentry service by working closely with the furlough programs, parole and corrections program services.

On January 1, 2010, the Reentry Commission was established to work with the Department to monitor and review the comprehensive offender reentry system, which included facility educational and treatment programs, rehabilitative services, work furlough programs, the Hawaii Paroling Authority's oversight of parolees, and legislative actions regarding reentry and parole services¹¹.

¹⁰ Act 8, Special Session Laws of Hawaii 2007.

¹¹ Act 24, Special Session Laws of Hawaii 2009.

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As a response to ACT 8 (Senate Bill 932), in 2011, the Department made significant efforts to implement a comprehensive reentry strategic plan as required, through the development of the Comprehensive Offender Reentry Plan (CORP) of 2009.

Realizing the need for a free-standing unit to focus entirely on offender reentry, its programs and services, legislation was passed in 2012 to remove these responsibilities from the ISCs and create a stand-alone offender reentry office within PSD. This newly formed office would oversee the development and implementation of a statewide, comprehensive reentry plan and¹²:

- Ensure that the present and future reentry needs of offenders committed to correctional facilities are being regularly evaluated and met in an effective and appropriate manner;
- Develop, implement and manage risk needs assessment tools to appropriately place offenders in programs and services;
- Match offenders to programs and services that address their identified risks and needs;
- Monitor and record progress made by offenders while participating in recommended programs and services;
- Identify gaps in programs and services and make recommendations;
- Provide training opportunities in assessments and evidence-based practices for staff and providers alike;
- Work closely and collaborate with faith-based, community service providers to provide additional resources for work furlough programs and the corresponding facilities.

With the introduction of Act 76, the original sunset date of the Reentry Commission would now be extended to December 1, 2015. This new legislation led PSD to act quickly to establish the positions for the newly created Reentry Coordination Office (RCO) before initiatives were lost and efforts faded.

Over the next few years, several additional legislative changes occurred, beginning in 2013¹³ Membership of the Reentry Commission was changed and the Reentry Coordinator position within the Commission was replaced by the Director for PSD or his designee, as an ex officio non-voting member.

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

¹² Act 76, Special Session Laws of Hawaii, HRS §353H-2.5 {2012}

¹³ Act 66, Special Session Laws of Hawaii, 2013.

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Commission worked to launch a planning process to develop a strategic roadmap for itself.

In 2015¹⁴, the sunset date for the Reentry Commission was extended for a third time to December 1, 2019. [This date is expected to be extended again during the next legislative session.]

The process included planning sessions held on 8/11/16, 10/6/16, and 11/10/16 with a focus on *Kuleana* (“responsibility” or “role” in the Hawaiian language), *Framework* (the Commission’s kuleana relative to the Comprehensive Offender Reentry System), *Environmental Scan* (trends, what is working, working well, and what is missing), and *Next Steps* (identify priority areas of focus and moving forward).¹⁵

The current Reentry Commission consists of ten (10) members, all of which are appointed by the Governor:

- Three members are selected by the Governor, with one of the three being an ex-offender;
- Three members are selected by the President of the Senate;
- Three members are selected by the Speaker of the House of Representatives; and
- The Director of PSD, or his designee, shall be present as an ex-officio, non-voting member.

With the new membership in place, the Reentry Commission members conducted an extensive review of current PSD practices and have affirmed the 2017-2020 REENTRY COMMISSION STRATEGIC PLAN relative to its responsibilities, roles, and relationships:

- **Purpose & Mandate** – ensure the implementation of the comprehensive offender reentry system.
- **Role & Mandate** – monitor and review the comprehensive offender reentry system, and make recommendations to PSD in the following areas:
 1. programs and services that PSD is not currently providing;
 2. changes and improvements to existing programming;

¹⁴ Act 015, Special Session Laws of Hawaii, 2015.

¹⁵ Reentry Commission Strategic Plan, 2017-2020.

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3. cessation of programs that showed a lack of proven success; and
4. ensuring that the development and implementation of the comprehensive offender reentry system is evidenced based.
5. **Relationships** – members believe that the Commission and PSD should be complementary to each other and work together in a process of co-learning and co-creation.

The Reentry Commission identified the following actionable areas and opportunities in which to carry out its mandate and partner with the Department of Public Safety to ensure the successful implementation of the Comprehensive Offender Reentry Plan (CORP):

- Regularly Monitor & Evaluation of Key Performance Measures
- Review & Advocate for PSD Initiatives to Develop More Inmate-Centric Reentry Assessment & programs.
- Review & Advocate for Staff Support & Training to Implement the Comprehensive Offender Reentry System.
- Review & Encourage PSD Efforts to Develop Community Partnership Opportunities to increase employment & Housing Options for Ex-Offenders.
- Review & Advocate for PSD Efforts & Partnerships to Return Out-of-State Inmates.
- Encourage & Advocate for Community Awareness & Education Initiatives.

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THE REENTRY COORDINATION OFFICE (RCO)

In 2016, legislative funding was provided, enabling PSD to hire staff for the RCO, dedicated specifically to address reentry efforts statewide.

Under the general supervision of the head of the Office of the Deputy Director for Corrections, the RCO is responsible to develop, implement, and maintain the comprehensive offender reentry system for individuals entering and exiting the correctional facilities in order to increase a person's potential for successful reentry into the community. In addition, the RCO shall assist in the planning, training, and coordination of programs and services that best reflect evidence-based practices to better prepare sentenced offenders as offenders transition to the community. The RCO shall collaborate with community stakeholders to bridge the gap in services, while affording the community stakeholders with enhanced opportunities to receive offenders as they reintegrate to the community.

Since its inception in 2016, the RCO's goal, while working with offenders in PSD custody or under its supervision, is to expand and improve the reentry programs and services currently available while focusing on creating a continuum of care for an offender's successful release, but still keeping in mind the overall safety of the community.

This action incorporates efforts previously made by PSD, the evidence-based practices (EBPs), and recommendations made by the US Department of Justice and The Council of State Governments, thereby providing a clear direction for the Department's Reentry Coordination Office (RCO).

The RCO currently oversees the Inmate Classification Section, Program Planning and Training Section, Risk Assessment Section, and Victim Notification/Services Section. The RCO has been working toward leading PSD in creating success for offender reentry. Multiple programs and services have been implemented within PSD facilities. Collaborative partnerships with the ICIS and Reentry Commission have grown stronger, and multiple EBP trainings have been coordinated and completed within the PSD to include LSI-R (Level of Services Inventory Revised), CBI (Cognitive Behavioral Intervention) and MI (Motivational Interviewing). A statewide training for PSD Correctional Program Staff on Inmate Classification has been completed, and a statewide training for PSD

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Correctional Program Staff on Case Management is scheduled to be completed. The VICTIM NOTIFICATION/SERVICES SECTION was expanded to include working in partnership with the Crime Victim Compensation Commission (CVCC) to develop a centralized physical location and system for restitution operations within the RCO.

For PSD to achieve the results this CORP outlines, the Department recognizes the need for a strategic reorganization of the RCO for FY 2019 to include the addition of sections vital to the implementation, maintenance, and sustainability of this CORP. This strategic reorganization lays the groundwork to provide the RCO, PSD, and its offender population the greatest opportunity for success.

The reorganization shall result in the RCO overseeing the EBP Program Evaluation & Quality Assurance Section, EBP Program Planning & Community Outreach Section, EBP Program Training & Support Section, Inmate Classification Section, Risk Assessment Management & Reentry Data Tracking Section, and Victim Notification/Services Section as follows:

EBP PROGRAM EVALUATION & QUALITY ASSURANCE (QA) SECTION

Under the general supervision of the head of the RCO, this Section reviews reentry policies and reentry program contracts, conducts evaluations of reentry programs performance (i.e. CPC Assessments), independently monitors reentry programs and services for contract compliance, assists with grant writing, **and ensures programs are in-line with PSD's Comprehensive Offender Reentry Plan's continuous quality assurance plan**; member of the Corrections Program Checklist (CPC) Committee and CPC Assessor;

EBP PROGRAM PLANNING & COMMUNITY OUTREACH SECTION

Under the general supervision of the head of the RCO, this Section implements and maintains the comprehensive offender reentry system program statewide and implements new evidence-based reentry programs and services; establishes a continuum of effective services that meet the offenders' needs, assists with grant writing, **and ensures the continued relevancy of the PSD Comprehensive Offender Reentry Plan's goals and objectives**; member of the Interagency Council on Intermediate Sanctions (ICIS) Working Group;

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EBP PROGRAM TRAINING & SUPPORT SECTION

Under the general supervision of the head of the RCO, this Section plans, maintains, implements, coordinates, manages and monitors the Department's EBP training to ensure uniformity of the application and integration of the *ICIS EBP Core Curricula* into the operations at all correctional facilities, statewide, and provides support to staff as an *ICIS EBP Core Curricula* certified trainer; **and to ensure programs are in-line with PSD's Comprehensive Offender Reentry Plan's training goals and objectives**; conducts in-house EBP coaching, refreshers, and boosters; collaborates with the ICIS Coordinator and the ICIS Cadre to ensure the continued compliance with the ICIS Community of Practice goals and objectives; member of the ICIS Training Cadre; member of the ICIS Training Committee; member of Byrne Grant Committee (MI Coach Project);

INMATE CLASSIFICATION SECTION

Under the general supervision of the head of the RCO, plans, develops, maintains, coordinates, and monitors the Department's inmate classification system to insure uniformity in its application and integration into the operations of all correctional facilities;

RISK ASSESSMENT MANAGEMENT & REENTRY DATA TRACKING SECTION

Under the general supervision of the head of the RCO, this section plans, maintains, implements, coordinates, manages and monitors the Department's inmate risk assessment system to ensure uniformity of its application and integration into the operations at all correctional facilities, statewide; maintains the Department's Reentry Data; **and ensures the risk assessment system is in-line with PSD's Comprehensive Offender Reentry Plan's assessment goals and objectives**; collaboration with the ICIS Coordinator; collaboration with the UH REPS; collaboration with the SAPM Office; and

VICTIM SERVICES & NOTIFICATION SECTION

Under the general supervision of the head of the RCO, the Victim Services/ Notification Section develops, implements, and maintains a comprehensive notification system statewide and the training associated with the services provided and monitors operational staff, vendors and service providers to ensure that the services are in accordance with policies and procedures. The 24-7 system is called SAVIN and the program offers victims and concerned citizens free anonymous, confidential access to timely information. The monitoring and consultation duties for the Victim Services/ Notification also

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creates and recommends the development of crime victim's data reporting systems. In addition, the PSD-Victim Services has received funding under the VOCA grant to work in partnership with the CVCC to develop a centralized physical location/system for restitution operations. The Victim Restitution Collections Project is a centralized, restitution collection core team that will be responsible to ensure that payments are regularly collected and disbursed to the CVCC for payment to victims, survivors or other payees, statewide; working closely with the PSD facility staff to ensure that restitution activities are being consistently managed for the duration of an offender's incarceration; and providing general information and referrals to all crime victims/payees and the general public seeking other victim-related services and programs.

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THE COMPREHENSIVE OFFENDER REENTRY PLAN (CORP)

GOAL

The goal of this CORP is to outline the Department of Public Safety's overarching strategy for building a successful and sustainable reentry process for its offender population. This CORP includes the Department's goals, guiding principles, key objectives, strategic framework: Reentry Strategies for Success (i.e. phases of reentry, areas of focus, reentry strategies, objectives, and outcomes), and overall performance measures to be reported quarterly to the Reentry Commission as indicators of our success.

This CORP requires a necessary paradigm shift within the Department's philosophy on how reentry is to be viewed as, thought of, and practiced, and the newly reorganized RCO shall lead the Department in this paradigm shift by assisting in the planning, training, and coordination of programs and services that best reflect evidence-based practices to better prepare sentenced offenders as offenders transition to the community.

To have the greatest impact on an offender's successful return to the community the RCO shall collaborate with Criminal Justice Agencies, Hawaii Paroling Authority, community-based partners, faith-based partners, and community stakeholders to bridge the gap in services, creating a continuum of care for an offender's successful release, but still keeping in mind the overall safety of the community.

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GUIDING PRINCIPLES

This CORP is based on the following guiding principles for the Department's efforts in effecting the necessary paradigm shift within the Department's philosophy on how reentry is to be viewed as, thought of, and practiced:

- Principle I: Reentry process begins upon admission to jail/prison.
- Principle II: Incarceration is not simply about punishment, but more about public safety, rehabilitation, and restoring lives.
- Principle III: An offender's behavior and attitude is the best indicator of change.
- Principle IV: The majority of offenders will be released back into the community.
- Principle V: Offender should be assessed within reasonable amount of time to determine risk/needs/responsiveness, in formulating and managing a release plan.
- Principle VI: PSD's classification system determines how an offender is processed through correctional system – offender's movement is performance driven rather than time-driven.
- Principle VII: Each offender is assigned a case manager whose role is that of the change agent.
- Principle VIII: Case manager shall collaborate with private/public agencies that provide required services and programs according to offender's release plan, during incarceration and after discharge.
- Principle IX: Clean & sober housing, a living wage, and healthy relationships are key to successful reentry.
- Principle X: Create a culture of offender success through employment readiness by promoting job readiness, conducting job readiness assessments, development of offender soft skills, vocational training, cognitive-behavioral interventions, and other structured programs targeting job-preparation needs for our offenders transitioning from the PSD to furlough, parole, and the community;

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- Principle XI: While incarcerated, each offender will, at a minimum, be provided with educational opportunities, employment training, life-enhancing skills classes, substance abuse treatment, mental health services, classes on how to restore and maintain existing relationships and/or build healthy, new ones, and other programs/classes that target their individually-identified criminogenic needs, job readiness, and maximize the likelihood of success upon release.
- Principle XII: Reentry programs shall employ evidence-based practices, and shall be made available at all correctional facilities – taking into consideration an offender's willingness to participate.
- Principle XIII: Offenders shall be supported through a continuum of programs from admittance (intake) to release (discharge or parole).
- Principle XIV: Providing offenders with a, "success-oriented" approach to reach their goals should reduce victimization and increase public safety.
- Principle XV: A reentry coalition shall be established to promote partnerships and collaboration that support positive change and successful offender reentry.

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REENTRY PROCESS

Within the context of this CORP, “reentry” is not a specific program, but rather a process that begins when the offender is incarcerated (pre-release) and ends with his or her reintegration into the community (post-release).

This process should provide the offender with appropriate evidence-based services, including reentry planning, that address individual criminogenic needs identified through empirically validated risk and needs assessments. Results from these assessments should also reflect the risk of recidivism for each individual.

The reentry plan should reflect specific and ongoing pre-release and post-release needs, and a strategy for ensuring that these needs can be met throughout the duration of the reentry process.

The reentry process should address the following key areas:

- Individualized Risk Assessment, Case Planning, and Release Planning
- Collaboration and Partnerships
- Workforce Development

Individualized Risk Assessment, Job Readiness Assessment, Case Planning, Re-Assessment, and Release Planning

Obtaining quality offender data is crucial to maintaining safe facilities and formulating proper case management decisions:

- Provide appropriate, timely risk & needs assessment, and job readiness assessment;
- Engage offender in evidence-based programs that address offender's risk and needs; and
- Engage offender in soft skills (communication, teamwork, adaptability, problem solving, conflict resolution, leadership, etc.) development, vocational training, and other structured programs that target job-preparation needs.

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.

Creating an accurate, individualized transition plan requires that each case

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manager utilize their EBP Motivational Interviewing (MI) Skills to illicit useful information to appropriately assess an offender's risks and needs.

A Release Plan will be given to the offender containing pertinent information such as contact information for community-based programs, pre-scheduled appointment dates and times, and a list of support services. Along with any personal items, the following will also be given to the offender at the time of release:

A two-week supply of medication (if applicable);

- All identifying documents accumulated while incarcerated, crucial for securing employment and housing; and
- Copies of all applicable pages from the Reentry Resource guide.

Obtainable goals can then be introduced in order to satisfactorily address the identified areas of risk and needs that are listed for each offender currently incarcerated via Collaboration and Partnerships with EBP programs, services, and treatment providers. Such as cognitive behavioral therapy, Thinking for a Change, Anger Management, Therapeutic Community, Relapse Intervention Program, RDAP, KASHBOX, Family Reintegration, Life Skills, etc. to assist the transitioning offender with building and maintaining **healthy relationships**.

Collaboration and Partnerships

- Coordinate needed services to ensure a seamless transition;
- Offender provided opportunities to develop coping skills to deal with the challenges of transition;
- Job readiness assessment, soft skills development, vocational training, and other structured programs targeting job-preparation needs for our offenders transitioning from the PSD to the community;
- Link to community-based organizations or other entities to facilitate a smooth transition into the community;
- Creation of the Hawaii State Reentry Coalition, a network involving departments associated with criminal justice, other government agencies, and community-based organizations, will be critical in developing a continuum of programs and services for individuals transitioning back into the community such as **clean & sober housing**;
- Improve and increase the current rate of success for offenders will require that these agencies work collaboratively to ensure that gaps in services are filled, while most importantly, making sure that community safety is maintained; and
- Working with providers outside the department, to create an effective and

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- efficient way to leverage limited resources and funding to ensure that projected outcomes can be met.

A key focus of the Department's CORP outlines a strategy that partners PSD with State, County, community, and faith-based agencies in order to establish a solid resource base of work development programs that include educational, vocational and employment opportunities for the transitioning offender to earn **a living wage**.

Workforce Development

- Facilitate a successful transition in to the community ensuring that all barriers have been addressed
- Discharge planning to ensure that offenders are stable and not engaging in high-risk behaviors;

Such as a partnership with the Workforce Development (WD), a division of the Department of Labor and Industrial Relations (DLIR), would assist with linking exiting offenders with employment and vocational training opportunities. Contacts to WD and other educational, vocational, and employment opportunities are included in a statewide workforce development resource manual that was first created in 2013, and has since been updated as of 2017.

We have incorporated these key focus areas of the reentry process while adhering to our guiding principles listed above, into the CORP's Strategic Framework. The CORP's Strategic Framework is to be introduced statewide as the Department's Reentry Strategies for Success.

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STRATEGIC FRAMEWORK: REENTRY STRATEGIES FOR SUCCESS

As mentioned above, we have incorporated the key focus areas of the reentry process while adhering to our guiding principles, into the CORP's Strategic Framework, to be introduced statewide as the Department's Reentry Strategies for Success.

The CORP's Strategic Framework: Reentry Strategies for Success has various essential pieces that collectively, provides the Change Agent (the offender's Case Manager) a system of reentry strategies to incorporate into his/her offender's individualized case plan and reentry plan during her/his transition from admittance (intake) to release (discharge or parole).

The Reentry Strategies for Success includes four phases of reentry, six areas of focus, and a total of 51 reentry strategies that should follow four specific objectives, and produce four desired outcomes for Reentry Success.

The Department and the RCO shall ensure implementation of the CORP's Strategic Framework: Reentry Strategies for Success, statewide. The following sections describe each of the essential pieces of the CORP's Strategic Framework. A table of this framework is provided on pgs. 32-36.

THE FOUR PHASES OF REENTRY

PHASE I: INTAKE PHASE OF REENTRY

The reentry planning process begins the day of admittance at intake. In order to establish an individualized reentry plan for each offender, the department must assess risk and needs from the onset, integrate case management for the offender's individualized case plan, and prepare a release plan, once housing has been assigned.

PHASE II: PRISON AND JAIL CASE PLANNING PHASE OF REENTRY

Incarceration efforts should focus on creating educational opportunities and job readiness to assist an offender in earning a livable wage, employment teachings that promote self-sufficiency and accountability, EBP programming based on risks and needs, and cognitive-behavioral therapy to shift criminal thinking and behavior.

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PHASE III: TRANSITION & RELEASE PLANNING PHASE OF REENTRY

The barriers affecting an offender when they are transitioning from incarceration to community is the key area of focus for the Department and RCO. Offenders have several basic needs to address immediately following their release:

Cash: Offenders are usually released without any cash, as “gate money” is no longer provided. Instead, they typically have to wait for a check to be issued at a later date, after the facility has determined that all outstanding debts incurred while incarcerated are fulfilled;

Clothing: Many offenders leave the facilities only with the clothes on their back;

Community Support: Typically, an offender has no one assisting them in the beginning, which is often the most stressful, traumatic and frightening moment, losing the “walls” that previously “protected” them, which ends up being when the offender is at the greatest risk to recidivate;

Food: Many offenders don’t have access to this very basic human need immediately following their release nor do they usually know where their next meal will come from;

Identification Documents: Offenders are usually released without the proper documentation necessary to secure employment, housing, services, etc.

Resources Information: Each offender at the time of release, should be provided with a resource guide of where to go to secure much needed housing, goods, and services; and

Transportation: Many offenders need to find a way to get around on a regular basis – be it their job, mandatory check-ins, medical appointments, community groups, after-care treatment, etc.

PHASE IV: PAROLE & POST-RELEASE PHASE OF REENTRY

Community support is all about connections. When creating an effective network of resources, the key factor lays in the development and maintenance of new partnerships between other agencies, service providers, PSD, and the Reentry Coordination Office.

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THE SIX AREAS OF FOCUS

The following are the six areas of focus for each of the four phases of reentry:

SUPPORT FOR VICTIMS

Victims have a right to information, notification, consultation, restitution, and protection. Reentry should be as much about the victim as it is about the offender.

PUBLIC SAFETY

Public safety is paramount. Established reentry processes will reflect evidence-based practices in offender management and recidivism reduction.

HOUSING

Offenders exiting Hawaii's jails and prisons need to live somewhere by securing appropriate housing. Often, "home" means a homeless shelter, the streets, or living with family or friends in subsidized housing that already prohibits anyone from living within the structure that has a criminal record. Successful transition back into the community will always have a component that depends on the ability to secure stable but appropriate housing. Working with the local housing authority, shelters and community agencies will be critical in quickly identifying safe but appropriate housing options for returning offenders.

HEALTH CARE

Jails and prisons are among the largest providers of physical and mental health care in the country, providing services to millions of offenders with medical, dental and mental health issues, or suffering from a chronic or infectious disease. Demographic trends show increasing rates of aging inmate populations of which are also infirmed. Healthcare professionals within correctional facilities can build bridges that promote continuity of care, reduce health care disparities, and advance public health priorities. Providing a continuum of care to offenders transitioning back into the community is crucial not only for their success, but for the safety of the community.

A critical component of ensuring a continuum of care will be to ensure that timely and complete applications for benefits have been processed, or at the very least, initiated and that offenders are supplied with a standardized amount of required medications upon release.

EDUCATION, EMPLOYMENT, AND VOCATIONAL TRAINING

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Offenders exiting Hawaii's jails and prisons without employment skills or a plan to somehow secure some form of employment, make up a significant portion of the unemployed. Whether unskilled, uneducated, or simply unmotivated, working with public employment agencies, private and community agencies and job training services will be necessary to increase opportunities for permanent employment. While incarcerated, offenders should be allowed access to classes, training or treatment programs that can advance their educational and vocational skill levels. In order to succeed, offenders need to be able to earn a decent living wage.

FAMILY & COMMUNITY SUPPORT

Transitioning offenders will require a positive support system that encourages a healthy lifestyle, healthy relationships, positive behaviors, and self-sufficiency. Whether the offender has a family member, friend, or mentor to help them at the time of release, they should not be released without first having someone immediately available to provide support¹⁶. The strength of family support has been shown to predict success upon release¹⁷. During incarceration and upon release, programs should encourage the building and sustaining of healthy relationships, and support safety nets. These efforts should also include assisting family members and community support systems in preparation to receive the returning offender in such a way that everyone involved gets a feeling of being valued and offenders have a real opportunity to contribute to their communities.

¹⁶ National Academies. 2007. Chapter 4: Services and programs for releases. From *Parole, Desistance from Crime and Community Integration*. Washington, DC: National Research Council.

¹⁷ Nelson, Marta, Perry Deess, and Charlotte Allen. 1999, September. *The First Month Out: Post-Incarceration Experience in New York City*. New York, NY: Vera Institute of Justice.

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TABLE 1: THE CORP'S STRATEGIC FRAMEWORK

The following table depicts the CORP's Strategic Framework: Reentry Strategies for Success, to be implemented statewide:

REENTRY STRATEGIES FOR SUCCESS	
PHASE I: INTAKE PHASE OF REENTRY	
<p>The reentry planning process begins the day of admittance at intake. In order to establish an individualized reentry plan for each offender, the department must assess risk and needs from the onset, integrate case management for the offender's individualized case plan, and prepare a release plan, once housing has been assigned.</p>	
Focus Area	Reentry Strategy
Support for Victims	<ul style="list-style-type: none"> • Ensure that information about victim or victims' interests are protected as well as supported; • Provide opportunities for crime victims and victim advocates to inform offender plans and programming when appropriate;
Public Safety	<ul style="list-style-type: none"> • Assess individual strengths, risk and needs of offender; and • Integrate Case Management by developing an individualized case plan for offender based on information acquired, and formulate a release plan;
Housing	<ul style="list-style-type: none"> • Ask questions regarding the type and appropriateness of housing, if secured prior to admittance and its availability upon release; and • Determine if offender has outstanding lease/rental <u>contractual obligations</u> (activated prior to admittance);
Health Care	<ul style="list-style-type: none"> • Screen offenders for mental and medical health issues and determine whether further assessment, care and programming is recommended; • Conduct both PREA and ADA screening; and • Determine if offender's future plans will sufficiently address any medical or mental health issues identified during intake;
Education & Vocational Training	<ul style="list-style-type: none"> • Use objective & validated instruments to assess offender's job readiness, employment history, education level, literacy rank, vocational aptitude; and • Determine if offender's plans will adequately address any educational, training, or employment deficiency discovered during the interview;
Family & Community Support	<ul style="list-style-type: none"> • Assess offender's family and cultural strengths, and identify any special needs, including dependent care responsibilities, child support debt, domestic violence history, and any significant relationships; • Make arrangements for services and supports to be provided to family members and children of offenders; • When appropriate, help to establish/re-establish these relationships while also providing resources to help in strengthening these bonds; and • Healthy relationships afford the offender greater opportunities for success;
Objective	Provide timely assessments using evidence-based practices.
Outcome	Accurately assess risk and needs and foster motivation for change.

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PHASE II: PRISON AND JAIL CASE PLANNING PHASE OF REENTRY

Incarceration efforts should focus on creating educational opportunities and job readiness to assist an offender in earning a livable wage, employment teachings that promote self-sufficiency and accountability, EBP programming based on risks and needs, and cognitive-behavioral therapy to shift criminal thinking and behavior.

Focus Area	Reentry Strategy
Support for Victims	<ul style="list-style-type: none"> • Provide and encourage offenders to attend victim impact panels, crime impact classes, and other programs involving victims and/or victim advocates designed to "bring home" how crime impacts everyone; • Submit any necessary offender information for the management of the Statewide Automated Victim Information and Notification (SAVIN) system; • Follow-up on offender's restitution and fee collections;
Public Safety	<ul style="list-style-type: none"> • Enforce policies and procedures to ensure the safety and well-being of incarcerated offenders; and • Continue Case Management by updating the offender's individualized case plan and release plan, including any new information acquired;
Housing	<ul style="list-style-type: none"> • Review & regulate the appropriateness of housing assignments within facility;
Health Care	<ul style="list-style-type: none"> • Provide mental health care, medical health care, and evidence-based treatments while incarcerated to address identified risk and needs; • Provide cognitive behavioral therapy (CBT), peer support, mentoring, and basic living skills programs while incarcerated to improve an offender's behaviors, attitudes, motivation and ability to live independently and maintain a crime-free life; and • Provide trauma-informed care that is gender and culturally sensitive;
Education & Vocational Training	<ul style="list-style-type: none"> • Identify and cultivate offender's educational & employment goals & talents; • Teach offenders functional, educational, vocational competencies, and soft skills based on identified needs, goals, employment market demand, and public safety needs; and • Provide individuals with opportunities to participate in work assignments and skill-building programs towards earning a livable wage in the community for successful reentry;
Family & Community Support	<ul style="list-style-type: none"> • Increase availability of services and supports for offender family members and their children that afford offenders opportunities to connect and strengthen relationships with family members & loved ones; and • Facilitate efforts of faith-based organizations, peer support groups, and service providers to interact with offenders, build healthy relationships, and to improve trust and confidence on both ends; • Healthy relationships afford the offender greater opportunities for success;
Objective	Engage offender in evidence-based programs that address his or her identified individual risk and needs.
Outcome	Develop positive changes in offender's attitude and behavior.

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PHASE III: TRANSITION & RELEASE PLANNING PHASE OF REENTRY

The barriers affecting an offender when they are transitioning from incarceration to community is the key area of focus for the Department and RCO. Offenders have several basic needs to address immediately following their release:

Cash: Offenders are usually released without any cash, as “gate money” is no longer provided. Instead, they typically have to wait for a check to be issued at a later date, after the facility has determined that all outstanding debts incurred while incarcerated are fulfilled;

Clothing: Many offenders leave the facilities only with the clothes on their back;

Community Support: Typically, an offender has no one assisting them in the beginning, which is often the most stressful, traumatic and frightening moment, losing the “walls” that previously “protected” them, which ends up being when the offender is at the greatest risk to recidivate;

Food: Many offenders don't have access to this very basic human need immediately following their release nor do they usually know where their next meal will come from;

Identification Documents: Offenders are usually released without the proper documentation necessary to secure employment, housing, services, etc.,

Resources Information: Each offender at the time of release, should be provided with a resource guide of where to go to secure much needed housing, goods, and services; and

Transportation: Many offenders need to find a way to get around on a regular basis – be it their job, mandatory check-ins, medical appointments, community groups, after-care treatment, etc.

Focus Area	Reentry Strategy
Support for Victims	<ul style="list-style-type: none"> • Coordinate protection for and the support of victims, determining the need and appropriateness; and • Structure reentry plans to provide for the safety of victims;
Public Safety	<ul style="list-style-type: none"> • Prior to release, assist staff in coordinating with community-based health, treatment, and faith-based providers, for offenders to receive services that provide a continuum of care thus, benefiting communities; • Communicate & collaborate with community supervision agencies and community-based providers, and organizations to facilitate continuity of care upon release; and • Provide offenders with a copy of the resources guide, and other resources information on where to acquire assistance;
Housing	<ul style="list-style-type: none"> • Assist offenders in accessing resources to secure stable and appropriate housing prior to release; and • For those offenders with substance use history, Clean & Sober Housing is essential;
Health Care	<ul style="list-style-type: none"> • Prior to release, work with offenders and community-based health and treatment providers to prepare/receive exiting offenders assuring services and support continue uninterrupted and eligibility is immediate; and • Work with offenders and community-based partners to confirm that offenders upon release, possess correct forms for identification;

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Education & Vocational Training	<ul style="list-style-type: none">• Work with Correction Program Services and outside providers to promote the employment of newly released individuals and facilitate the creation of job opportunities; and• Work with community-based partners to create connections for offenders to meet with employment services prior to release;
Family & Community Support	<ul style="list-style-type: none">• Work with community-based partners to organize service and support systems for an offender and his family to strengthen their relationship;• Work with offenders in preparing family and community members for an offender's return, by providing a protected environment, counseling, services, and support, as needed; and• Work with offenders and community-based partners to include family members on the development and implementation of a community supervision strategy.
Objective	Coordinate needed services to ensure a smooth transition, addressing post release needs such as housing, employment, and healthy relationships.
Outcome	Establish relationships between individual and community-based providers.

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PHASE IV: PAROLE & POST-RELEASE PHASE OF REENTRY

Community support is all about connections. When creating an effective network of resources, the key factor lays in the development and maintenance of new partnerships between other agencies, service providers, PSD, and the Reentry Coordination Office.

Focus Area	Reentry Strategy
Support for Victims	<ul style="list-style-type: none"> Provide "bridges" between the facilities and service providers to connect victims with a network of support services so that they are heard and protected;
Public Safety	<ul style="list-style-type: none"> Work with staff, other agencies and community service providers to display a concerted effort for directing offenders towards living a prosocial and productive lifestyle;
Housing	<ul style="list-style-type: none"> Provide guidance & resources information in connecting offenders with outside resources to secure stable and appropriate housing for exiting offenders;
Health Care	<ul style="list-style-type: none"> Work with facility medical staff and community-based service providers to ensure the enrollment of all offenders in a health care plan best suited for their needs, prior to release;
Education & Vocational Training	<ul style="list-style-type: none"> Collaborate with other agencies and service providers to assist exiting offenders with opportunities to continue and/or advance their educational and vocational skill levels;
Family & Community Support	<ul style="list-style-type: none"> Provide guidance for offenders to follow up with mentors and community support groups to facilitate lines of effective communication between exiting offenders and their families; and Healthy relationships afford the offender greater opportunities for success;
Objective	Facilitate a successful transition into the community ensuring that key barriers have been addressed.
Outcome	Sustained post-release participation in treatment after care, stable offender employment with living wage, and procurement of clean & sober housing.

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IMPLEMENTATION OF THE CORP

Implementing new strategies within government institutions can be a daunting task. Any change in program procedures or policy will require the full commitment of all levels of administration and staff in order to succeed.

Over the past several years, PSD has developed a foundation to continue building upon, which can include the implementation of the above strategies. But the ability to sustain a successful reentry program for exiting offenders is not an issue for PSD to address alone. It is an issue with significant challenges that will require a collective effort from PSD, other agencies and various service providers within the community in order to effectively address. Therefore, it's imperative that the Reentry Coordination Office work to enlist the help and commitment from these other agencies, community-based and faith-based organizations to build lasting connections and community partnerships.

We must effectively incorporate the CORP Strategic Framework: Reentry Strategies For Success into the Department's reentry process, and integrate Evidence-Based Practice (EBP) programs, services, and treatments that effectively assess and address an offender's greatest, critical criminogenic risk and need factors, supported by effective case management, individualized case planning, supervision and viable transition planning.

The RCO shall review current policies and existing programs within institutions and the community to identify strengths, address gaps and determine if changes for improvement are needed. In doing so, the RCO can increase the amount of opportunities and resources for offenders to turn to, so that they may succeed in living a pro-social lifestyle and avoid reincarceration.

The RCO shall work on maximizing all available resources by integrating community-based programs and service providers into each PSD Correctional Facility, and by partnering and collaborating with the Hawaii Paroling Authority, Criminal Justice Agencies, and community-based service providers.

The following Action Steps provide a clear direction for the newly reorganized RCO to begin the groundwork toward implementing this CORP:

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Action Step #1

Identify all current existing reentry programs, services, treatments, and practices from intake to discharge;

Action Step #2

Evaluate them to determine which are impactful on successful offender reentry vs. those that are ineffective;

Action Step #3

Based on the data provided, decide which programs to eliminate, replace, improve upon, or maintain and duplicate throughout all of the PSD facilities, while identifying any resulting gaps in services, and implementing EBPs where the gaps in services exist;

Action Step #4

Coordinate, procure, and implement EBP programs & services training and support for all staff, statewide to implement new EBPs and to maintain continuous quality improvement, with consideration for the following Reentry Commission principles:

- a. Trained staff are supportive of individuals' growth as well as safety;
- b. All staff working towards one mission to make reentry successful;
- c. Ongoing support & resource commitments for staff training and support;
- d. More staff training on understanding of:
 - i. mental health issues;
 - ii. trauma; and
 - iii. changing culture to real rehabilitation where staff is crucial to incarcerated person's successful reentry;

Action Step #5

Form and co-chair a Collaborative Working Group to develop and maintain a plan that specifically targets the special needs of the infirmed and aged offender population that is paroling and releasing from the custody of PSD. The working group co-chairs should be the Administrator of the RCO for PSD Corrections Division and the HCD Administrator of the PSD. The working group members should include:

- a. HPA Parole and Pardons Administrator, PSD
- b. Representative from UH REPS
- c. Representative from State of Hawaii, DOH/Executive Office of Aging

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- d. Representative from Hawaii Aging and Disability Resource Center
- e. Representative from Policy Advisory Board for Elder Affairs (PABEA)
- f. Representative from Hawaii County Office of Aging (HCOA)
- g. Representative from Waikiki Health Center
- h. Representative from Pū'ā Foundation
- i. Representative from Catholic Charities
- j. Representative from Hawaii Public Housing Authority
- k. Representative from State Homeless Outreach Programs
- l. Representative from Emergency Solutions Programs (i.e. emergency shelters, rapid re-housing, etc.)
- m. Representative from United Self-Help
- n. Representative from HCORP
- o. Representative from community partner/provider of short-term/long-term housing, assisted living, elderly care and services, etc.

Action Step #6

Form and chair a Reentry Coalition to encourage and advocate for community awareness and education. This coalition shall meet quarterly to develop broad support in the community for the reentry process. Some issues to be discussed and addressed:

- a. Education and commitment of the community for the reentry process;
- b. Volunteerism and the faith based organizations to raise public awareness and support;
- c. Mentorship Program with help from community residents;
- d. Housing: Increase community beds and services;
- e. Employment: Increase job opportunities;
- f. Medical and Mental Health Services for offender population with special needs; and
- g. Clean & Sober housing for offender population with substance abuse needs.

Action Step #7

Establish a continuous quality improvement plan that is also data-driven, to ensure we are addressing ongoing gaps and critical issues, taking into consideration initiatives from other existing reentry programs that have demonstrated successful outcomes, and to maintain program fidelity further enhancing our CORP for long-term sustainability.

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INDICATORS OF SUCCESS

The RCO shall serve as the planning and evaluation unit, and shall play an ongoing role in monitoring the reentry process, and reporting progress towards goals and objectives. The RCO shall also analyze reasons for any shortfalls in accomplishments. The overall performance measures listed below shall be reported quarterly to the Reentry Commission as indicators of success:

Recidivism Rate

- Recidivism rate defined by the Interagency Council on Intermediate Sanctions (ICIS) as criminal arrests (most recent charge after supervision start date), revocations, technical violations, and/or criminal contempt of court.¹⁸

Restitution

- Adjusted, court-ordered restitution totals collected on a monthly basis from offenders currently and not currently participating in a furlough program.

Education

- Statistics & percentage rates on education programs completed by offenders.

SA Treatment

- Statistics and percentage rates of offenders completing recommended substance abuse treatment.

EBP CBT & Other

- Statistics and percentage rates of offenders completing EBP Cognitive Behavioral Therapy (CBT); and other EBPs.

Population

- Statistics and percentage rates of offenders with special needs releasing and paroling to the community.

Offender Civil Identification Documents (CID)

- Statistics and percentage rates of offenders releasing to community with and without CIDs (i.e. Civil ID Card, Birth Certificate, or Social Security Card).

¹⁸ Interagency Council on Intermediate Sanctions, State of Hawaii, FY 2013 Cohort, 2016 Recidivism Update, Timothy Wong, ICIS Research Analyst, <https://icis.hawaii.gov/wp-content/uploads/2017/06/Hawaii-Recidivism-Report-2016.pdf>

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CONCLUSION

PSD recognizes that prison recidivism is a serious issue that impacts facilities and communities. We further believe that by actively addressing the risks and needs of incarcerated offenders and providing a continuum of care once they are released, we provide an environment that empowers them to make choices that maximize successful reentry, and thus enhance the public's safety.

Our commitment to fostering ongoing communication and collaboration with the Hawaii Paroling Authority, State Criminal Justice Agencies, community partners, and stakeholders will enable an ongoing partnership toward building and maintaining an effective continuum of reentry services for all incarcerated offenders releasing from the custody of the PSD to the community.

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