

**Work Plan:  
Idaho's Serious and Violent Offender Reentry Initiative**

*Modified (in red) November 2002 to address the Grant Review Summary Sheet:  
"Areas Requiring Clarification in the Grantee Workplan"*

**Idaho Department of Correction  
and  
Idaho Department of Juvenile Corrections**

**Grantee Name: Idaho Department of Correction 2002-RE-CX-0013**

**Step One: Determine the Problems to be Addressed**

**Adult**—Predictably, serious and violent young offenders who leave Idaho's prisons ill-prepared to live productively and crime-free commit new offenses and return to prison at significantly higher rates than older, less dangerous criminals. This cycle creates new victims, disrupts communities, and contributes to the need for new prison beds. Idaho's prison system is nearing capacity, and by the summer of 2002 the state will have to house inmates out-of-state and begin the process of building new facilities.

The costs of crime and imprisonment increasingly impact the state budget. In five years (FY98—FY03), the budget for the Department of Correction increased more than 29%. Over the past two years alone, costs for adult corrections went up more than 19%. In that same time frame the combined budgets for the state's major educational units (colleges/universities, professional-technical education, public broadcasting, and public school support) rose only 4%. The Governor and state legislature have deemed this financial drain unacceptable and responded by directing the Departments of Correction and Juvenile Corrections to lower costs by reducing recidivism.

Effective supervision, programming, and services are essential to the successful returning of offenders to their homes and the workplace. The Idaho Department of Correction (Adult) is seeking federal funding under the Serious and Violent Offender Reentry Initiative to improve its comprehensive reentry program by filling gaps in the current system and by strengthening relationships and collaboration among agencies and community partners. The

proposed program, described in Step Five, will provide programming and services to targeted offenders who currently cannot access them, reduce duplication and leverage services, and develop a continuum of supervision and programming that will result in high-risk offenders becoming contributing and law-abiding members of their communities.

**Juvenile**—Juvenile justice in Idaho has not adequately addressed community-based aftercare. For the chronic, serious juvenile offender who has been released from secure confinement and may be at high risk for re-offending, the quality of intensive community-based aftercare could determine whether the youth remains crime free or returns to delinquency. The recognition of the multifaceted needs and problems of youth in correctional programs by the Reentry Initiative will assist aftercare field staff and community social institutions to become more directly involved with correctional facility staff. The key challenge is how to strengthen and institutionalize the partnership with schools, community organizations, the family, mental health agencies, drug and alcohol treatment centers, employment and training programs, faith community, business associations, and employers.

Idaho juvenile offenders are under the county's jurisdiction until the judge transfers legal custody to IDJC for confinement in a secure or community based facility. Upon completion of the program in the facility, a juvenile is transitioned back to the community where the county is responsible for aftercare.

IDJC will call this reentry initiative the Idaho Juvenile Offender Reintegration Services (IJORES) System. IJORES will be individualized, strength-based project that will involve community and state organizations through purchase of service agreements. The level of service will be based on the assessments and reassessments of the juvenile offender. IJORES

is designed to strengthen the partnership between probation and the correctional facility (as well as between community social institutions and correctional facilities), more emphasis will be placed on reentry early in a youth's confinement.

A survey of judges, elected officials including sheriffs, and county probation officers in Judicial Districts Three and Four indicated there are more services available in the more populated areas of the districts with minimal services in rural areas. Efforts to coordinate these services will assist rural counties access to services in more populated areas. The surveys indicated that although not completely adequate to serve the needs of all juveniles in targeted areas, there are services for substance abuse, mental health, education, aftercare and mentoring programs. IDJC is developing Functional Family Therapy as a transition service after juveniles have completed the institutional phase of their custody. The primary barriers to successful reintegration include adequate housing, job and life skills training, employment and transportation to all services. The Federal Going Home Initiative will assist in developing programs to address these present gaps in service.

IDJC will work to address these gaps through the purchase of service agreements, involving community agencies and volunteers. A resource broker will work with the treatment team to deliver services to juvenile offenders and their families. Juvenile probation officers will maintain contact during commitment, with juvenile service coordinators performing case management duties while the juveniles are in IDJC custody and their juvenile probation officer following their release.

## **B. Analysis of the Population**

The Department of Correction has selected violent offenders under age 25 years as its target population. Historically, this population has Idaho's highest rates of re-offending and re-incarceration:

Overall, 37% of Idaho's serious and violent young offenders are re-incarcerated in an Idaho prison:

- 21% of these returnees commit new crimes in Idaho subsequent to being released upon completion of their full sentence. Doubtless, others who leave Idaho commit crimes and become imprisoned in another state.

*This is three times the recidivism rate for Idaho inmates in general, of whom 7% commit new crimes and are re-incarcerated subsequent to completing the full term of their sentences.*

- 44% return to a state correctional institution because of new criminal behavior and/or technical parole violation(s) subsequent to receiving parole.

*25% of parolees in general return to prison before completing parole.*

Currently, there are 467 juveniles that are committed to IDJC custody. Juvenile offenders in IDJC custody are in one of three state institutions or with a contract provider. On any given day at least 9,000 juveniles are on county probation in Idaho. 95% of youth in Idaho's juvenile justice system are managed at the county level. The average cost per day for juveniles in IDJC custody is \$167.00. 55 of those in custody are recommitments, and 25 of the recommitments are from counties in the two Judicial Districts that both of juvenile and adult corrections are targeting with this initiative. Of the 228 juveniles in Districts 3 and 4 that were

in IJDC custody April 30, 2002, 62% were considered serious or violent offenders by terms of this initiative. Over 200 juveniles are committed to IDJC custody in Districts 3 and 4 each year, and 75%, or 150, of those committed are released each year. Approximately 75% of the 150 juveniles in the target area fit the serious, violent offender category.

## Step Two: Project Goals and Objectives shared by Adult and Juvenile Corrections

Goal: Prevent Reoffending		
Objectives:	Activities:	Outcomes:
<ul style="list-style-type: none"> <li>• Begin the reentry planning process within the correctional setting and initiate contacts with key service providers, law enforcement, and community corrections agencies prior to discharge of the offender.</li> <li>• Ensure the offender is fully engaged in the planning process and clearly understands the expectations and consequences.</li> <li>• Identify needs and provide support and services designed to promote successful reentry.</li> <li>• Exercise active supervision of the offender, ensuring accountability and/or appropriate graduated sanctions for non-compliance or criminal behavior.</li> <li>• One-hundred percent of juveniles committed to IDJC will receive a YLSI comprehensive assessment to define treatment and aftercare planning.</li> <li>• One hundred percent of juvenile offenders defined in initiative will have input in the treatment planning process and will have signed their aftercare treatment plans.</li> <li>• Juveniles in IJORES will be actively supervised for</li> </ul>	<p>Transition Parole Officers will provide mentorship for targeted offenders, ensuring that each inmate participates in the development of an individualized success plan that addresses assessed need(s) regarding:</p> <ul style="list-style-type: none"> <li>• Substance abuse issues</li> <li>• Mental health issues</li> <li>• Educational issues</li> <li>• Anger management</li> <li>• Job training/skill development</li> <li>• Criminal behavior triggers (thinking/ associations)</li> <li>• Post-release issues, including aftercare, housing, and family</li> </ul> <p>Transition Parole Officers will supervise offenders and monitor participation in identified programming, identify appropriate accommodations if necessary, and facilitate progression from the institutional phase through the transition and sustaining phases</p> <p>Involve clinicians, juvenile probation officers, families and offenders in assessment process; complete a classification study of juvenile offenders in IDJC custody.</p> <p>Juvenile offenders meet with Treatment Team Resource</p>	<p>Offenders will:</p> <ul style="list-style-type: none"> <li>• Gain one or more level(s) of literacy</li> <li>• Acquire certificates identifying workplace competencies</li> <li>• Participate in and complete life skills groups, classes, and/or programming</li> </ul> <p>Treatment team defines re-entry needs assessment package; support systems developed in communities.</p> <ul style="list-style-type: none"> <li>• Percent of youth whose aftercare treatment plans are finalized within 30 days of release.</li> <li>• Percent of youth who maintain a crime-free life after release; percent of youth who are gainfully employed 3 months after release from re-entry program</li> </ul>

accountability.	<p>Broker to define services to be developed prior to release</p> <p>Resource Broker will work with treatment team to establish level of risk for supervision; juvenile offenders will stay on probation during the course of the aftercare project to maintain monitoring; Resource Broker will access other community partners as defined in re-entry plan.</p>	
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Goal: Enhance public safety		
Objectives:	Activities:	Outcomes:
<ul style="list-style-type: none"> <li>• Work with local law enforcement to ensure joint supervision and accountability.</li> <li>• Provide active ongoing management and supervision designed to hold the offender accountable and protect the public interest.</li> <li>• Utilize technology (electronic monitoring, etc.) to ensure that the offender's whereabouts are appropriate and do not pose an undue threat to the community or the victim.</li> <li>• Exercise a zero tolerance for new criminal activity.</li> <li>• Develop and implement individual reintegration plans with appropriate levels of supervision.</li> <li>• Juvenile Probation will establish collaborative relationship with law enforcement to restrict</li> </ul>	<p>Transition Parole Officers will directly supervise offenders released on parole and collaborate with local law enforcement agencies to ensure public safety.</p> <p>Transition Parole Officers will participate in classification and reclassification of supervision level.</p> <p>Transition Parole Officers will provide appropriate sanctions.</p> <p>Establish relationships to assist juvenile probation with 24-hour supervision, specifically for juvenile offenders in alternative housing situations.</p> <p>Request proposals to establish a Resource Broker system in Districts 3 and 4 to</p>	<p>Parolees will follow parole plans regarding:</p> <ul style="list-style-type: none"> <li>• Employment</li> <li>• Participation in substance abuse programming</li> <li>• Participation in mental health programming</li> <li>• Restitution</li> <li>• Home and family</li> </ul> <p>Recidivism within the juvenile justice system will be reduced by 10 percent during the time the youth is in aftercare and from 3 months following completion of aftercare.</p> <ul style="list-style-type: none"> <li>• Increased access to service providers for juvenile offenders.</li> <li>• Number of aftercare plans involving multiple systems.</li> <li>• Reduction in recommitments from Districts 3 and 4.</li> </ul>

<p>opportunities for new offenses.</p> <ul style="list-style-type: none"> <li>• Establish a Resource Broker for each community to define systems and develop contracts for monitoring juvenile offenders.</li> <li>• Involve multiple systems and community members in managing the behavior of the juvenile offenders.</li> <li>• 100 percent of juveniles in IJORES will have a contract developed with clear options for consequences of non-compliance with supervision requirements and incentives for compliance.</li> <li>• Juvenile offenders in this initiative will receive recognition for infractions and achievements.</li> </ul>	<p>work with the treatment team to identify and access services for individualized treatment plans.</p> <p>Additional protocols will be established to support juvenile offenders re-entry, including sharing of data.</p> <p>Treatment team will identify incentives and consequences appropriate for juvenile offenders; contracts will be developed and signed prior to release from IDJC custody.</p> <p>Juvenile probation officers will stay in contact with the Resource Brokers to provide rewards for accomplishments and a graduated system of sanctions for consequences of inappropriate behaviors; incarceration of juveniles will be considered only after less restrictive sanctions have failed.</p>	<ul style="list-style-type: none"> <li>• Twenty-five percent less recommitments from Districts 3 and 4.</li> </ul>
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<p>Goal: Leverage existing community resources by fostering linkages and accessing currently provided services</p>		
<p>Objectives:</p>	<p>Activities:</p>	<p>Outcomes:</p>
<ul style="list-style-type: none"> <li>• Use federal funds only to design, build, test, and improve a system utilizing ongoing resources so that reentry programs are not dependent on temporary</li> </ul>	<p>Fill in gaps in existing IDOC programming and services by extending programs to targeted offenders whose institutional placement prevents their accessing these services.</p>	<p>Community resources will be leveraged to improve reentry services by:</p> <ul style="list-style-type: none"> <li>• The development of more comprehensive reentry programming for targeted</li> </ul>

<p>federal funding.</p> <ul style="list-style-type: none"> <li>• Use federal funds only to enhance existing state or local resources and provide options not otherwise available or sufficient.</li> <li>• Increase communities’ leveraging of resources to sustain the reentry initiative.</li> <li>• Enhance partnerships among government agencies and community organizations.</li> <li>• Enhance the availability and quality of reentry services.</li> </ul>	<p>Coordinate existing state and local resources by developing a shared vision and collaborative approach to address offender reentry more effectively.</p>	<p>offenders.</p> <ul style="list-style-type: none"> <li>• The strengthening of collaboration among partners in offender reentry.</li> <li>• The improvement of reentry services, resulting in greater achievement and outcomes—including reduced recidivism—for targeted high risk offenders.</li> </ul>
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<p>Goal: Assist the offender to avoid crime, engage in pro-social community activities and meet family responsibilities</p>		
<p>Objectives:</p> <ul style="list-style-type: none"> <li>• Promote productive engagement between the offender and community organizations.</li> <li>• Provide for and expect the offender to be a contributing and productive citizen.</li> <li>• Increase involvement between members of offenders’ support networks and returning offenders.</li> <li>• Increase state agency involvement in the juvenile justice system.</li> </ul>	<p>Activities:</p> <p>Involve diverse partners and stakeholders in offender reentry in the continuous development and improvement of programming and supervision through structured, inter-agency planning and effective communication regarding need, participation, and outcomes.</p> <p>Resource Brokers will access services provided by juvenile probation, Health &amp; Welfare, and the Departments of Labor and Housing, and Transportation will be included as a significant component of the aftercare plan; a Resource Summit will be held within the first grant quarter to define existing resources and quarterly meetings will follow to institutionalize collaboration.</p>	<p>Outcomes:</p> <p>Offenders will:</p> <ul style="list-style-type: none"> <li>• Access appropriate services throughout the institutional, transitional, and sustaining phases of reentry</li> <li>• Ultimately, become self-governing, responsible, contributing members of society as evidenced by living productively and crime-free.</li> <li>• Seventy-five percent of the aftercare plans written for participants in the IJORES program will include multi-system approaches.</li> </ul>

Goal: Ensure program sustainability		
Objectives:	Activities:	Outcomes:
<ul style="list-style-type: none"> <li>• Ensure current community and government resources are utilized and will remain accessible once federal funds are unavailable.</li> <li>• Ensure broad government and community support and that relationships are enhanced and built.</li> <li>• Ensure that this initiative is viewed as integral to community and public safety.</li> </ul>	<p>Establish collaborative and effective reentry programming and services by developing and refining memorandums of understanding and agreement.</p> <p>Communicate effectively project participation and results:</p> <ul style="list-style-type: none"> <li>• Media releases</li> <li>• Presentations during conferences</li> <li>• Open house events</li> </ul> <p>Involve stakeholders by contracting services from government and private agencies.</p>	<p>Broad understanding and support for reentry programming.</p> <p>Program accountability.</p>

### Step 3: Select Target Populations (A)

**Adult**—The target offenders for Idaho's adult serious and violent offender reentry project are:

- Younger than 25 years of age
- Identified as "violent" by current offense type
- Inmates currently housed in Idaho State Correctional Institution, Idaho Maximum Security Institution, South Idaho Correctional Institution, Pocatello Women's Correctional Center *or* received after the project begins
- Within three years of or past parole eligibility *and* not passed by the Parole Commission to full term release date

- Sentenced from Community Corrections Districts 3 or 4 (Southwest Idaho: Nampa/Caldwell or Boise) and likely to return to this geographic area

The preceding selection criteria for participants in Idaho's Reentry Initiative from the Adult side will result in approximately half (68/143) of the eligible offenders participating in the comprehensive reentry program at any one time. This is the capacity of the program, based on state standards for "specialized caseloads" of 50 offenders per officer.

**Juvenile**—The juvenile offender target population for the IJORES Program will be:

- 14-20 years old
- Identified as serious or violent by current offense type
- Juvenile offenders who will return to Judicial Districts 3 or 4
- Juvenile offenders who will remain on county probation for at least six months after release from IDJC custody.

#### **Plan to Select Offenders to Participate (B)**

**Adult**—Initially, inmates selected to participate in the project will meet the criteria listed above. Currently, 143 inmates comprise the potential target population. 68 of these inmates meet the geographical selection criteria. The remaining 75 inmates will not be selected because they are not residents in one of the selected institutions or likely will not parole to one of the pilot districts. Although the inmates not being selected for the enhanced serious, violent offender program do not establish a "control" group necessary for a rigorous study; they nevertheless establish a means of comparison by which to conduct general self-evaluation regarding the project's effectiveness.

New participants will be identified by offense type and criminogenic risk factor(s) at the Reception and Diagnostic Units for male and female offenders. Initially, the Department of Correction will use the Level of Service Inventory-Revised (LSI-R), COMPU-13, and Test of Adult Basic Education (TABE) as its primary assessment instruments. The Department has developed a task force to identify appropriate secondary instruments but has not yet finalized its selections.

Although a projected 68 targeted, eligible offenders will participate at any one time during the duration of the three-year pilot project, the Idaho Department of Correction ultimately plans to serve at least 150 inmates in the project, all of them beginning in the Institutional Phase. Reception of new offenders and successful transition through the transition and sustaining phases will create the turnover allowing a steady caseload of 34 participants who require intensive supervision by each of the reentry parole officers assigned to the project.

**Juvenile**—Participants will be identified by offense type and criminogenic factors during the Observation and Assessment phase of commitment. Instruments to be used for assessment will include the YLSI, SASSI, Woodcock Johnson, and the Jessness. IDJC plans to serve 100 juvenile targeted, eligible offenders for the IJORES program, which is both the supervisory capacity of the officers and nearly 100% of the juvenile offenders who meet the selection criteria.

Priority in the selection offenders to participate in the Idaho Reentry Initiative is based on assessed risk of a continued life of crime and (re)-incarceration unless the offender participates in effective and appropriate programming designed for reentry. Factors considered in the selection process include type of crime, criminal history, and identified challenges

(including antisocial values, attitudes, and beliefs; criminal peers and isolation from prosocial associates; antisocial personality traits; weak problem-solving skills; lack of success in school, on the job, and in the home; and substance abuse) to successful reentry. Assessment instruments used include the LSI-R, a recognized and recommended tool. The Idaho Department of Correction is currently using the University of Cincinnati to norm the LSI-R to Idaho's unique population.

Idaho chose to utilize the new resources provided by the Reentry Initiative in Districts 3 and 4 because of the historically high incidence of criminal conviction and high populations in Southwest Idaho, which is very rural and sparsely populated in much of its geographic area.

#### Step 4: Organizational Capacity

##### **A. Lead Agency**

The Idaho Departments of Correction (DOC) and Juvenile Corrections (DJC) have joined in developing a comprehensive state reentry plan for serious and violent offenders. Both agencies have subscribed to the national "What Works" principles and practices. Although the respective agencies will include different elements in their planned services, DOC and DJC share common goals and objectives regarding preparing young, high-risk offenders to return to their homes and communities able to live productively and crime-free.

The Department of Correction has undergone reorganization at the administrative level and plans additional reorganization throughout the coming fiscal year (July 2002—June 2003). This reorganization began with the combining of the former Division of Prisons, Division of Field and Community Services, and the Programs and Education Bureaus of the Division of Institutional Services into a single Operations Division. This new structure breaks down former

walls that separated internal units and will greatly aid the development of a comprehensive approach to offender management and programming cohesiveness.

Furthermore, during the administrative reorganization the Department developed new mission, vision, and values statements. These new documents establish a foundation conducive to effective programming and accountability.

- Mission Statement: "We safely manage offenders, provide opportunities for offenders to change, and successfully return offenders to communities."
- Vision Statement: "To develop an organization respected for its professional integrity and ability to protect its communities, where each person actively participates in offender accountability and readiness for change."

Adult Correction is developing a new Offender Management System that will track and record offenders' programmatic participation and outcomes. This new electronic data system is essential for accountability and further attests to the Department's readiness to participate in the national reentry initiative for serious and violent offenders. Juvenile Corrections has an Offender Management System that is compatible with the system in use at several counties in the targeted area. This will allow accountability and provide necessary information to participate in the national evaluation of the reentry initiative.

### **C. Local Readiness**

1. Districts 3 and 4 have framework for public safety alliance
2. Sex offender treatment providers
3. Employability and Life Skill Training, within and outside of educational setting
4. Narcotics Task Force

5. Fugitive Recovery Unit
6. Law Enforcement
7. "Resource Guide" to services

**C. State Readiness:**

Idaho has long supported offender reentry programming, but efforts have typically been isolated and fragmented. Since the 2000 Legislative Session more collaboration has been evident. The State Board of Education has supported and strengthened correctional education through grants and interagency agreements, often exceeding—when legislation allowed—minimum set-aside amounts for vocational education and library services for inmates. The Board of Education has provided quality assurance through the accreditation process and special education services. Other effective partnerships have evolved between the Department of Correction and the Workforce Investment Board (currently the Department of Correction fills one chair on this board) and Vocational Rehabilitation.

Governor Kempthorne and the Idaho State Legislature have also contributed to state readiness for effective, collaborative reentry programming. The Governor included more than \$4 Million for substance abuse programming and correctional education in his budget for FY02. The Legislature supported the Governor's Budget request and established an oversight committee to ensure the new programming began as planned and has accountability measures.

The Board of Education also established the Advisory Committee on Correctional Education and Programs in August 2000. The Departments of Correction and Juvenile Corrections and the Parole Commission are among the original members. The Memorandum of Understanding creating this committee increased membership since the committee's inception

and will serve as the basis for the required decisionmaker agreement. New prospective partners were invited to a meeting of this Advisory Committee on May 9, 2002, during which they were formally invited to join in the delivery—if appropriate—of programming designed to return young, serious and violent offenders successfully to their homes and communities. Their letters are included in the appendix.

The Idaho Department of Juvenile Justice was established in 1995, and since its inception has developed and followed cross-system protocols with agencies responsible for workforce development, education, housing, substance abuse programs, and mental health treatment. Additional partners in offender reentry include the Faith and Justice Network, Children's Mental Health, and the judicial system. The Department of Correction (Adult) has recently begun developing reentry partnerships, utilizing avenues opened up by partners in the courts, state educational community, and state and local Workforce Investment Boards.

Idaho's adult and juvenile corrections agencies have established positions having duties relevant to collaborative reentry programming. The Department of Correction employs a "Transition Coordinator" who will provide structural alignment within the Department's Operations Division in coordinating the reentry project. Specifically regarding faith-based collaboration, the Transition Coordinator will establish and lead multi-strategic mechanisms that will enhance and secure existing involvement and create new sources of faith-based resources by interfacing with key partners, formally and informally. There are six Juvenile Services Coordinators (JSC's) who answer to a Clinical Supervisor in the two Districts in which the project is being implemented. The JSC's are case managers who work closely with County probation, education, employment, and aftercare service providers.

The project design for Idaho's Reentry Initiative includes the convening of "resource summits" to further the relationships with key agencies from the governmental, private, and faith-based communities that are essential to reentry of offenders.

### **Step 5: Project Design and Management: Authority and Coordination**

**Adult**—The Department of Correction will use funding received through this reentry initiative to employ three employees: Two half-time Senior Parole Officers and one full-time Administrative Assistant. The Department will match these grant-funded positions with half-time assignment of a Transition Coordinator, who will serve as the project manager, and two half-time Senior Parole Officers. Additional match for the project will be provided by existing staff who will provide education services and vocational training, substance abuse programming, counseling, health, and security. When appropriate, these existing services will be expanded through the use of distance learning technology and software.

The Project Design and Management section of this proposal concludes with a timeline designed to ensure improvement of reentry programming for serious and violent young offenders. The project begins by filling in gaps in the Institution Phase and grows to include Transition and Sustain Phase services as the targeted population nears parole and independence. Public and private service providers will be contracted to provide programming that fills in gaps adversely affecting the target population in the Department's existing reentry program. The Department currently will develop proposals to provide basic education, vocational training, workforce development, life skills programming, mental health services,

housing, and employment. Specific contracts will be developed during the first three months of the project.

The responsibilities of personnel directly involved in reentry programming for the targeted population are as follows:

*Transition Coordinator*—This position, structurally aligned within the IDOC Operations Division, will coordinate the reentry project; it will:

- Refine interagency agreements among the Department of Correction (lead agency) and State Decisionmakers
- Develop interagency agreements among the Department of Correction and Local Decisionmakers
- Develop and monitor contracted services
- Manage the project budget
- Develop the master staff development plan and approve individual staff training
- Report project participation and outcomes
- Fulfill public relations duties

*Transition Parole Officers*—These positions will serve as mentors for targeted offenders and will provide consistent guidance and supervision in both the Institution and Transition Phases of the reentry program. They will:

- Participate in the identification of potential participants in the Department's reentry plan for serious and violent young offenders
- Administrate secondary assessments in order to verify offender needs and determine appropriate placement in programs

- Participate in the delivery of programs as needed
- Participate in case management for their “caseloads”
- Provide liaison functions between the Department and outside service providers
- Monitor post-release behavior to ensure public safety

*Administrative Assistant*—This position will:

- Provide necessary clerical functions
- Collect and report participation and outcome data
- Follow-up post-release outcomes
- Track and report fiscal aspects of the project

The Idaho Department of Juvenile Corrections will maintain project management and coordination of our Re-entry Initiative for juvenile offenders. The Department’s mission statement is to “Prevent and reduce juvenile crime in partnership with communities.” The Re-entry Initiative strengthens the current partnerships and creates additional partnerships. The Planning and Grants Section of IJDC will administer the project and coordinate activities with Districts 3 and 4.

### **FAITH-BASED / VICTIM'S SERVICES**

*Faith-based and Victim's Services Collaborates* share responsibility for restorative justice through partnership action. They are included as constituents of the Reentry Transition Team (parole commission, education, transition parole officers, counselor/caseworkers, vocational rehabilitation, and other relevant stakeholders). Their primary objective is to create with the inmate a reentry plan. The reentry plan will clearly address all issues identified in the assessment

in the institutional phase, which becomes the guide by which the offender must manage reentry into the community.

### **Institutional Phase I**

The primary objective is to create with the offender a plan that clearly addresses all issues identified in the assessment that becomes the guide that will assist the offender in managing reentry into the community. Based in research, a seamless continuum of quality program/services, that targets the offenders risk and needs, increases offender success.

To ensure that program-eligible offenders are (a) incarcerated for at least a year, and (b) receives reentry programming for at least a year, Idaho Dept of Correction, Bureau of Research and Analysis, will provide monthly reports of identified target offenders meeting above specifications.

Each offender is administered a full diagnostic risk and need assessment. Based on the individual needs of the offender an appropriate plan will link program/services that prepares the offender for a productive pro-social reentry into the community.

An institutional Transitions Reentry Team will meet with each individual offender with the primary objective of creating the Offenders' Reentry Plan that clearly addresses all issues in the assessment phase. The offender's reentry plan becomes the guide that will assist the offender in managing reentry into the community. Reentry team consists of, Parole Officer, Education Counselor, representative of Vocational Rehabilitation, Parole Commission, Institutional Case Manager, and representative of Victims Services.

## Institutional Phase I

Based on the offender's reentry plan, listed is a menu of existing program/service or gaps that

this initiative will provide accommodation:

- ◆ Educational/Vocational Services
- ◆ Mental and Physical Health Services
- ◆ Cognitive Self Change
- ◆ Substance Abuse Education
- ◆ Living skills
- ◆ Employment training
- ◆ Therapeutic Community(9-12 months)
- ◆ Cognitive Self Change Program Unit
- ◆ Workforce Development
- ◆ Faith-based programs/services
- ◆ Anger Management
- ◆ Sex Offender Programming
- ◆ Victim's Awareness Program
- ◆ Parole Officer Mentor

### Faith-based program/services

#### *Substance Abuse Recovery Programs*

- ◆ Pure Word Ministries(12-Step Recovery Program)
- ◆ Another Step (Recovery Program)
- ◆ White Bison ( Native American Recovery

#### *Mentoring Programs*

- ◆ Christian Motorcyclist Association
- ◆ Promise Keepers
- ◆ Native American Language

- ◆ Calvary Chapel
- ◆ Boise Bible College

#### *Bible Studies/Worship Services (mentoring not excluded)*

- ◆ Latter Day Saints
- ◆ Jehovah Witness ( English /Spanish)
- ◆ Seventh Day Adventist
- ◆ Native American Sweat Lodge
- ◆ Buddhist
- ◆ Alliance Bible Church
- ◆ Roman Catholic Church
- ◆ Prayer and Rival
- ◆ Percept Upon percept
- ◆ Orthodox Christian
- ◆ Baptist
- ◆ Calvary Chapel Christian Church
- ◆ Jesus Christ Ministries
- ◆ Church of the Nazarene
- ◆ Treasure Valley Full Gospel Church
- ◆ Holy Transfiguration Antiochian,
- ◆ Eastern Orthodox
- ◆ Crossroads Christian Church
- ◆ Abundant Life Church of God
- ◆ Whitney's Friends
- ◆ Prison Town Ministries

## Transition Phase II

Idaho Department of Corrections digitally strives in creating and maintaining a seamless continuum of programs/services from institution through the sustaining phase. Considerable

successes as well as challenges still exist. The reentry initiative will aid in overcoming the identified gaps, which include, lack of communication between institutions and community corrections and the community's organizations/agencies programs and services. District 3 and 4, Probation and Parole provides a seamless continuum of program/services. Offenders in the reentry program can continue in a program not completed in the institutional phase. The Transition Parole Officer will directly supervise offenders released on parole. The Transition Reentry Parole Officer will collaborate with local law enforcement agencies to ensure public safety, additionally will provide a clear and on-going authority to hold the offender accountable so long as there is legal jurisdiction. Sanctions will be appropriate and graduated, including return to confinement status. This initiative will provide accommodation for identified gaps. Listed are programs available:

### **District 3 , In-house Groups**

- ◆
- ◆ Cognitive Self change Phase I,II
- ◆ Transition Group ( Women)
- ◆ Transition Group (men)
- ◆ Parenting
- ◆ Employment Group Supervision
- ◆ Orientation
- ◆ Relapse Prevention
- ◆ Winner Circle
- ◆ Day Reporting
- ◆ Education(GED)

### **District 4 In-house Groups**

- ◆ Cognitive Self Change Phase I,II,III
- ◆ Relapse Prevention
- ◆ Sex Offender Group
- ◆ Post Release Aftercare group
- ◆ Women's Issues
  - ◆ Building Healthy Relationships
- ◆ Winners Circle
- ◆ Orientation
- ◆ Living Skills
- ◆

### **Program /Service Gaps**

#### **No effective Partnering with stakeholders or resources. Reentry Initiative goals:**

- ◆ Redeploy and leverage existing community resources by fostering linkages and accessing currently provided services (e.g., community based correction agencies, social service

providers, local police, faith-based organizations, educational services, business community, civic organizations, domestic violence, sexual assaults, and other victim advocates etc.).

### **FAITH-BASED**

#### ***Halfway Houses***

- ◆ Bethel Ministries (sub abuse clients)
- ◆ Bethel Ministries( sex offender clients)
- ◆ Founded on the Rock
- ◆ BASIC ( group home)
- ◆ Victory in Christ
- ◆ House of Ruth ( females)
- ◆ Boise Rescue Mission (males)
- ◆ Serenity House ( females)
- ◆ Light House

#### ***Residential Substance Abuse Treatment***

- ◆
- ◆ City of Light (females 1 yr. program)
- ◆ Light House ( 1 yr. program)

#### ***Support Groups/Programs/Services***

- ◆
- ◆ Vineyard (outreach/support group) program)
- ◆ Pure Word Ministries( sub abuse
- ◆ TrueStep Ministries (females)

#### ***Worship Services***

- ◆ Community Churches/Temples/Sweat Lodges as listed above

### **VICTIMS SERVICES**

- ◆ Offender will complete program requirements
- ◆ Victims Coordinator will coordinate victim Offender Mediation/Dialogue Services
- ◆ Offender program participation

### **Sustaining Phase III**

#### **Self Sufficiency Planning**

By increasing the community leveraging and allocation of resources, the ultimate goal is sustainability of the Reentry Initiative Sustaining Phase III for on-going services for target offenders. On going community partnership development processes will create and maintain a safety network that allows offenders to live in their community without compromising the safety of the community or offender. This initiative provides advocacy and education for victims, the offender, and his or her

family. All offenders will have a program plan that includes a extensive assortment of services and supports through the complete re-entry initiative. To ensure that program-eligible offenders are (a) incarcerated for at least a year, and (b) receives reentry programming for at least a year, Idaho Dept of Correction, Bureau of Research and Analysis, will provide monthly reports of identified target offenders meeting above specifications.

### **FAITH-BASED**

Based on offender's individualized Program Plan, community program/service and resources are accessed with the offender's involved in the process. Faith-based mentoring plays an essential role in continued guidance during the Sustaining Phase.

#### *Support Groups/Programs/Services*

- ◆ Vineyard (outreach/support group)
- ◆ Pure Word Ministries( sub abuse program)
- ◆ TrueStep Ministries (females)

#### *Worship Services*

- ◆ Community Churches/Temples/Sweat Lodges as listed above

### **VICTIMS SERVICES**

- ◆ Offender volunteer participation/ Restorative Justice Program

### **5. Continued: Institutional Programs/Services. Program sites: ISCI, SICI, PWCC. Target Reentry Offenders located per above sites.**

1. Assessment (currently in place)
2. Program Plan ( Offender and Transition Team) (partially in place)
3. Institutional program/services individualized program plan (currently in place):

- ◆ Faith-based Program/Services (currently in place)
  - ◆ Mentoring ( Faith-based & Parole Officer) (partially in place)
  - ◆ Physical and Mental Health (currently in place)
  - ◆ Education ( GED, Special Ed) (currently in place)
  - ◆ Sex Offender Groups(currently in place)
  - ◆ Anger Management (currently in place)
  - ◆ Living Skills(currently in place)
  - ◆ Employment Skills and Job Readiness(partially in place)
  - ◆ Pre-release (currently in place)
  - ◆ Victims Services (currently not in place)
- .. *Substance Abuse Therapeutic Community ( 9-12 months)*
- .. **Or:**
- .. *Whole Vision Program ( Alcohol Drug Education Program ( ADEP) / Cognitive Self Change Program Unit)*

### 5.1 Phase I Institutionally Based Programs

IDJC will use no re-entry funding for Phase One. The Placement Coordinator will oversee the selection and placement of juveniles for the re-entry program from intake. The battery of tests completed by the clinicians will allow the treatment team to make appropriate decisions for transition. The treatment team includes the clinician, education, parents, group leaders, probation officer, juvenile services coordinator and youth. This team meets on a monthly basis to assess the juvenile offenders' progress, and monthly reports are submitted to the presiding judge. The re-entry initiative will require the resource broker to become a part of the transition team meetings, at least 60 days from scheduled release.

### Institutional Programs and Services

An assessment is completed on each juvenile entering IDJC custody. The assessment defines placement, education and treatment plans. Juvenile offenders are placed in one of three state institutions, or a contract provider. All three state institutions will be using reintegration standards

defined by the Performance Based Standards program. Existing staff provide education services and vocational training, substance abuse programming, individual counseling, victim awareness and mediation, when appropriate, and cognitive restructuring groups. Contract providers are required to provide the same services. Each institution provides faith-based programs designed by IDJC's religious services coordinator and provided by the local faith community.

The aftercare plan is part of the initial treatment plan. IDJC's average length of stay is currently 552 days, with indeterminate sentencing. A juvenile's ability to work through a program and prepare for re-entry defines length of stay; however, for some juveniles, the lack of a placement in the re-entry phase is the only reason for their continued commitment. The re-entry initiative provides for services to insure smooth transition, holding juveniles accountable, and ensuring community protection. See attachment, Policy and Procedure addressing Case Management for Juveniles.

## 5.2 Phase II Resource Broker

As described in the original application, IDJC will develop a Resource Broker and provide wraparound services to eligible offenders. Based on research-based Wraparound Milwaukee, the wraparound process will be utilized to create and maintain a safety network which allows adjudicated adolescent sex offenders to live in their community. Youth can return to the community without compromising the safety of the community or offender.

This initiative provides advocacy and education for victims, the offender and his or her family. All juvenile offenders will have a relapse prevention plan and participate in a broad array of services and supports through the re-entry initiative.

Services that will be part of the menu for re-entry include:

- Resource Brokering –(care coordination)
- Substance Abuse Treatment
- Mental Health Services
- Foster Care
- Housing
- Day Treatment
- Med Management
- Mentor/support
- Parent Support Services
- Respite Care
- Transportation
- Employment Training
- Employability Training
- Life Skills

These services will be based on the transition plan developed by the treatment team.

#### 4.3 Community Based Long-Term Support

IDJC has developed cross-system protocols to address long-term support. As indicated earlier, counties are responsible for aftercare in Idaho. Juvenile offenders will have significant services upon initial release and graduated levels of service will be based on individual need.

Memorandums of Understanding between IDJC, the Resource Broker and counties will require juvenile offenders referred to this program remain in the reentry program for at least one year to complete the individualized relapse prevention plan.

Supervision of juvenile offenders will be defined in the transition plan and clarified with the treatment team through the Resource Broker, while county probation will be used primarily for surveillance, monitoring and sanctions. Incentives will be included in the transition plan and will be provided by community organizations including members of the faith community and recreational programs.

The Idaho Juvenile Justice Commission will provide additional funding to replicate the reentry program in other communities. A reentry committee has been established to monitor the reentry initiative and strengthen reentry programming throughout Idaho.

### **Step Six: Service Delivery Systems**

**Adult**— The Department of Correction currently provides the following elements in its existing reentry program: substance abuse programming, mental health services, housing, education and vocational training, life skills programming, restitution, and sanctions for failure to participate appropriately within an institution or while on parole. The Department will fill gaps in this continuum that are caused by insufficient resources and overcapacity. Contracted services and technology, when appropriate, will be used to transmit education and programming to inmates in institutions where gaps exist.

**Juvenile**—IJOES is a strength-based approach to service delivery. This approach is based on identifying what services the offender needs to successfully re-enter their community, to identify personal, family, community and professional resources to meet those needs and to obtain and wrap those services around the child and family. This approach individualizes care rather than “fitting” juvenile offenders into an existing service that may not be what the offender needs, to keep the offender crime free and the community safe.

Month One: Proposals will be requested for the “Resource Broker” for Districts 3 and 4.

Resource Brokers will receive a flat monthly fee for each participant and must work with existing agencies responsible for costs of treatment, including substance abuse, mental health, education, restitution, counseling, and family involvement. As mentioned in statement of need, transportation

is a major factor in juveniles' ability to access services, the successful applicant for Resource Broker will provide access to transportation.

### **Transition Team/Community Treatment Team**

**Adult**—The Transition Parole Officers will be key to effective reentry in this plan. They will participate with institution-based team case management teams; they will establish communication with agencies responsible for public safety in the transition phase; they will work with public agencies in the placement of their clients in appropriate training, employment, housing, substance abuse, and mental health services in the transition phase; and they will coordinate and refer clients to partners in effective reentry in the sustaining phase of the program.

**Juvenile**—IDJC's community treatment team, as defined in Policy 860.10, includes the Juvenile Services Coordinator, contract provider/regional facility, juvenile probation officer (JPO), family, and any others necessary who can provide input in setting and following through with treatment goals. The Resource Broker, a trained care coordinator, will be included in this Community Treatment Team. The addition of a resource broker will provide the integration into the community from institutional staff to aftercare field staff and local social support systems.

### **System of Offender Assessments**

Adult offenders will initially be assessed by the LSI (for criminogenic risk factors), COMPU-13 (for substance abuse, anger, and depression), and TABE (literacy), which the Department of Correction adopted in Fiscal Year 2002 as its primary assessment instruments for criminogenic risk and need factors and literacy. Secondary assessment instruments may include responsivity assessments, Jesness, Hare Psychopathy Checklist, and COSSAS (for non-native speakers of English).

Upon commitment to IDJC a comprehensive assessment is conducted for each juvenile that results in recommendations for treatment and aftercare planning. The Youth Level of Service Inventory is one of the screening tools used in the assessment process. IDJC began administering the YLSI in 2001. Tests have been collected and will be forwarded to the University of Cincinnati to norm to Idaho juvenile offenders. The assessment summarizes input from the parents, and community (juvenile probation and education), as well as clinical interviews, psychological and educational testing, and observation of the juvenile's behavior in the facility. A classification and risk assessment is completed based on the evaluation to further assist in determining appropriate level of treatment and aftercare services.

Using the evaluation and risk assessment results, the needs of the juvenile are prioritized according to goals to be the primary focus of residential placement (i.e., criminogenic needs), and goals to be the primary focus during aftercare but which will be addressed on a preliminary basis during the juvenile's residential treatment. Those aftercare plans thus consist of strategies for supporting continued progress on the needs addressed in residential treatment, with major emphasis on other needs related to competency development and community protection.

#### **System for Offender Re-entry Plans:**

**Adult** - Individualized reentry plans for the target population will begin during the reception and diagnostic processes following incarceration. The Transition Officer mentoring the young, serious and violent offender will further develop the offender's specific reentry plan in conjunction with the reentry teams for the Institution and Transition Phases of the program.

**Juvenile** - IDJC is participating in the Performance Based Standards (PbS) Project through the Council of Juvenile Correctional Administrators (CJCA). PbS are a set of operating standards for juvenile residential treatment facilities based upon nationally recognized principles of best practice. PbS has just incorporated seven additional standards related to reintegration. The Pbs Reintegration requirements include: individualized planning from the perspective of the family and community, programming and activities that prepare a youth for transition that continue, when appropriate, after the youth leaves the facility, and linkages and activities between facility and aftercare case manager with outside service providers or key community agencies. Performance Based Standards are standards tied to specific practices and specific outcome measures.

IJOES aftercare case manager or Resource Broker will work in conjunction with the treatment team to review the services needed and to identify access to the services for juvenile and family. The Broker will have no access to Department or County funding and can only help to identify and use the resources made available through the partnership organizations. A study of similar programs have found that the Resource Broker helped reduce the level of stress and increased the knowledge of the community resources and the ability to access these services.

### **Continuum of Supervision**

**Adult** - The continuous assignment of a single Transition Parole Officer to specific offenders will ensure a continuum of supervision designed to improve institutional and post-release behavior of the target population.

**Juvenile** - Within the structure for Juvenile Corrections in Idaho, a juvenile is under the jurisdiction of the county until committed to the Idaho Department of Juvenile Corrections, a juvenile services

coordinator (JSC) or case manager is assigned the case at the initial intake meeting. The JSC continues with the juvenile through their placement and transition after which the juvenile is again under the jurisdiction of the juvenile probation officer. The juvenile probation officer has the task of brokering services for the juvenile and insuring that court orders are followed. Systemic supervision requires the dual role of continuous monitoring of the progress of the client and altering treatment and supervision plans. The analysis component is a data gathering process that requires information from the criminal justice and treatment systems about progress in treatment and supervision to make informed decisions. Drug test results, treatment attendance, supervision contacts, employment and school attendance, and other information are critical to determine the progress of the juvenile offender. The Juvenile Probation Officer has the power and authority to make treatment and supervision decisions about the offender in the aftercare process. Graduated sanctions allow for swift, certain and progressive responses to the behavior of the offender. Juvenile offenders who are eligible for this program will remain on probation for the duration of the program. The monitoring component of the continuum of supervision requires an overarching case management system. This mechanism achieves coordinated planning and continuous, consistent service provision, referral, and monitoring of juvenile offenders who have been committed to IDJC and who will need to be transitioned to aftercare status in the community. The process involves several aspects: coordinated and comprehensive planning, information exchange, continuity, consistency, service provision and referral, and monitoring. (Altshuler and Armstrong, 1994). Five discrete components define the specific areas of responsibility that key staff must coordinate and jointly plan: assessment, classification and selection criteria, individual case planning incorporating a family and community perspective, a mix of surveillance and services, and a balance of incentives and graduated

consequences coupled with the imposition of realistic, enforceable conditions and service brokerage with community resources and linkage with social networks.

### **Continuity of Services**

**Restitution and Community Service** – Juvenile Corrections is based on the Balanced and Restorative Justice Model. Institutions begin addressing victim services at assessment. Community service is a component of the plan at the institution and during the aftercare component.

**Educational Services** - IDJC educational system is accredited through the Northwest Association of Schools and Colleges as a special purpose school. The school is an open-entry, open exit education program that allows students to complete high school coursework, receive credit towards graduation, and/or receive a high school diploma. The Education Program Director works with local school districts to ensure successful reentry for juvenile offenders.

**Housing** - Reentry participants will fit into two housing categories. One category will be for juveniles who can return to their own home. The Department of Juvenile Corrections is working with FFT, Inc. to certify three Functional Family Therapy sites to serve all juveniles coming out of IDJC residential custody that can return to their home with some additional family services. Juveniles who cannot return to their own home are difficult to place. IDJC is developing a plan to address this gap in service by working with Supportive Housing and Innovative Partnerships, Inc. (SHIP) who have a partnership with Oxford House, Inc. This partnership will provide one option for juveniles who have reached their 18<sup>th</sup> birthday. Monitoring and supervision will be provided by the Juvenile Probation

Officer and additional supervision services may be brokered through the Resource Broker on an individualized basis with discretionary funds from the Reentry Initiative.

Both Departments are working with Housing and Urban Development. The new director has agreed to work with the Department to develop additional sources of long-term housing for offenders.

Offenders in the 14 to 17 age categories who cannot return home create additional gaps in service. The Department is working the Department of Health and Welfare to develop Treatment Foster Care for this age group and to also address juvenile offenders who have mental health issues. Community families will be recruited, trained, and closely supervised to provide Treatment Foster Care placements, treatment, and supervision to participating adolescents. Training and supervision will be provided in partnership with DHW, discretionary funds from the Reentry Initiative will assist in creating this service.

Adult Correction currently works to establish Oxford Houses for offenders reentering their communities and, for indigent offenders, they have developed a Transitions Program. The Transitions Program, funded through the legislature and with Federal funds, will pay for room and living expenses until the offender is gainfully employed. Juvenile Corrections will replicate this successful program.

**Job Training and Placement Services** - Successful reentry into the community means programs must address offenders' employment needs. Institutional and community staff have made significant efforts to assist offenders in obtaining employment as part of their transition back to the community. Some incarcerated offenders have jobs prior to release from custody. However, maintaining employment is more difficult. Offenders need additional employability skills and employment opportunities. Employment opportunities have been mentioned in the educational segment

of this section. Both Departments have representation on the Workforce Investment Board. The resources include assessment of the offender's skills, abilities, interests, job readiness and individualized training. The other critical element to job training and placement includes transportation. The Resource Broker will address the employability needs and transportation during the juvenile's residential placement to ensure a smooth re-entry.

**Substance Abuse Services** – Governor Kempthorne established an initiative to enhance substance abuse treatment in the correctional system in 2001. This program addresses substance abuse treatment in Phase I and Phase II of this initiative. All state institutions and contract providers must at least provide preventative educational services addressing substance use. Both adult and juvenile corrections operate RSAT programs in partnership with the Idaho State Police. Regional Substance Abuse Authorities distribute funds from the Department of Health and Human Services for substance abuse treatment including outpatient, intensive outpatient and some residential treatment. Adult Probation and Parole and Juvenile probation officers are required to administer drug tests to offenders. Consequences for positive drug tests will vary with the offender from 90 days of AA/NA to placement in IDJC's Relapse Prevention Program (RPP) for juveniles or return to Drug and Alcohol Treatment Tier in prison for adults.

**Mental Health Services** - Local Children's Mental Health Councils are being developed across the state. Their key function is to improve community-based services for children with Serious Emotional Disturbances and their families. Their focus will be on developing community partnerships and reviewing cases of children with SED that may be at risk of being placed outside of their communities either for treatment or within the juvenile justice system. Local councils have funds to

provide services to juveniles with mental health issues. The Resource Broker will access additional wrap around services to include medication management and support groups, including those that may be integrated with substance abuse for juveniles with co-occurring disorders. Functional Family Therapy has strong research indicating success with juveniles and families with mental health issues.

**Medical Services** – Offenders in custody receive medical services through Departmental funding. Upon release, departments work with offenders to obtain medical cards or offenders are required to pay for their own medical expenses.

**Other Appropriate Support Services and Resources** - Support services will be accessed with the assistance of the Resource Broker who will work closely with the Treatment team to identify necessary services prior to reentry. The most important service in this category is transportation. Unsuccessful reentry attempts are often attributed to lack of transportation. The Requests for Proposals defining the work of the Resource Broker will add additional points to applicant's ability to provide juvenile offenders participating in project access to transportation to other services.

### **Definite Terms and Conditions**

**Adult** - The Department of Correction reentry program for serious and violent young offenders does not require "enrollment;" inmates who fit the target population set in Section III remain in the program until they no longer meet the criteria. The Transition Parole Officer to whom they are assigned will supervise them as long as they are eligible or discharged from supervision. The Officer will provide mentorship and guide them toward programs based on their assessed needs, identifying appropriate accommodation(s) necessary for their success in programming and participating in team case management. Disruptive and uncooperative behaviors will not be tolerated in programming, however.

Although the targeted population cannot be removed from *eligibility*, individuals will receive sanction(s) for inappropriate behavior, including removal from classes or programming groups.

Incentives may include custody level classification override to ensure accessibility to needed programs and possible specialized housing units for program participants. Parole is a desired outcome from the Institution Phase of the serious and violent offender program. However, the Parole Commission can make no promise or guarantee of parole based on participation or completion of the serious and violent young offender program.

**Juvenile** - It is the intent of the IJORES Program to use positive reinforcements and incentives with graduated sanctions. It is understood that recommitting for technical violations contributes to increased commitment numbers. Juvenile probation will work closely with the Resource Brokers to frequently review cases with peers, family members and other agency staff to structure economies in which privileges or reward are tied to accomplishing specific objectives, goals, or phases of the program. One chief juvenile probation officer indicated that even the promise of a soda improves behavior among adolescents. The incentives will be meaningful and immediate; the Transition Team will play an important role in this to insure incentives are as individualized as consequences.

The YLSI will be readministered on juvenile offenders in the IJORES Program. IJORES will formulate a sanctioning schedule that links the seriousness of infraction or violation and YLSI scores to graduated sanctions on an individualized basis. Less serious violations including status offenses and associating with negative peers will be addressed immediately but will not be grounds for recommitment. More serious violation—including substance use, failure to attend court ordered programs, or single property offenses—may be considered for more community services, tighter

controls or may be grounds for recommitment with a review by the Community Team. The most serious violations include a new adjudication for multiple misdemeanors or a felony. The sanctions for these violations range from a verbal reprimand, stricter curfews, or restrictions of the juvenile offender's privileges to court-ordered house arrest to several days of detention, community service, or recommitment. IJOES will use graduated sanctioning to give juvenile offenders an understanding that consequences can be imposed when needed and to give juvenile probation officers and the Resource Broker an understanding that all the available sanctions do not have to be used with the first infraction.

IDJC's Relapse Prevention Program (RPP) will serve as a 30/60/90-day program. It will offer an option for holding the juvenile accountable for their failure to adjust to the community and stabilize their behavior so they can later be placed in the community to complete their program successfully. This program is highly structured to provide individualized treatment and to help juveniles move through increasing degrees of responsibility to release.

**Plan for Program Sustainability** The Department of Correction intends for this grant to contribute to the reorganization and redirection that the new Department Director has undertaken (as described in the Organizational Readiness of the Lead Agency section of this proposal, Step Five A). Although this proposal fills specific gaps in services and programming necessary to the successful "going home" of high risk offenders, this initiative more importantly establishes partnerships among agencies that share in the successful reentry of *all* offenders. The interagency agreements at the state and local levels create broad-based support for program sustainability rather than falling into the hands of a single, independent agency. Also, data showing positive measurable outcomes may be used to reallocate resources.

Furthermore, this project requires accountability in all three phases. Data showing the cost effectiveness and life-changing outcomes from successful programming with a particularly troublesome population will contribute to program sustainability. The project design and the public relations responsibilities of the project director, including effectively disseminating information about this project, is essential to sustainability.

Finally, the lead agency built few positions into its project design. The Department of Correction has shown its commitment to the Transition Parole Officers by matching grant funds with state general funds. The Director does not believe that asking the Legislature to assume the funding for numerous new employees at the conclusion of the federally funded project will ensure program sustainability. Rather, by investing in collaboration and communication, the Department of Correction will use this project to demonstrate its commitment to the protection of the public by safely managing offenders and providing them opportunities to change and return successfully to their communities. By adhering to the Department's new mission (shared in Step Five A), the Director can take to the Legislature a shared, fact-based argument to continue the programming that has been strengthened by this reentry initiative.

IDJC will continue to hold resource summits in judicial districts three and four on a quarterly basis. Multi-system programs work with ownership from all partners, and quarterly meetings to discuss program developments will allow all partners to assist in the service delivery. The juvenile offenders and their parents will be included in the decision-making.

The Workforce Development Council met on September 17 Th., where the Memorandum of Understanding was presented and unanimously supported. Listed are the agencies of agreement:

- ◆ Id. Assn. of Commerce & Industry
- ◆ The Honorable judge Janet Ailele
- ◆ Id. Commission on Aging
- ◆ College of Idaho
- ◆ Metalcraft
- ◆ PacifiCorp.
- ◆ Kinport Academy
- ◆ Super Save of Id.
- ◆ Highway 12 Ventures Inc.
- ◆ Id. State AFL-CIO
- ◆ Department of Education
- ◆ Public Instruction Department of Health and Welfare
- ◆ Id. Department of Labor
- ◆ Department of Commerce
- ◆ Double A Food and Sauce Company
- ◆ Boise State University
- ◆ Coeur d" Alene Tribe
- ◆ State Board of Education

### **Step Seven: Staff Resources**

**Adult** - Current staff and contracted services provide most of the services and supervision in this reentry project. This reentry program does not introduce new ideas regarding how to deal effectively with high risk, serious and violent offenders. Instead, grant funds will fill in gaps in the Department's existing comprehensive reentry plan that are not being met with existing state, federal, and local funding. Therefore, team building and training to prepare existing staff to work more effectively with the targeted population is essential to this project. The project design and timeline include these key elements.

**Juvenile** -Overall administration of the IJOES Program will be the Grants Section of IDJC. Sharon Harrigfeld will be project director and has twenty years experience working with OJJDP grants. Phase I will be managed by Frank Riley, Program Manager for JCC-St. Anthony, Mr. Riley is responsible for statewide implementation of PbS, complementing the Reentry Initiative. Phases II and III will be managed by Chief Probation Officers in Districts 3 and 4. The Transition Teams in both Districts will meet with the project director, Phase I manager and Resource Broker on a monthly basis during the first year of implementation to ensure system development and seamless case management.

**Information Sharing/Data Collection** The Department of Correction is implementing a new offender management system, as described in Section IV.A, due online in July 2002. This system will include assessments, case plans, goals, programming, case management, and outcome measures. The Administrative Assistant will develop reports to meet grant requirements regarding offender identification, participation, and outcomes (in all three phases of the reentry program). Activities for sharing information include press releases, demonstrations during facility open-house functions, conference presentations, and publications.



**Timeline (Adult)**

<b>Months 1-9: 7/02-3/03</b>  Institution Phase	<b>Months 1-9, continued</b>  Institution Phase	<b>Months 9-12: 4/03-6/03</b>  Institution and Transition Phases	<b>Months 13-24: 7/03-6/04</b>  Institution and Transition Phases	<b>Months 25-36: 7/04-6/05</b>  Institution, Transition, and Sustain Phases
Hire Transition Coordinator and Administrative Assistant  <b>7/1/02</b>	Convene state & local stakeholders; develop internal agreements regarding using existing staff to extend current services to targeted populations  <b>10/15/02</b>	Ongoing:  1. Data collection  2. Enrollment of new offenders at Reception Center  3. Institution Phase elements (education, life skills, substance abuse education)	Coordination w/ community agencies to continue appropriate services	Relapse triggers and mental health issues/ link to sustaining agencies
Purchase capital outlay items (computers/software, teleconferencing/distance learning cameras & monitors, vehicle  <b>8/1/02</b>	Hire Transition Parole Officers  <b>11/1/02</b>	Implement Transition Phase elements (parole planning/ pre-release classes, relapse prevention)	Participate in local and national evaluation	Dissemination of project outcome to public and key decisionmakers:  <ul style="list-style-type: none"> <li>• Meetings with state and local decisionmakers</li> <li>• Presentations at conferences</li> <li>• Media releases</li> </ul>
Write RFP's when needed; develop contracts for services  <b>9/30/02</b>	Select & evaluate currently incarcerated targeted offenders  <b>9/30/02</b>	Parole and containment in Districts 3 and 4	Public relations activities to sustain program:  <ul style="list-style-type: none"> <li>• Meetings with state and local decisionmakers</li> <li>• Presentations at conferences</li> <li>• Media releases</li> </ul>	

<p>Write serious/violent directive(s), including tracking/reporting—connect to national reporting requirements— and establish/train reentry teams <b>9/30/02</b></p>	<p>Begin services (institutional phase) <b>12/1/02</b></p>	<p>Self assessment &amp; report of progress/status <b>7/30/03</b></p>	<p>Prepare legislative budget presentation(s) <b>4/30/04</b></p>	
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## TASK TIMELINES (Juvenile)

		Quarters											
		1	2	3	4	1	2	3	4	1	2	3	4
Goal 1:	Prevent Re-offending												
	Objective 1: Comprehensive Assessments	X	X	X	X	X	X	X	X	X	X	X	X
	Objective 2: Offender Involvement, Signed Plans		X	X	X	X	X	X	X	X	X	X	X
	Objective 3: Active Supervision		X	X	X	X	X	X	X	X	X	X	X
Goal 2:	Enhance Public Safety												
	Objective 1: JPO/Law Enforcement Establish Relationship			X									
	Objective 2: Establish Resource Brokers		X										
	Objective 3: Multiple Systems Managing Behaviors	X	X	X	X	X	X	X	X	X	X	X	X
	Objective 4: Contract Developed/Options	X	X	X	X	X	X	X	X	X	X	X	X
	Objective 5: Use of Technology for Reporting		X	X	X	X	X	X	X	X	X	X	X
	Objective 6: Graduated Sanctions Exercised			X	X	X	X	X	X	X	X	X	X
	Objective 7: Develop and Implement Reintegration Plans			X	X	X	X	X	X	X	X	X	X
Goal 3:	Strengthen Community Resources												
	Objective 1: Resource Broker System Developed		X										
	Objective 2: Transportation Resource Developed			X									
	Objective 3: Resource Summit	X											
	Objective 4: Quarterly Meeting with Partners	X	X	X	X	X	X	X	X				
Goal 4:	Assist Offender to Avoid Crime												
	Objective 1: Involve Community Organizations	X	X	X	X	X	X	X	X	X	X	X	X
	Objective 2: Prepare Offenders for Viable Employment	X	X	X	X	X	X	X	X	X	X	X	X
	Objective 3: Increase Involvement of Support Network	X	X	X	X	X	X	X	X	X	X	X	X
Goal 5:	Maintain Re-entry Program and Replicate												
	Objective 1: Institute Sharing of Resources									X	X	X	X

Objective 2: Implement Evaluation Plan

X

Objective 3: Multi-system Becomes Standard Practice

X