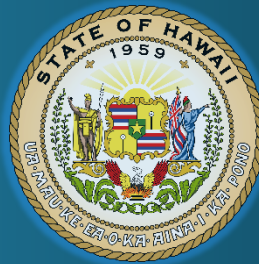


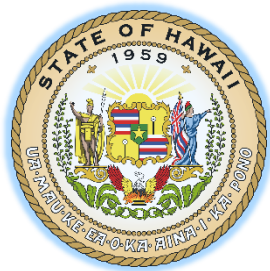
2024 - 2025 Reentry & Diversion Strategic Plan

Hawaii Correctional System Oversight Commission
Reentry and Diversion Strategic Plan

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INTRODUCTION

The Hawaii Correctional System Oversight Commission (HCSOC, or the Commission) was created by Act 179, Session Laws of Hawaii 2019, and codified in Hawaii Revised Statute 353L to *ensure transparency, support safe conditions for employees, inmates, and detainees, and provide positive reform towards a rehabilitative and therapeutic correctional system.*

The Commission's first agency-wide Strategic Plan was released on January 1, 2023, and set the four priority areas for the office: oversight, rehabilitation, population limits, and reentry. This Reentry and Diversion Strategic Plan is integrated into the larger HCSOC agency-wide Strategic Plan and broken down into specific priority areas, with reentry and diversion at the forefront. This plan is a living document and will likely change as the Commission learns more and moves forward with its work. The goal of this document is to demonstrate how the HCSOC will approach the reentry and diversion work, outline the components used for its creation, and highlight the plan's intention and focus.

MANDATE

The Commission's mandate is broad and encompasses several different oversight functions. This section delineates each of the Commission's mandated roles—italicized below—and how each relates to reentry and diversion.

Per the HRS §353L, the Commission has four core functions:

- 1) *Oversee the State's correctional system and have jurisdiction over investigating complaints at correctional facilities and facilitating a correctional system transition to a rehabilitative and therapeutic model. HRS § 353L-3(b)(1) (2019)*

This section of the mandate can be broken down into three parts:

- *Oversee the State's correctional system.*
 - This work involves routine inspections, data collection and synthesis, and public reporting on correctional institutions and the Department of Public Safety (PSD).
- *Investigating complaints at correctional facilities.*
 - Although the Commission doesn't yet have the resources necessary to investigate individual complaints, the Commission accepts complaints to inform system-wide monitoring processes to identify and address systemic issues within Hawaii's correctional system.
- *Facilitating a correctional system transition to a rehabilitative and therapeutic model.*

- Given the preamble to Act 179 of 2019, focusing on rehabilitative and therapeutic practices is the core of the Commission's mission and efforts.

2) *Establish maximum inmate population limits for each correctional facility and formulate policies and procedures to prevent the inmate population from exceeding the capacity of each correctional facility. HRS § 353L-3(b)(2) (2019)*

This section of the mandate can be broken down into two parts:

- *Establish maximum inmate population limits for each correctional facility.*
 - This work falls within the Commission's agency-wide agency strategic plan and sets limits based on the American Correctional Association (ACA) and established federal standards to promote safety and health.
- *Formulate policies and procedures to prevent the inmate population from exceeding the capacity of each correctional facility.*
 - This serves as the basis for the Commission's diversion and reentry work.

3) *Work with the department of public safety in monitoring and reviewing the comprehensive offender reentry program, including facility educational and treatment programs, rehabilitative services, work furloughs, and the Hawaii paroling authority's oversight of parolees. The commission may make recommendations to the department of public safety, the Hawaii paroling authority, and the legislature regarding reentry and parole services. HRS § 353L-3(b)(3) (2019)*

This section of the mandate can be broken down into two parts:

- *Work with the department of public safety in monitoring and reviewing the comprehensive offender reentry program, including facility educational and treatment programs, rehabilitative services, work furloughs, and the Hawaii paroling authority's oversight of parolees.*
 - The Commission's focus on monitoring and reviewing the Comprehensive Offender Reentry Program will be specific to the defined requirements outlined in HRS 353H, the transition to a rehabilitative and therapeutic model, and the specific needs of the population the program, service, or agency serves.
- *The Commission may make recommendations to the department of public safety, the Hawaii paroling authority, and the legislature regarding reentry and parole services.*

4) *Ensure that the comprehensive offender reentry system under chapter 353H is working properly to provide programs and services that result in the timely release of inmates on parole when the minimum terms have been served instead of delaying the release for lack of programs and services. HRS § 353L-3(b)(4) (2019)*

The Commission will assess whether the established performance indicators and requirements from the 353H are being fulfilled and the extent to which the programs and services offered result in timely release at minimums.

GUIDEPOSTS

GUIDING PRINCIPLES AND STANDARDS

Overseeing the state's correctional system is done through the lens of facilitating a transition to a rehabilitative and therapeutic model. Below are the standards and principles the Commission will use to guide their inquiry into Reentry and Diversion:

Applicable Legislation:

- ☐ [HRS §353](#) Corrections
- ☐ [HRS §353L](#) Hawaii Correctional System Oversight Commission
- ☐ Reentry and diversion specific legislative measures, including Senate and House Concurrent Resolutions related to reentry and diversion

National and Generally Accepted Standards for Corrections:

- ☐ [American Correctional Association Standards](#)
- ☐ [Federal Standards for Prisons and Jails](#)
- ☐ Generally accepted national practices for conditions of confinement

Organizational Policies and Statements:

- ☐ [Hawaii Department of Public Safety Policies and Procedures](#)
- ☐ [Hawaii Paroling Authority, Parole Handbook](#)
- ☐ Mission and Values Statements for the new Department of Corrections and Rehabilitation (forthcoming 2024), the Hawaii Judiciary, Prosecuting Attorney, Public Defenders, Hawaii Paroling Authority, and other relevant parties

Facilitating a Correctional System Transition to a Rehabilitative and Therapeutic Model:

- ☐ [Creating Better Outcomes, Safer Communities, House Concurrent Resolution 85 Task Force Report](#)
- ☐ Recommendations from the [Native Hawaiian Cultural and Healing Practices and the Native Hawaiian Justice Task Force Report](#)
- ☐ [Getting it Right: Recommendations and Action Plan for a Better Jail](#)
- ☐ Best Practices in Hawaii, including medical and mental health care treatment and services, substance use treatment, trauma-informed care and treatment, housing and employment stability, education, peer support, and additional practices that will best support and meet the needs of people in custody
- ☐ Best reentry and diversion practices and laws in other states or countries

USING THE PLAN

The Commission is mandated *to facilitate a corrections system transition to a rehabilitative and therapeutic model*. For this core function of and priority area for the Commission, this strategic plan operates with the assumption that, in its most basic form, there are three components to actualize system-wide change:

1. Understanding the current status of the system—where we are now.
2. Having a vision for the future of the system—where we want to go.
3. Implementing incremental steps that move toward the vision and away from the current status—one step at a time.

These steps are built into this strategic plan and the corresponding work of the Commission.

STRATEGIC PRIORITIES

Taking into account the HCSOC agency-wide strategic plan, the Commission's mandate, and applicable standards and guideposts outlined in this document, the following objectives and priorities were developed to guide the Commission's reentry and diversion work. Additionally, this section provides a general framework and understanding of the Commission's approach to each of the priority areas as they relate to diversion and reentry.

The Commission's mandate, along with the role of oversight, establishes the HCSOC's ability to offer recommendations. These recommendation areas are noted throughout the plan and will be provided to different stakeholders based on the specific scope of the recommendations, e.g., PSD, HPA, the Legislature, Judiciary, etc.

Please note some of the objectives and strategies in this section will relate to more than one priority area. For brevity, each objective was included only once under the most relevant priority area.

REHABILITATION

Facilitating a correctional system transition to a rehabilitative and therapeutic model.

As Hawaii transitions to having a rehabilitative and therapeutic corrections model, the role of corrections and the perception of people involved in the justice system must also shift. To support this shift, the Commission will take a different approach to this work. One of the core features of this new approach is identifying what a person needs to be healthy, safe, stable, and successful and then providing the specific services, treatments, and programs that correspond to those identified needs.

The first step in this process is identifying the baseline—where we are now. To do so, the HCSOC will assess the needs, characteristics, and profile of people in custody and their current movement throughout the system through correctional system mapping.

The Commission will base future recommendations on this HCSOC System-Wide Assessment and data paired with personal accounts. This Assessment will serve as the basis for the Commission's reentry and diversion work, with the ultimate goal of supporting successful rehabilitation and reentry.

Objective 1: Identify the system-wide and individual needs of people in custody—a profile of the population—and assess whether PSD offerings align with the populations needs.

Strategies:

1. Collect and synthesize data from stakeholders and partners through data requests, talk stories, surveys, and meetings to develop a baseline needs assessment for people in custody. This HCSOC System-Wide Assessment will identify and report on common characteristics of people in custody and what people in custody need to be healthy, safe, stable, and successful (this will be used in priorities and strategies highlighted below).
2. Evaluate whether current programs, treatment, and services are best positioned to serve the current population, given the needs identified, and whether PSD has the staff, spacing, and funding necessary to support these offerings.
3. Offer recommendations to expand current successful efforts and recommendations for new—both formal and informal—treatment, services, and program opportunities that serve the needs of the population.
4. Support training, collaboration, and the acquisition of the resources necessary to implement recommendations.

Objective 2: Identify opportunities for more effective movement throughout the correctional system.

Strategies:

1. Collect and synthesize data from stakeholders and partners through data requests, talk stories, and meetings to inform correctional system mapping and report on how people are moving through the system including security levels and classifications.
2. Highlight current best and promising practices in Hawaii and other jurisdictions.

3. Offer recommendations and highlight opportunities for collaboration to improve correctional system movement and the classification system to procure better outcomes.

POPULATION LIMITS

Establish maximum inmate population limits for each correctional facility and formulate policies and procedures to prevent the inmate population from exceeding the capacity of each correctional facility.

Hawaii's jails are overcrowded, resulting in dangerous and unhealthy conditions, sometimes amounting to violations of federal standards and legal requirements. To safely reduce the incarcerated population, the Commission will support the furtherance of a collaborative system that diverts people who can be safely served or treated in the community.

This priority area will support collaboration with partners, system-wide planning, identifying current diversion programs, and the expansion of successful efforts. The Commission will also serve as a resource to partners in furthering this work and diversion goals.

Specific areas of focus will include additional partnership opportunities, cross-agency and organizational collaboration, pre- and post-booking jail diversion opportunities, meeting the needs of people *before* justice system involvement, recommendations to improve supervision outcomes, expanding on the success of specialty courts, and working with community service providers, law enforcement, prosecutors, the judiciary, corrections, probation, parole, and the community as a whole.

Objective 1: Collaborate with criminal justice and community partners to further diversion efforts and decrease the Hawaii jail populations.

Strategies:

1. Identify state-wide and circuit-specific diversion efforts and programs.
2. Elevate current best practices—including programs, initiatives, and partnerships—and work with partners to expand these.
3. Support stakeholder collaboration and offer recommendations for new diversion efforts and programs.
4. Utilize data and outcomes from HCSOC System-Wide Assessment, including the characteristics of people currently involved in the justice system, to identify services, programs, and treatment needed to support successful diversion efforts.

Objective 2: Offer recommendation and strategies based on data to government partners to divert and deflect more people from any criminal justice involvement.

Strategies:

1. Collect and synthesize data from stakeholders to identify, highlight, and support local and community-based diversion efforts.
2. Utilize the HCSOC System-Wide Assessment to identify services, programs, and treatment to inform successful diversion efforts before justice system involvement.
3. Conduct an ongoing study to highlight and recommend the implementation of best practices and efforts from other jurisdictions.

Objective 3: Report on the status, success, and implementation of any diversion-specific legislative efforts.

Strategies:

1. Identify and publicly report on bills and resolutions related to diversion.
2. Meet with applicable stakeholders to give feedback on diversion-focused bills.
3. Where applicable, offer recommendations to support diversion-specific bills and assist Commissioners with testimony on diversion-specific bills.

REENTRY

Work with the department of public safety in monitoring and reviewing the comprehensive offender reentry program, including facility educational and treatment programs, rehabilitative services, work furloughs, and the Hawaii paroling authority's oversight of parolees. The commission may make recommendations to the department of public safety, the Hawaii paroling authority, and the legislature regarding reentry and parole services; and ensure that the comprehensive offender reentry system under chapter 353H is working properly to provide programs and services that result in the timely release of inmates on parole when the maximum terms have been served instead of delaying the release for lack of programs and services.

HRS §353L(3) plainly outlines the Commission's responsibility to monitor and review the Comprehensive Offender Reentry Program and system. This priority area will flow directly from the HCSOC System-Wide Assessment findings. The Commission will identify and report on current reentry programs and efforts, identify gaps in services and programs, uplift best and innovative practices that are being pursued, highlight staff and leadership taking on a pioneering role through this transitional period, recommend the expansion of successful efforts, and recommend the implementation of other programs and efforts that would serve the needs of people in custody.

The Commission will support the creation of facilities, units, programs, and mindsets that exemplify the transition to a therapeutic and rehabilitative model. Areas of focus for this priority will include medical and mental health care and treatment, trauma-informed care and

trauma and PTSD treatment, healing programs and practices, Native Hawaiian practices, education and post-secondary education, successful movement throughout the system, peer support, language change, creating a supportive community and purpose, and more.

Objective 1: Monitor, review, and report on the Comprehensive Offender Reentry Program, including facility educational and treatment programs, rehabilitative services, work furloughs, and the Hawaii paroling authority's oversight of parolees. HRS §353L(3).

Strategies:

1. Collect data from stakeholders through talk stories, surveys, meetings, and information collection and sharing with a broad spectrum of stakeholders to monitor, review, and report on the Comprehensive Offender Reentry Program.
2. Review of Department of Public Safety Request for Proposals (RFPs) and partnerships with community service providers both inside of facilities and in the communities as they relate to the Comprehensive Offender Reentry Program. Review needed services not currently being offered and offer links to service providers with this expertise.
3. Conduct an ongoing study and investigation of the operation and the administration of reentry system laws in other states or countries, any literature on the subject, any federal laws that may affect the operation of the reentry system, and the reaction of residents to existing and potential features.
4. Highlight and elevate current best practices and make recommendations to the PSD, Hawaii Paroling Authority, and legislature regarding reentry and parole services. Support and facilitate logistical efforts, training, collaboration, and acquiring resources to implement recommendations.
5. As time passes, revisit previous recommendations for adoption, implementation, and success and report on the adoption or denial of recommendations.

Objective 2: Ensure that the comprehensive offender reentry system under chapter 353H is working properly to provide programs and services that result in the timely release of inmates on parole when the maximum terms have been served instead of delaying the release for lack of programs and services. HRS §353L(4).

Strategies:

1. Analyze applicable data, including a sample of individual treatment plans, to identify the number of programs and offerings necessary to

serve the current population before their minimum release date and to avoid idle time while incarcerated.

2. Recommend additional staffing and program offerings to ensure timely release and productive use of time.
3. Support PSD, other state and local agencies, and other partners in actualizing program offerings.

Objective 3: Report on the status, success, and implementation of reentry-specific legislative efforts.

Strategies:

1. Identify and publicly report on bills and resolutions related to reentry.
2. Meet with applicable stakeholders to give feedback on reentry-focused bills.
3. Where applicable, make recommendations to the Department of Public Safety to support reentry-specific bills and ensure Commissioners are prepared to testify on reentry-specific bills.

Objective 4: Utilize the HCSOC's System-Wide Assessment to determine what programs and treatments best serve the population's needs to achieve rehabilitation.

Strategies:

1. Identify and report on current reentry programs and efforts within PSD, HPA, and through community service providers.
2. Review programs currently being offered for successful outcomes.
3. Highlight and recommend the expansion of successful efforts.
4. Conduct an ongoing study of successful reentry efforts from other jurisdictions.
5. Through research, talk stories, study, and other information gathering, identify and make recommendations related to other programs, treatments, and services that serve the needs of this specific population.

OVERSIGHT

Oversee the State's correctional system and have jurisdiction over investigating complaints at correctional facilities.

The Commission will connect with people in custody, staff, leadership, and the community through different avenues and learn more about what is most important to them. On a parallel

track, the Commission's complaint intake system will be used to identify priorities of those in custody, and priority areas for the Commission to focus on.

Objective 1: Report facility-specific reentry efforts, including best practices and recommendations.

Strategies:

1. Conduct individual facility reentry tours and report on findings.
2. Collect and synthesize data from stakeholders through data requests, talk stories, meetings, and more.
3. Highlight best and promising practices already in place in the Department and make recommendations to further improve reentry efforts and outcomes.

Objective 2: Highlight what is most important to people impacted by the system and those with the greatest opportunity to influence change.

Strategies:

1. Connect with people in custody, staff, leadership, and the community through different avenues to gauge their top priorities.
2. Receive allegations of violations and system-wide complaints pertaining to reentry and diversion to ensure accountability.
3. With information gathered, identify priority areas for the Commission's focus.

Objective 3: Serve as a resource and work with PSD and HPA to review applicable policies and procedures, handbooks, and staff training related to reentry to better align with a therapeutic and rehabilitative model.

Strategies:

1. Review policies and procedures and staff training to ensure alignment with the transitions to a therapeutic and rehabilitative model.
2. Provide recommendations to the PSD and HPA, and include examples of other jurisdiction's policies, procedures, and training content that is embedded in a rehabilitative and therapeutic corrections system.
3. Serve as a resource to stakeholders.

MAHALO

The Reentry and Diversion Oversight Specialist wants to express gratitude to the Commissioners, Oversight Coordinator, Christin Johnson, and Special Assistant, George Choe, for the opportunity to serve in this role. The Reentry and Diversion Oversight Specialist thanks all the HCR85 Task Force Members, community members, legislators, policymakers, government and department leaders, and advocates who supported and actualized the Commission's existence and continue supporting the HCSOC's critical work.

The Reentry and Diversion Oversight Specialist looks forward to bringing her experience and expertise to this role and working collaboratively with the Department of Public Safety, Hawaii Paroling Authority, the Judiciary and justice system partners, the Governor's Office and other state agencies, people in custody, survivors of crime, advocates, and the community at large toward our shared goal of a new model of corrections and to realize change for individuals, the system as a whole, and the state of Hawaii.