

MEETING MINUTES

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| PROJECT NAME: | Functional Program Consultant to Belknap County Jail and Community Corrections Program | DATE: | September 21, 2012 |
| PROJECT NUMBER: | 91206.00 | TIME: | 12:00 p.m. – 1:00 p.m. |
| SUBJECT: | GoTo Meeting #1: Community Corrections Plan | LOCATION: | Webinar |

Attendees:

| | | |
|----------------------|------------------|---------------|
| Melissa Guldbrandsen | Jennifer Irving | Laura Maiello |
| Alan Robichaud | Jacqui Abikoff | Kevin Warwick |
| Daniel P. Ward | James M. Carroll | Marayca Lopez |
| David Berry | | |

1. Purpose:

The purpose of the *Go-To Meeting #1: Community Corrections Plan* was to present a recap of the main findings from the on-site meeting, as well as to provide input on the development of a Community Corrections Plan in order to finalize program elements and services, and to discuss preliminary staffing implications. The agenda for the Go-To Meeting covered the following topics:

- Recap of Key Community Corrections Elements
- Current Programs
- Recommendations
- Target Populations

The PowerPoint presentation supporting the meeting is appended to these minutes.

2. Recap:

As presented by Kevin Warwick, jail beds utilization is a symptom of the policies and practices of the larger criminal justice system. Recognizing that there is a relationship between the jail and the operations of the local justice system, building upon the recommendations of the Criminal Justice Master Plan, this project has adopted a “systems approach”. The benefits to be realized when a jurisdiction takes a strategic, comprehensive approach to planning, were presented by Kevin as follows:

- Improved public safety outcomes
- Better use of available jail bedspace
- Reduction on the number of secure beds required
- Successful discharge through gradual release
- Enhanced community collaboration

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3. Current Programs:

Kevin Warwick noted that Belknap County already has many elements of a Community Corrections program: 1) Several diversion programs have been developed (a pilot Drug Court program with a small number of offenders and an Adult Diversion program developed from the juvenile justice restorative model); 2) A Pre-trial supervision program is informally being implemented; and 3) The County jail offers a good array of core programs, and jail step-down measures such as work release and electronic monitoring to support the development of a Community Corrections step-down model.

As noted by the participants, some of the jail programs are not well coordinated with community services. There needs to be continued enhancement of community programs and collaboration with community providers. In this regard, Mr. Robichaud noticed that the Family Resource Center, located in Laconia, is an organization that in several ways is currently providing community services addressed to the incarcerated population (parent education, support groups, special visits, information and referrals). It was therefore suggested to engage this organization in future conversations as the DOC looks for new ways to bring community programming into the jails to link inmates to programs prior to release and aftercare services and resources.

Moving forward, Kevin emphasized that DOC resources need to target the high risk/high needs population, since this group poses the greatest risk of re-offending. The identification of higher risk individuals requires the use of a validated risk assessment tool at each stage of the process. As noted by Kevin, at present the Belknap County jail lacks a screening tool that guides supervision, services and treatment decisions. Belknap County needs to select a risk needs assessment tool for use to inform the individuals that need to be targeted for intervention as well as the level of program services received.

4. Recommendations:

As recommended by Kevin, Belknap DOC structured transition plans should be enhanced for use with high risk / high need offenders to target, supervise, and track offenders as they work through transition efforts. GED Classes, substance abuse treatment, vocational curricula and other evidence-based programs that target criminogenic risk and needs should be expanded to this intensive treatment population while incarcerated. Additionally, jail and community curricula should be reviewed to ensure that there is a defined, evidence-based program curricula. Transition plans should also work on release readiness and prepare inmates for transition to the local community, while developing links with needed community services, pro-social supports,

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and/or family.

As an order of magnitude, it was noted by Kevin that running a Community Corrections program will require a minimum of 5 additional staff positions, the equivalent to 1 correctional officer 24/7 post. At a minimum, community corrections staff should consist of a Program's Director, clinicians, a work release officer and a case manager. Of special importance is the case manager to help with the development of transition plans and to connect individuals to post-release services.

Participants noted that upon re-entry, a significant number of inmates struggle to find employment, especially in that a sizeable percentage of inmates are disabled (which diminishes the chances of finding a job and therefore being placed on work release), while others have never held a full-time job for any substantial length of time. Even if these individuals find employment, it was noticed that this is a multi-generational issue and that the majority of these individuals lack the skills necessary to keep their jobs. Kevin mentioned that in terms of breaking this cycle, in-jail programming should be tailored at preparing these individuals for working environments, and at providing decision-making tools and basic skills that would make them more marketable and successful as they enter the world of work.

5. Target Populations

5.1. Community Corrections Center

As part of the January 2012 Criminal Justice Master Plan (pp.20-22), David Bennett recommended "that an expanded Belknap County Jail dedicates one-third (1/3) of its beds to a new model of incarceration: A Community Corrections Center". As described in the report, "the CCC model is not a work release facility. It does not provide just another alternative to custody, but a whole new way of "serving time". It moves from a model in which time in custody is one of idleness punctuated by an occasional program, to a model in which the inmate moves through a holistic program plan and work experience, learning new skills and then testing them in the community during their stay."

Building upon the premises of a step-down model, the Community Corrections Center (CCC) will include the following elements:

- Intensive Treatment
- Work-release / Outside work details
- Electronic Monitoring

R I C C I G R E E N E A S S O C I A T E S

A preliminary data analysis was conducted by the consultants to validate the feasibility of placing 1/3 of the jail population in a community corrections setting. This analysis was based on three snapshots of the jail population on January 31, May 15 and September 1, 2012, provided to the consultants by jail personnel.

The consultants established generally accepted parameters for CCC program participation. As a starting point, the target population would include sentenced inmates, probation and parole violators, classified as minimum or medium security, and with non-violent/more serious offenses. The application of the preliminary criteria to each inmate sample resulted in a potential pool of candidates. In line with planning norms, this potential pool was decreased by 25% to recognize the level of information evaluated for broad planning purposes (e.g. not every candidate identified in the broad analysis might be deemed appropriate when actually evaluated against a valid screening and assessment tool).

Averaging the results of the three snapshots showed that, on any given day, about 40% of the total inmate population was appropriate for participation in the community corrections program. The exercise validated David Bennett's recommendation that 1/3 of the inmate population could be placed in the Community Corrections Center rather than a secure jail bed..

Ms. Guldbrandsen raised her concern about the possibility of everyone that is sentenced becoming immediately a candidate for a community corrections placement. The consultants noted that, since this is a step-down model, the majority of the sentenced population will access the CCC only after being booked into the jail and going through a detailed screening and assessment to determine the most appropriate placement within the step-down model. This in turn suggests that a significant number of sentenced inmates will start in the intensive treatment stage before being involved in any kind of placement into the community. The consultant also emphasized that the target population was identified for residential placement in the CCC (in lieu of a jail bed), not immediate community release supervision.

Judge Carroll inquired about the "authority" for the movement of offenders from Jail to CCC. The consultants indicated that there is not only one model, and that both the Belknap County DOC and the Courts could have the authority to move an offender along the custody-to-community continuum. The general presumption should be that judges will not sentence directly to the CCC, and that the transfer from Jail to the CCC will be part of the jail assessment and classification process. As noted by Kevin Warwick, this model

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makes inmates accountable and more invested in their participation (with the Courts retaining the authority to indicate any inmates they might want to exclude from transfer consideration, or a minimum amount of their sentence that must first be served prior to transfer). Superintendent Ward stressed that placement into the Community Corrections Center would not be an automatic guarantee for everybody entering into the system, and that participation into the step-down model can be seen as a jail population management tool and as an incentive for good behavior. Right now, due to the limited jail bedspace, “good time” is a right, rather than an incentive for good behavior. Moving forward, the ability to step jail inmates down to a custody continuum should be earned based on an inmate’s participation on treatment and programs.

5.2. Pre-trial Supervision Program

The consultants conducted a preliminary data analysis to identify a potential pool of candidates for a pre-trial release program. Based on the three jail snapshots provided to the consultants by jail personnel, the potential candidates were identified as to only include pre-trial defendants who were County residents, with minimum or medium security classification, with no warrant nor holds pending, and with less severe charges (as indicated by the type of offense and bail amount set in relation to the seriousness). This potential pool was adjusted downward by 25% to account for a variety of factors not accounted for in the analysis, in line with planning norms given the level of information evaluated at this stage of the process.

Averaging the results of the three snapshots showed that, on any given day, about 10% of the total inmate population was deemed appropriate for participation in a pre-trial release program,

5.3. Data Analyses Implications

As recommended by the David Bennett’s report, based on the preliminary analysis conducted by the consultants, there is an ability to house 1/3 of the offenders in a *community corrections program*:

- Belknap County has the foundation for a step down model to move inmates from in-jail intensive treatment to work release and electronic monitoring.

Additionally, there seems to be a potential to target 10% of offenders for *pre-trial services* on any given day.

BY Marayca Lopez

DISTRIBUTION: Debra Shackett for distribution to meeting attendees.

The above constitutes my recollection and understanding of this meeting. Please notify me at once should there be any errors, omissions, or misunderstanding of these items discussed.

September 21, 2012

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FUNCTIONAL PROGRAM CONSULTANT TO JAIL AND COMMUNITY CORRECTIONS PROGRAM

FPC - 2012

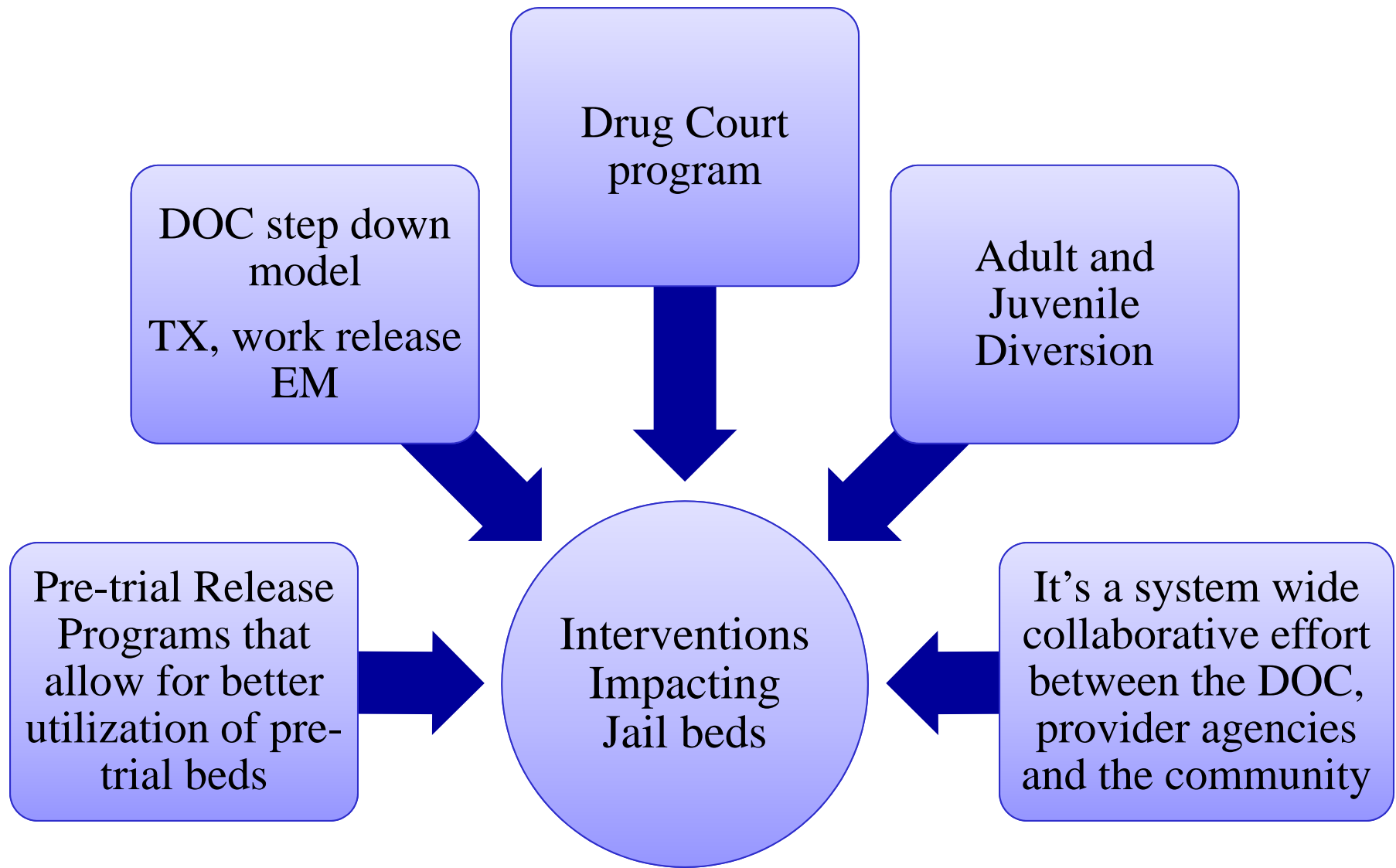
Go-To MEETING #1: COMMUNITY CORRECTIONS PLAN

AGENDA

- **Recap of Key Community Corrections Elements**
- **Current Programs**
- **Recommendations**
- **Target Populations**

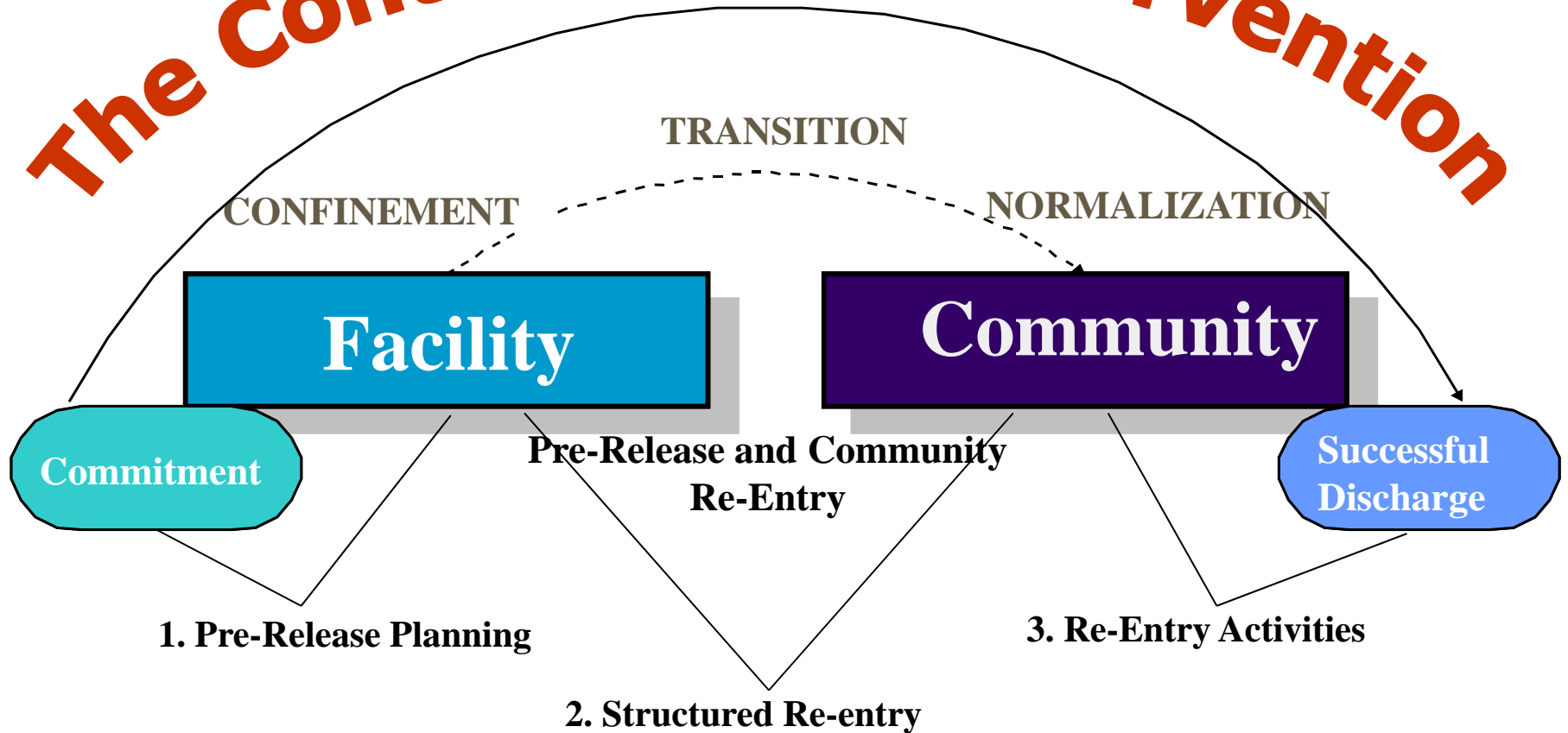
RECAP

SYSTEM-WIDE APPROACH

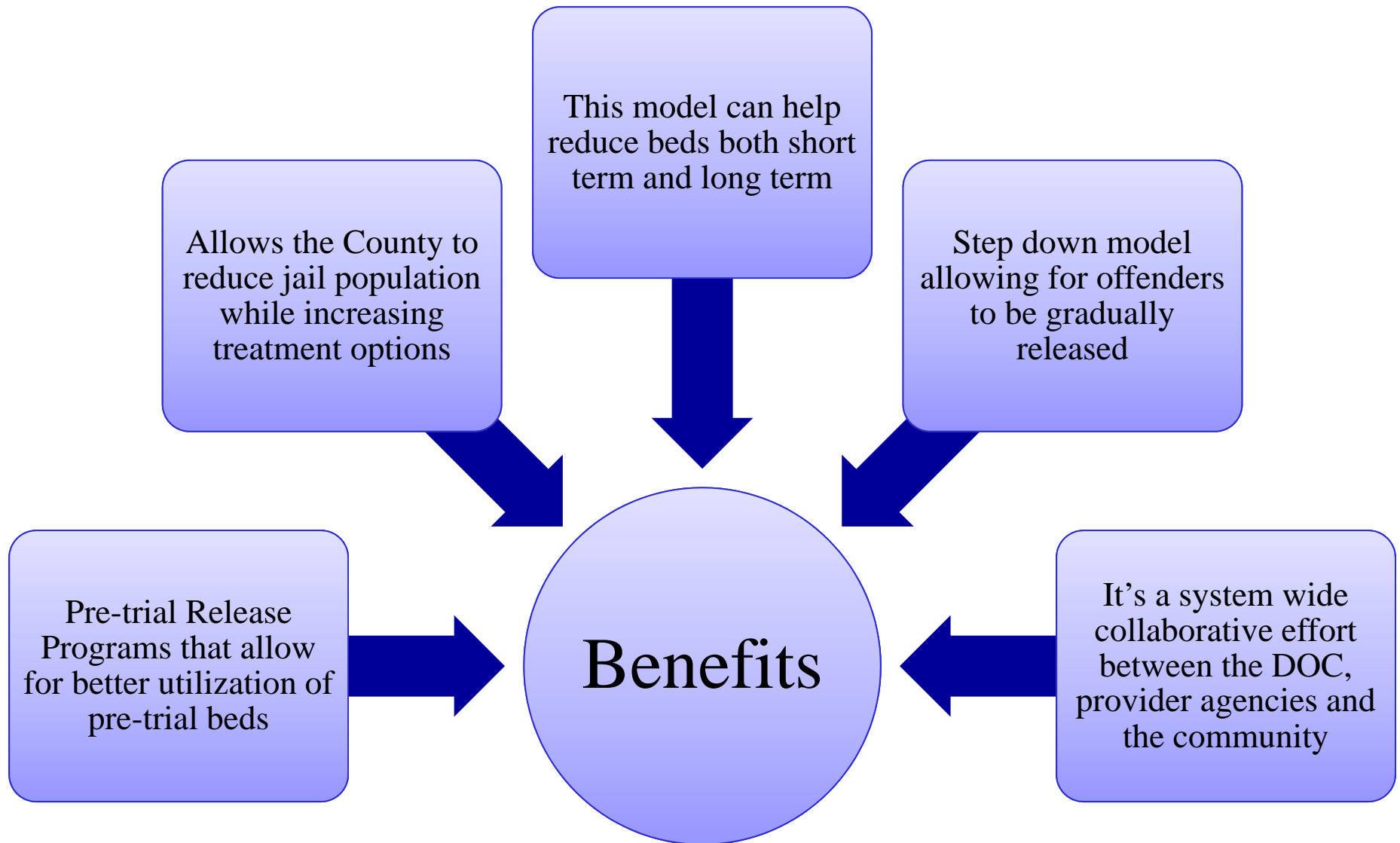


CRITICAL STRUCTURAL CONSIDERATIONS

The Continuum of Intervention



BENEFITS





CURRENT PROGRAMS

CURRENT PROGRAMS

- **Criminal Justice Initiatives**
 - Drug Court
 - Diversion (for both misdemeanors and felony cases)
 - Early Case Resolution (aspiration)
 - Mental Health Court (aspiration)
- **Pre-Trial Release (informally implemented)**
- **Step Down Model**
 - Work Release
 - Electronic Monitoring

CORE PROGRAMS

- Substance Abuse Education (Living in Balance)
- Substance Abuse Counseling
- Cognitive Curriculum (Thinking for a Change)
- Anger Management (SAMHSA Curriculum)
- Victim Impact Groups (in planning stages)
- Employment / Job Readiness (Career Education Program)
- Education (GED classes)
- Family Support Groups
- Parenting Skills and Family Programs (UNH)
- Wellness Classes and Stress Management
- Nurturing Parents and Seeking Safety (DOJ funded)
- Transition Planning Programs (going home reentry groups)
- Co-Occurring Programs (not in place)

OBSERVATIONS

- **There are solid programs that address criminogenic risk needs**
- **The process is not presently driven by a risk needs assessment to target offenders to intensive programming**
- **There is not a full transition model working from in jail treatment to post release**
- **Although there is intensive treatment for some, there is no program that provides an intensive day treatment model**
- **There needs to be continued enhancement with community providers**

RECOMMENDATIONS

IN JAIL TREATMENT CURRICULA

- **The Belknap DOC should implement additional evidence-based CBT curricula that targets high risk offenders via the risk assessment tool**
- **Classes, substance abuse treatment, vocational curricula and other curricula that target criminogenic risk / need should be expanded to this intensive treatment population.**
- **The Belknap DOC is using *Thinking for a Change***
 - **A curricula offered through the National Institute of Corrections**
 - **Right now for the ADAPT program this should be expanded to the intensive treatment population**

TREATMENT AND TRANSITIONAL PLANNING

- **Structured transition plans should be enhanced for use with high risk / need offenders to target, supervise, and track offenders as they work through transition efforts, get ready for and transition to the local community, and link with needed community services, pro-social supports, and/or family**
- **Jail and community curricula should be reviewed to ensure that there is defined evidence based program curricula**
- **A case manager can help with the development of these transition plans**

BELKNAP COUNTY PROPOSED TRANSITION MODEL

Assessment

Staff complete a risk needs assessment

Track 1(intensive treatment) or Track 2 targeted classes

Inmates are placed in program based on level of Risk/Need

Track 3 Work Release/Programming

Inmates work full time and participate in treatment groups

Track 4 Electronic Monitoring

Inmates are transitioned to Electronic Monitoring or Probation Supervision with weekly Aftercare groups

Track 5 Transition and post release

Transitional aftercare the offenders enters the community

STAFFING IMPLICATIONS

The following are considerations for added staff positions:

- **Program Director:** Manages overall program
- **Clinical positions:** 3 full time to provide intensive treatment program and aftercare groups
- **Case manager:** Provides case plans for offenders
- **Work Release Officer:** Provides check in for work release and pre-trial services clients
- **There would be an additional five staff positions which is the equivalent to one correctional post position being slotted 24 hours per day**



TARGET POPULATIONS

COMMUNITY CORRECTIONS CENTER

“ I recommend that an expanded Belknap County Jail dedicates one-third (1/3) of its beds to a new model of incarceration: A Community Corrections Center.

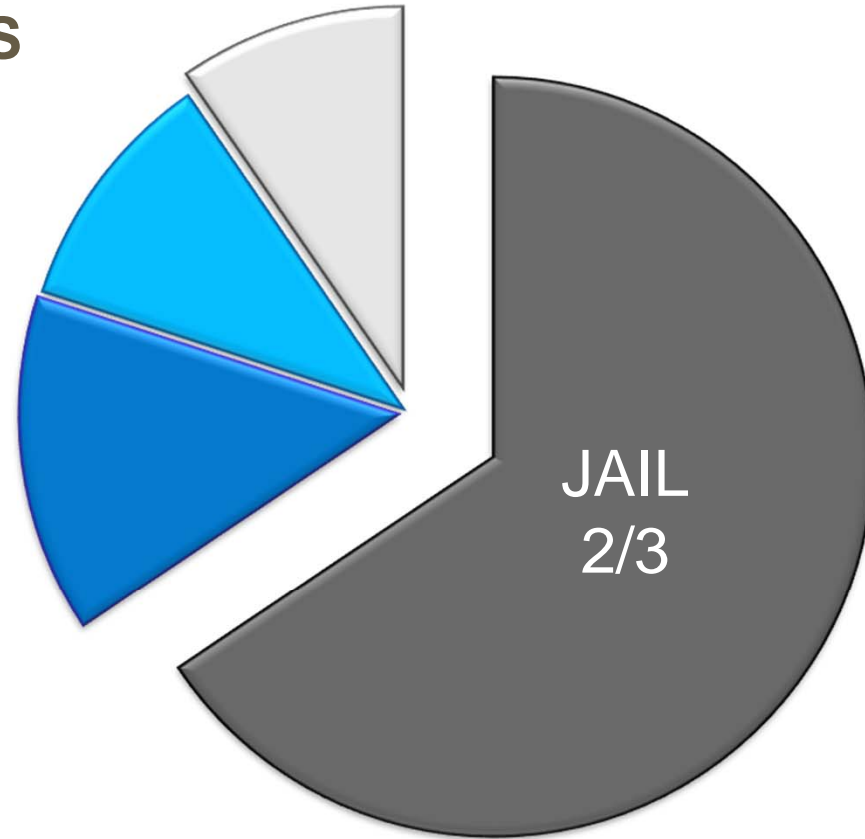
The CCC model is not a work release facility. It does not provide just another alternative to custody, but a whole new way of “serving time”. It moves from a model in which time in custody is one of idleness punctuated by an occasional program, to a model in which the inmate moves through a holistic program plan and work experience, learning new skills and then testing them in the community during their stay.”

Criminal Justice Master Plan (pp.20 – 22)

COMMUNITY CORRECTIONS PLAN

COMMUNITY CORRECTIONS 1/3

- Intensive Treatment
- Community Work/Crew Program
- Electronic Monitoring Program



COMMUNITY CORRECTIONS CENTER CANDIDATES

- **Eligibility Criteria:**
 - **Sentenced Offenders**
 - **Probation and Parole Violators**
 - **Medium and Minimum Security**

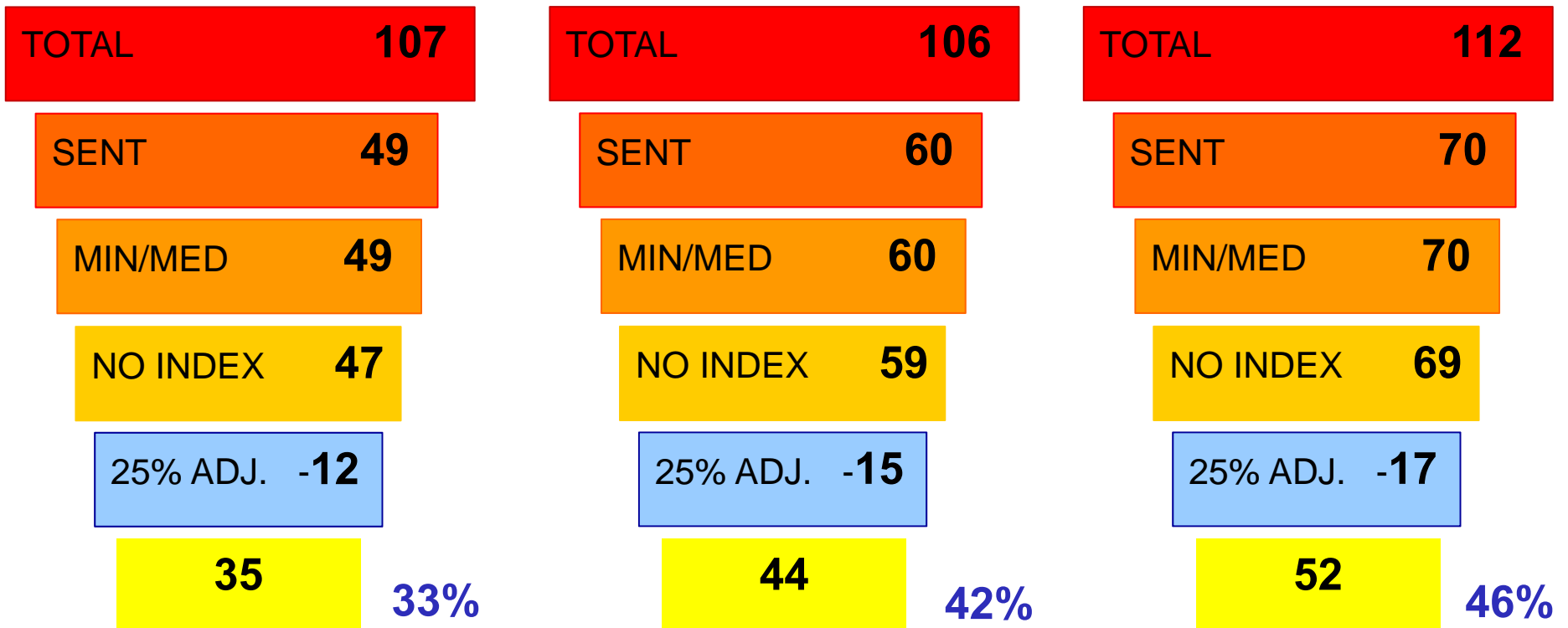
- **Adjustment (-25%)**

COMMUNITY CORRECTIONS CENTER ANALYSIS

JANUARY 31

MAY 15

SEPTEMBER 1



Combined Snapshots: 40%

PRE-TRIAL SUPERVISION SERVICES

- **No standardized assessment and consistent release criteria**
- **The pre-trial jail population has an average time in custody of 83 days**
- **Develop a Pre-Trial Release Program**
- **Have the Bail Commissioner perform the assessment and release functions in conjunction with Community Corrections**

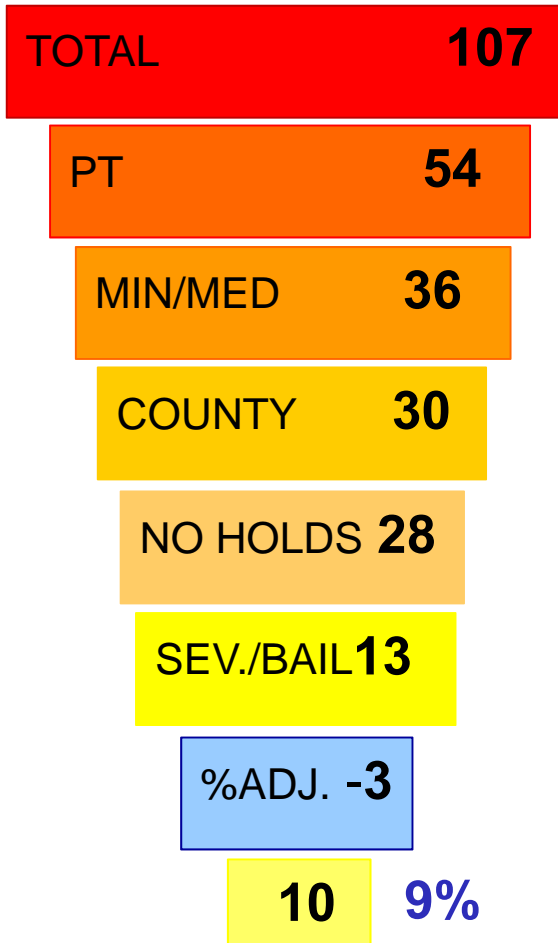
Criminal Justice Master Plan (pp.32 – 36)

PRE-TRIAL SUPERVISION PROGRAM CANDIDATES

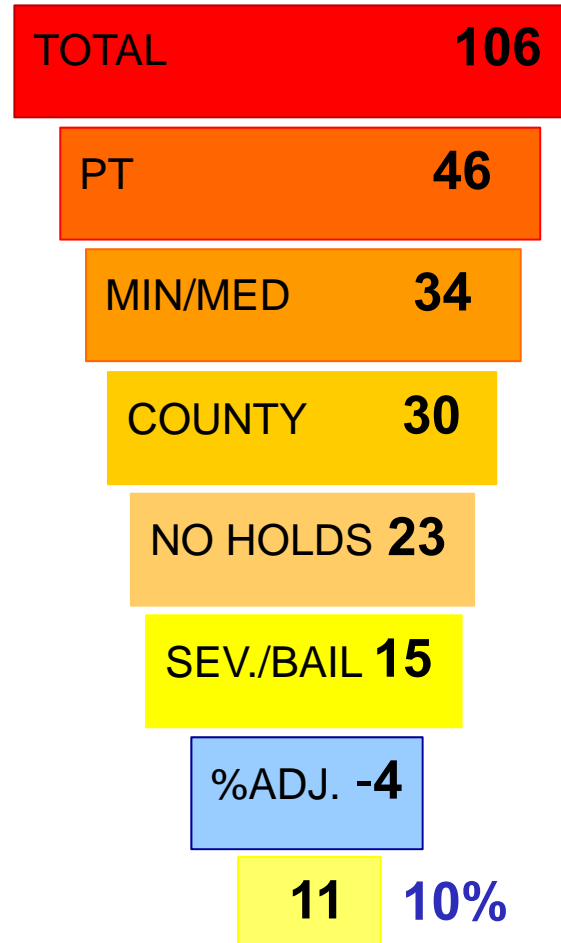
- **Eligibility Criteria**
 - Pre-trial
 - Medium and Minimum Security
 - County Residence
 - No Warrants / No Holds
 - Less Serious Offenses / Bail Amount (\leq \$25,000)
- **Adjustment (-25%)**

PRE-TRIAL SUPERVISION PROGRAM ANALYSIS

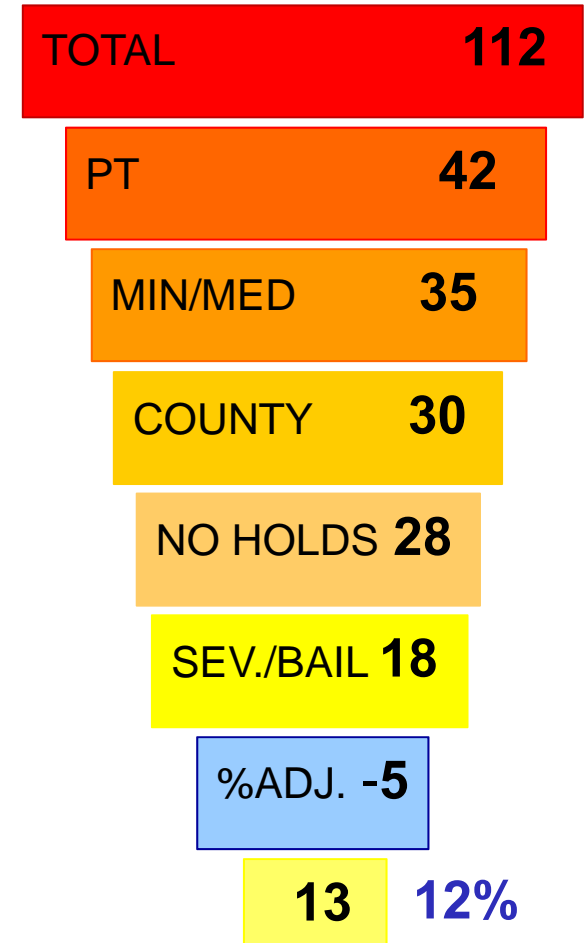
JANUARY 31



MAY 15



SEPTEMBER 1



Combined Snapshots: 10%

DATA ANALYSES IMPLICATIONS

- **Ability to house 1/3 of the offenders in a *community corrections program*:**
 - A step down population can move from intensive treatment to work release and electronic monitoring
 - Average of 6 inmates on Work Release/day
 - Average of 10 inmates on Electronic Monitoring/day
- **Ability to target 10% of offenders per day for *pre-trial services***