

Indiana Justice Model



Indiana Department of Correction

Overview

The Indiana Justice Model (IJM) serves as the foundation for public safety, guiding the Indiana Department of Correction (IDOC) in achieving its vision of returning productive citizens to our communities and supporting a culture of inspiration, collaboration and achievement.

The ultimate goal of the Indiana Justice Model is to advance public safety and successful re-entry through dynamic supervision, programming and partnerships. It is the expectation of the Agency that staff will strive on a daily basis to uphold the highest standards in the following seven domains:

- Indiana Risk Factor Assessment & Case Plan
- Staff-Offender Interactions
- Programs
 - Addiction and Other Programming
 - Educational Programs
 - Children and Families Programs
- Community Supervision & Parole
- Victim Services
- Performance Based Standards
- Restorative Justice

Goals will be measured in part through the use of the Performance Based Measures System (PBMS), an automated web-based system developed by the Association of State Correctional Administrators (ASCA) as a single source of timely and accurate agency- and facility-specific data. (See Appendix 1 for additional details on PBMS)

Indiana Justice Model's Focus on Juvenile Offenders

The Division of Youth Services (DYS) was created to oversee all aspects of care and services for youth committed to the Indiana Department of Correction. Our agency recognizes that impacting the lives of troubled youth requires separate juvenile and adult services. DYS adopted a division logo portraying the words Accountability, Beliefs and Commitment. DYS also adopted the Office of Juvenile Justice Delinquency Prevention (OJJDP) Balanced and Restorative Justice Model to serve the foundation and core beliefs in providing juvenile justice services. The model has provided the overarching, guiding principles for facility operations, treatment programs, youth development and community re-entry. Our vision is to positively impact the future of Indiana's delinquent youth and to foster responsible citizenship. Our mission is community protection, accountability, beliefs that foster responsible community living and competency development.

Indiana Risk Factor Assessment and Case Plan

From an offender's first day, the Indiana Department of Correction starts driving the offender down the road to re-entry by providing solution-based re-entry programs. Each offender develops, in coordination with their Unit Team, a Case Plan. The Case Plan is developed following the Indiana Risk Assessment System (IRAS), which is based on the following criminogenic risk domains:

- Criminal History
- School and Employment
- Family and Social Support
- Substance Abuse and Mental Health
- Criminal Lifestyle

By focusing on these risk domains, the Department can identify solution-based programming that helps break down barriers to successful re-entry. Covered are the vital areas of character, education, employment, family, health and mental health, and housing.

Similarly, assessments are also completed for all juvenile offenders. The Indiana Department of Correction guides the youth down the road to re-entry by providing evidence-based programs beginning at day one. Each youth develops, in coordination with their Treatment Team, a Growth Plan. The Growth Plan is developed by following the Indiana Youth Assessment System (IYAS) via information gathered from Intake Assessment Reports, youth interview, historical case records review, parent input and other assessment results. The IYAS, is based on the following criminogenic risk domains:

- Juvenile Justice History
- Family and Living Arrangements
- Peers and Social Support Network
- Education and Employment
- Pro-Social Skills
- Substance Abuse, Mental Health and Personality
- Values, Beliefs and Attitudes

(See Appendix 1 for additional details)

Staff-Offender Interactions

The staff and offender interactions element sets agency expectations regarding the daily interaction between staff and offenders. The IDOC's vision statement supports a culture of mutual respect. The Agency's Strategic Plan has established this element as a core component through the combined objectives within the tenet of Organizational Culture. The Agency is committed to creating a positive organizational environment through the development of "Promoting Positive Corrections Culture" committees in each facility as well. We encourage open and meaningful communication. It is understood that a professional demeanor instills respect. Our staff display this professionalism by utilizing the "3 R's, by being **Role Models** for offenders, **Reinforcing** positive behavior and **Redirecting** inappropriate behavior. (See Appendix 2 for additional details)

Programs

The Indiana Department of Correction's programs are another way of preparing offenders to be productive and law abiding citizens upon release. Following risk assessment, offenders are given a case plan that addresses what programs would work best in achieving a successful transition back into their community. Some of these IDOC programs are substance abuse treatment, mental health, education, parenting and family, vocational and apprenticeship programs, religious services, and cognitive skill classes. All of these programs are intended to provide offenders with the tools needed to enhance successful re-entry. (See Appendix 3 for program listings).

The Indiana Department of Correction, in partnership with Indiana-based providers and other state agencies, provides formal education programs, both academic and vocational. The focus of all programs from basic literacy through on-site college degree programs is to prepare the offender for post-release employment. Ongoing research demonstrates a strong correlation among education attainment, employment, and a lack of recidivism. Increasing educational attainment while incarcerated holds the promise of increasing employment opportunities at sustainable wages and ending a repetitive cycle of involvement in the State's criminal justice system.

For Juvenile offenders, they are provided access to middle school curriculum, courses aligned to the Indiana Core 40 High School Diploma, the GED and Career Technical programs. All certified education staff assigned to juvenile facility schools possess special education certification in addition to their content-area teaching license. All core academic teachers meet the requirements for being "highly qualified" as defined by the Indiana Department of Education.

The Indiana Department of Correction also provides the opportunity for vocational education to its offenders. The Indiana Department of Correction in collaboration with the United States Department of Labor (USDOL) Apprenticeship Program helps train offenders with structured, on-the-job learning in traditional industries such as construction and manufacturing, as well as new emerging industries such as health care, information technology, energy, telecommunications and more. Registered Apprenticeships help connect offenders hoping to learn new skills with employers looking for qualified workers. This supports their re-entry into the community, and can help them overcome the obstacles encountered by ex-offenders.

Indiana recognizes the need for a strong, healthy bond between offenders and their families during incarceration and upon release. It is well known that children of an incarcerated parent or parents are more likely to become incarcerated. Facilities offer gender-informed and gender-specific parenting programs to offenders to break the cycle of incarceration. Healthy relationships between offenders and their families, spouses or significant others are important as well. Programs are offered to

promote healthy relationships, healthy marriages, and to assist those recovering from domestic violence. (See Appendix 3 for additional details)

Community Supervision & Program

Indiana supervises over 13,000 offenders within our community-based correctional programs. Community-based programs include Parole supervision, Work release and Reentry Centers, Community Transition Program (CTP) and community placement. We strive to develop, maintain and expand our relationship with the courts and county agencies in order to provide safe, effective and efficient diversion pre-release and post release opportunities for our offender population.

For juvenile offenders, the agency is committed to ensure successful transition and to provide aftercare services during a youth's re-entry period. The Division of Youth Services encourages the sentencing courts and/or County Probation Officers to remain involved with each youth during his/her time of commitment to a secure facility and to work with the juvenile and Department staff during transition back into the community, counties are encouraged to re-assume jurisdiction of the youths. Youths considered for release may be discharged based on their initial IYAS Risk Assessment, Age, Offense and/or any additional special case circumstances. Staff in the juvenile facilities base the release of the youth on the successful completion of required treatment and educational programs as determined by the Treatment Team and approved by the Administrative Review Committee. If a youth scores a Low or Medium Risk level on the IYAS that youth could be discharged without Community Supervision if the court declines to re-assume jurisdiction. Those youth who are 17.5 years of age and older are also discharged without Community Supervision if the court declines to re-assume jurisdiction. Youth who score a High risk on the IYAS risk assessment will be supervised on parole status during Community Supervision. Those students who are adjudicated of a sex offense will also be subject to Community Supervision.

The DOC/DYS has initiated significant efforts to reduce the length of stay in juvenile facilities by ensuring that youth are placed in the least restrictive environment based on their individual needs and risks. These efforts focus on providing youth services in the least restrictive environment, development of youth diversion and community-based treatment programs, and further enhancement of re-entry and transitional programs. DYS has worked closely with counties to pilot various community-based re-entry programs for students with lower risk. These Youth could be transitioned to day reporting centers, electronic monitoring and/or Re-entry program placements in the community. (See Appendix 4 for additional details)

Victim Services

The IDOC provides services to victims and other concerned citizens through Indiana SAVIN (statewide automated victim information and notification) notification services, sex and

violent offender registration, law enforcement notification, facility ALERT Notification Services, referrals, and victim advocacy. Through these initiatives the Department strives to offer victims and victim service providers a voice in Indiana's criminal justice system while gaining from their experience and unique perspectives.

The Indiana Justice Model serves as a cornerstone for the Indiana Department of Correction to educate and promote awareness for correctional staff, stakeholders and the public. This model has a two-fold purpose, which will simultaneously set the future direction of the Agency through the 2010-2013 Strategic Plan. (See Appendix 5 for Victim Services listings)

Performance Based Standards (PBS)

Performance Based Standards (PBS) was developed to improve conditions of confinement for youths in correctional facilities across the country so that during the youth's incarceration they have individualized opportunities to learn and grow, which will increase their chances of success when they return to the community. PBS was launched by the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP) in 1995. OJJDP initiated PBS to create national juvenile facility standards that are supported by outcome measures. The facilities report data twice a year and report back on 105 outcome measures for correctional facilities that indicate performance toward meeting standards of the following components of facility operations: safety, security, order, programming (including education) health/mental health, justice and reintegration. Target areas are identified by a list of outcomes and areas that the facility wants to focus improvement efforts on and strategize for the development of the Facility Improvement Plans. (See Appendix 6 for additional details)

Restorative Justice

Restorative Justice is a program recently piloted at the Indianapolis Re-Entry Educational Facility. Based on the success of restorative justice efforts at the Indianapolis Re-Entry Educational Facility, the Department has begun expanding these efforts to the three Pendleton facilities (Pendleton Correctional Facility, Correctional Industrial Facility, and Pendleton Juvenile Correctional Facility). The program is based upon an event called a Restorative Justice Conference.

A Restorative Justice Conference brings victims, an offender, and their respective families and supporters together with a trained facilitator to discuss the offense and its effects. The focus of a Conference is the offense itself and repairing the harm that has been done. A primary goal of this process is to have the offender take responsibility for his / her actions. The conference addresses the needs of victims and allows their voices to be heard while helping to bring closure to the incident.

Indiana Justice Model

The Indiana Justice Model is a continuing initiative that will work in concert with the Department's strategic planning initiatives to instill a culture of continuous improvement within the department. This perspective will allow the department to meet any obstacles it may encounter in a proactive and constructive manner, and assist the department in meeting its mission to advance public safety and successful re-entry through dynamic supervision, programming, and partnerships.



Appendix 1

Performance Based Measures System (PBMS)

Performance Based Measures System (PBMS) is an automated web-based system for collecting, managing, and sharing accurate adult prison-based corrections data to facilitate enable timely and sound decision-making by correctional administrators to ensure institutional safety, to enhance the security of our facilities for prisoners and staff, and to maximize the effectiveness and efficiency of correctional resources.

PBMS was developed by the Association of State Correctional Administrators (ASCA) as a single source of timely, and accurate agency- and facility-specific data regarding the core areas of responsibility required for state and federal correctional administrators' daily decisions.

BMS includes standards for public safety, institutional safety, mental health services, substance abuse services, justice, academic education, health care, fiscal matters, and personnel.

Agencies submit data monthly for 48 key agency-based key indicators regarding Public Safety, Substance Abuse, Mental Health, Justice, Academic Education, and Health Care and 56 facility-based key indicators regarding Public Safety, Institutional Safety, Justice, and Health Care. Annual agency-based key indicator data are submitted for the Public Safety (including recidivism), Fiscal, and Personnel standards.

Indiana Risk Assessment System and Case Plan Component

The **Indiana Risk Assessment System (IRAS)** is a criminogenic risk and needs assessment tool used statewide by the Indiana Department of Correction, the courts, parole, probation and community corrections.

IRAS is implemented upon an individual's entrance into the criminal justice system. Program staff at the facility use specific assessment tools to determine appropriate level of services for each offender. The IRAS is scored into a statewide extranet (online database) entitled the Indiana Court Information Technology Extranet (INCITE). The IRAS tools are as follows:

- Pre-Trial Tool
- Community Supervision Screening Tool
- Community Supervision Tool
- Prison Intake Tool
- Prison Re-Entry Tool

Offender Case Management System (OCMS)

OCMS is an on-line data management system that holds the following information:

- Case Manager ID System – Identifies an offender's case manager & contact information
- Indiana Risk Assessment System (IRAS)– Risk/Need Assessments
- Case Plan
- Program Management and Referral System (PMRS)
- Progress Notes
- Progress Reports

- Placement Approval System

There are other facets included in OCMS.

IRAS Prison Intake Tool

Once the offender is at the initial facility, previous IRAS assessments from community and court based entities are reviewed. The IRAS Prison Intake Tool scores five criminogenic risk modalities to include:

- Criminal History
- School and Employment
- Family and Social Support
- Substance Abuse and Mental Health
- Criminal Lifestyle

Annually the IRAS Re-Entry Tool measures the following modalities:

- Criminal History
- Social Bonds
- Criminal Attitudes and Behaviors

The IRAS Prison Intake Tool assessment is utilized to create an individualized Case Plan that when followed by the offender, will reduce the likelihood for reoffending.

Case Plan

Despite recent emphasis, the concept of re-entry is not new to the Department. IDOC staff begins focusing on re-entry the first day of an offender's incarceration.

The case plan identifies the specific criminogenic risk level for each modality listed on the IRAS. As an offender moves throughout the system, programming information and interventions are cycled to the case plan as they are pulled from the Program Management and Referral System. The case plan is shared between unit team staff and the offender to provide a road map through incarceration and towards successful re-entry. Offenders also participate in a Work Release Reentry Program or a pre-release program within their last twelve months of incarceration.

Offender progress and program completion can be shared with anyone in the community who provides a service that assists with offender re-entry through a Progress Report.

Program Management & Referral System (PMRS)

The Program Management & Referral System (PMRS) is an electronic program monitoring and tracking system within IDOC's Offender Case Management System (OCMS). After the criminogenic risk/needs are identified and the case plan is created, the referral process begins.

All of IDOC's programs for offenders are listed in PMRS. The offender's case manager makes a referral to an applicable program in PMRS by associating the referral with the modalities listed on the IRAS. The PMRS tracks the referral date, waiting list date, start date, end date, completion type and then sends all that information, as it happens, to the offender's Case Plan automatically under the appropriate criminogenic modality.

Assessment Process for Juvenile Offenders

The Indiana Youth Assessment System (IYAS) is a uniformed statewide criminogenic risk and needs assessment tool utilized by the Division of Youth Services, the courts, parole, probation and community corrections.

IYAS is implemented statewide upon a youth's entrance into the criminal justice system. Program staff at the facility, conduct specific assessment tools to determine appropriate level of services for their specific program. The IYAS is scored into a statewide extranet (online database) entitled Indiana Court Information Technology Extranet (INCITE). The IYAS tools are as follows:

- Diversion Tool
- Detention Tool
- Disposition Tool

- Residential Tool
- Reentry Tool

DYS completes the Residential Tool upon intake into DOC and the Reentry Tool prior to release from DOC.

Residential Tool

The Residential Tool is designed to re-assess a youth's risk to reoffend and identify criminogenic needs to assist in making decisions regarding placement, case planning and length of stay recommendations.

Reentry Tool

The Reentry Tool is designed to re-assess a youth's risk to reoffend and identify criminogenic needs to assist in making decisions regarding release, case planning and length of stay in residential placements. This tool is used for youths returning to the community.



Appendix 2 Staff/ Offender Interaction Component

Employees are truly the agency's greatest resource and as such, IDOC staff are in a unique position to influence an offender's success upon release. While agency staff are committed to promote institution security and public safety, collectively they also shape offender behavior by acting as **Role Models**, **Reinforcing positive behavior**, and **Redirecting inappropriate behavior**. These guiding principles are known as the "3 R's". The Agency has established this as a core component of our strategic plan within the tenet of organizational culture. We value treating all individuals with dignity and recognizing that each person has worth. Our mission is to advance public safety and successful re-entry through dynamic pro-social supervision, programming, and partnerships.

Safe and Secure Facilities

The Agency strives to implement, advance, evaluate, site-specific safety and security programs. Public Safety is the primary focus of each employee. Each facility establishes and conducts a detailed security plan of inspections with continual evaluation to determine effectiveness. The Agency has developed and monitors a very detailed entry/exit procedure at all facilities. Our security protocols afford the staff and offenders an opportunity to work, interact, and live in a healthy, safe environment. It is our philosophy that maintaining a safe environment allows staff and offenders the opportunity to focus on programs and successful re-entry.

Professionalism and Effective Communication

Appropriate communication with staff, offenders, and stakeholders is encouraged. A professional atmosphere fosters an environment that builds credibility and understanding, personal satisfaction, and increases institutional safety.

The Agency requires the highest professional standards of all department staff. As an agency, we have made a commitment to continuous learning to improve the leadership qualities in every employee. We provide training in ethics, effective communication, and a groundbreaking leadership development program.

Indiana's leadership program consists of several modules of training designed to improve and build upon our employees' management and leadership qualities:

- Developing Professional Employees
- Optimizing Heightened Effectiveness
- Achieving Maximum Efficiency
- Leadership Academy
- Custody Supervisory/ Corrections Managers Training
- Emerging and Experienced Leadership Program
- Supplemental computer-based leadership training modules

By establishing a culture that values effective communication, positive role modeling, and effective leadership we hope to enhance the safety of our facilities and improve efficiency.

Staff and Juvenile Offender Interactions

For juvenile offenders a parallel plan has been established – one that also values treating all individuals with dignity and

recognizing that each person has worth. Our mission is to advance public safety and successful re-entry through dynamic supervision, programming, and partnerships. Through these partnerships we aim to provide youth with a caring, safe and rehabilitative environment to further aid their emotional, mental and physical growth. DYS recognizes the trauma that many youth have experienced in their lives and aims to promote an atmosphere of "Trauma Informed Care".



Appendix 3

Programs Component

The Department's programs are designed to prepare offenders to be productive and law abiding citizens upon release. When an offender first enters IDOC, he/she is reviewed and given a risk assessment to determine the factors, which could hinder successful release. They are then given an accountability plan that addresses which programs work best in achieving successful re-entry, into their community. IDOC program areas include substance abuse treatment, mental health treatment, educational/vocational apprenticeships, work release/reentry education, religious services, and cognitive skill classes. Each program is designed to give offenders the tools needed to successfully re-enter their communities.

ADULT PROGRAMS

Substance Abuse Programs

AA/NA/CMA/Gambler Anonymous: Alcoholics Anonymous (AA), Narcotics Anonymous (NA), Crystal Meth Anonymous (CMA), and Gamblers Anonymous (GA) are programs that are best described as self-help and supportive. Volunteers come into IDOC facilities and share their stories of addiction along with examples of their recoveries, and serve as positive role models for offenders. These programs are also available throughout IDOC Facilities.

CLIFF (Clean Lifestyle is Freedom Forever): CLIFF is a specialized Therapeutic Community designed specifically for those addicted to methamphetamine. The program calls for a minimum of eight months of intensive cognitive/ behavioral counseling based upon best practices. Offender-clients are provided up to 15 hours each day of programming to specifically assist in their recovery, build appropriate social skills, and gain job interviewing strategies. There are two male CLIFF Units in the Department and one female unit. The CLIFF Units have demonstrated a positive impact on both recidivism and conduct. In 2009, the IDOC CLIFF Program was awarded the American Correctional Association "Exemplary Offender Program of the Year".

Outpatient Substance Abuse Program: The Outpatient Substance Abuse Program consists of three Phases. Phase 1 is a guided self-study that is a basic drug education manual. Phase 2 is cognitive/behavioral treatment that is evidence-based and derived from "Best Practices". Phase 3 is a three part program based upon relapse prevention and re-entry into society. The 12 Steps and the Texas Christian University (TCU) Straight Ahead programs are also included. These substance abuse programs are available at all IDOC facilities.

Purposeful Incarceration: In 2009, the Indiana Department of Correction began a cooperative project with Indiana courts known as Purposeful Incarceration (P.I.). The Department works in collaboration with judges who sentence chemically-addicted offenders and document that they will consider a sentence modification should the offender successfully complete an IDOC Therapeutic Community Program. Purposeful Incarceration, provides a means for the Department and the judiciary to encourage addicted offenders to obtain the treatment they need and allows the Agency and the courts to work together towards offenders' successful re-entry into society.

Therapeutic Communities (TCs): The Department's Therapeutic Communities (TCs) are specialized intensive in-house programs designed to treat addicted offenders. The programs call for a minimum of eight months of intensive cognitive and behavioral programming. This approach is evidence based and considered a national "best practice" in treating addiction. Offenders are

provided up to 15 hours each day of programming to specifically assist in their recovery, build appropriate social skills, and gain job interviewing strategies. The IDOC's TCs have over 1700 treatment beds. The TC's have demonstrated a positive impact on both recidivism and conduct.

Sex Offender Programs

INSOMM (Indiana Sex Offender Management and Monitoring): The Indiana Sex Offender Management and Monitoring (INSOMM) Program provides sex offenders an integrated continuum of specific services, beginning within IDOC correctional facilities, proceeding through the re-entry process, and continuing in communities across the state. Upon release, community supervision employs the "Containment Model" which consists of a team that monitors each sex offender's activities and programming during their parole supervision. The team consists of the INSOMM Parole Agent, treatment provider, and polygrapher. The primary goal of the program is to enhance public safety by reducing recidivism of convicted sex offenders.

Mental Health, Cognitive, and Social Programs

Cage Your Rage for Women: Cage Your Rage for Women is an anger management workbook specifically targeted to women. The exercises are intended for women working with their counselors either individually or in a group setting. Nevertheless, the workbook's focus on women's anger issues suggests that its content can be helpful to all women, not just those in counseling with a trained professional.

Cognitive Skills: Thinking for a Change (T4C) is an integrated, cognitive behavioral program for offenders that includes cognitive restructuring, social skills development, and development of problem-solving skills. T4C was introduced into the adult facilities with the cooperation of the National Institute for Corrections, which provides the curriculum, materials, and training. This program is available in most IDOC Facilities. Throughout the nation, cognitive skills programs have shown promising results in helping offenders make better decisions in their lives.

Mental Health Treatment: The IDOC offers several levels of mental health treatment and services to offenders. Along with individual treatment to offenders in general population, the Department offers specialized units, which house only those who need mental health services. There are currently two of these units in IDOC. One is located at the New Castle Correctional Facility and the other at the Wabash Valley Correctional Facility.

PLUS (Purposeful Living Units Serve): The Purposeful Living Units Serve (PLUS) program is a faith- and character-based community that encourages offenders to choose alternatives to criminal thinking and behavior by providing a focus on spiritual and character development, life-skills training, community service, and preparation for living as law-abiding citizens. Key components of the program include fostering a positive peer culture, a curriculum that addresses risk factors, and establishing a mentoring relationship with a positive role model from the community. The PLUS program has demonstrated reduction in conduct reports as well as recidivism. In 2009, PLUS was nationally recognized by the American Correctional Chaplains Association by receiving their Offender Program of the Year award.

Religious Services: IDOC has a wide range of religious services and incorporates a large number of religious faiths that are available to offenders. Chaplains and volunteers provide group religious services, musical programs, special events, serious illness/death notifications, religious study programs and pastoral counseling to meet all standards called for in federal and state constitutions, judicial decisions and IDOC policy.

Community Re-entry and Occupational Programs

Work Release and Reentry Education Programs: Work Release and Reentry Programs provide offenders with an opportunity, during the final months of confinement, to participate in a community based Reentry Education and Work Release Program whereby they can acquire gainful employment, develop a post incarceration work history, save funds for release, begin the family re-unification process, develop and practice practical and pro-social life skills, work on substance abuse, and cognitive behavioral issues.

Community Work Crews: Community Work Crews provide offenders an opportunity to give back to the community and instill a strong work ethic while providing real life job skills essential to a successful release. Work crews reduce offender idleness, provide resources for task completion, and result in positive partnerships between the community and the Agency. Entities participating include:

- Indiana Department of Transportation (INDOT)

- Indiana Department of Natural Resources (DNR)
- Indiana Government Center
- Indiana State Fair
- Indiana School for the Blind and Visually Impaired (ISBVI)
- Indiana War Memorial (IWM)
- Indiana Department of Administration
- Local cities and not-for-profit organizations throughout Indiana

Unlike traditional offender crews that are supervised by correctional officers, the work crews are placed under the supervision of other agencies' state workers. The Department of Correction provides training and support to participating agencies, which pick up offenders each day and then return them to the facility after their work is completed.

Community Service Projects: Offenders participate in a multitude of community service projects as a service to Indiana's communities. The following organizations have offered offenders an opportunity to give back to the communities while preparing offenders for successful integration as law-abiding citizens:

- American Red Cross
- Indiana National Guard Relief Fund
- Habitat for Humanity
- Big Brothers and Big Sisters
- Indiana Coalition Against Domestic Violence
- Local shelters
- Local food banks
- Riley Children's Hospital
- March of Dimes
- Schools

Offender Identification Assistance: In 2009, the Indiana Department of Correction and the Bureau of Motor Vehicles (BMV) partnered in assisting offenders in obtaining a state identification prior to release. BMV mobile units visit several facilities across the state to provide offenders with a state identification card. The Agency also works with the Social Security Administration to ensure that each offender has a valid social security number and card upon release.

Short Term Offender Program Unit (STOP U): New Castle Correctional Facility (NCCF) opened Indiana's first short term offender program (STOP) in February 2010. The program is conducted in one of the facility's housing units and can accommodate a total of 226 offenders. Historically, short term offenders have not qualified for the same programming opportunities as long term offenders. The STOP program is designed to assist the short term offender in receiving an appropriate level of services while incarcerated, facilitating a positive lifestyle change. Short term offenders are defined as those with a sentence length of less than 12 months. The actual average length of incarceration for a STOP offender at NCCF is three and a half months.

The goal of the STOP program is to prepare short term offenders to optimally function in their respective communities after release. Case management is tailored, program services are abbreviated, and a community resource connection has been developed to accommodate the needs of the STOP offender.

A broad spectrum of program offerings has proven to be fundamental to the success of the STOP unit. Unit team staff use a computer based "STOP Program Referral Guide" as an offender program management framework. The following programs have been made available: Anger Management, Substance Abuse, Character First!, Healthy Relationships, Pre-Release (MPOP), Thinking for a Change, Uncommon, and Bridges.

Standardized Pre-release Re-entry Program: The Standardized Pre-Release Orientation Program (SPOP) is a basic pre-release re-entry program provided to most offenders. This program consists of a 65-hour core curriculum and at least an additional 15-hour curriculum determined by each facility's re-entry coordinator. SPOP is presented in a group setting. All offenders are assigned to a pre-release re-entry program within one year of release from the Department, to allow the offender to complete the appropriate components of the program. Every effort is made to retain the offender in the program until completion. This program is available in all IDOC facilities, except for work release centers.

Re-entry Programming in the Workplace: More than 80% of PEN workers participate in the United States Department of Labor (USDOL) Apprenticeship Program. Offender workers who enroll in a registered apprenticeship receive a variety of related classroom training in addition to on the job requirements. Computer skills, forklift certification, workplace safety and basic first aid are required of all participants. Those who complete the requirements leave prison with valuable certification from the Department of Labor, which they can take to a job interview. A prospective employer can verify an ex-offender's prison work history through the USDOL data base.

PEN's Re-entry Department offers additional services for its offender workers as they progress toward their release date. Using primarily the National Institute of Corrections' Offender Workforce Development Training resources, offenders have access to Career Path Planning workshops, Job Clubs and Career Resource Centers. These programs further assist in post-release preparation by providing a number of resources, including time management, money management, application/resume writing, career planning, and decision-making skills.

JUVENILE PROGRAMS

The Division of Youth Services programs are specifically designed to prepare youth to be productive and law abiding citizens upon release. When a youth first enters DYS, he/she is reviewed and given a risk assessment to see what factors could hinder successful release. A Growth Plan is developed that includes programs that the youth should be offered while in DYS to work to achieve a successful transition back into their community. Some of these programs are Why Try, CLIFF program, PLUS program, anger management programs, substance abuse programs, Future Solider Program, education/vocations programs, etc. All of these programs and more are intended to give each youth the tools needed to enhance the chance for a successful re-entry.

Substance Abuse Programs

Clean Lifestyle Is Freedom Forever (CLIFF) (for Juvenile offenders): This program is designed to provide services to youth who have experienced significant negative life experiences as a result of substance abuse or residing with family members who use substance abuse. The youth receive individual counseling, group counseling, pro-social skills (life skills) and family counseling. The focus of all treatment services is to provide youth with the tools necessary to change their thinking and behavior resulting in opportunities to develop and maintain a clean and sober lifestyle.

The Stay Sharp Substance Abuse Program: This program is a Coping skills technique program, along with motivational interviewing, drug education and a relapse prevention. The program's anagram, Stay Sharp, is its organizing principle:

S= Striving for Engagement
H= How I get there
A= Abuse or Addiction
R= Ready to Change
P= Planning for the Future

Sex Offender Programs

Sex Offender Treatment and Education Program (STEP): The Sex offender Treatment and Education Program (STEP) will be provided to all youth who have been adjudicated on a sex offense. Youth will be housed in C- Complex (of what institution?) for the duration of their STEP programming but would be eligible for alternative housing once they have completed their individual STEP programming.

Mental Health, Cognitive, and Social Programs

Anger Replacement Therapy (ART): This is a cognitive behavior, multi-modal curriculum comprised of three components: Structured Learning Training, Anger Control Training and Moral Reasoning. This program provides the youths with the means to lean self-control when their anger is aroused. Each step teaches the youth to reduce their anger and substitute pro-social behaviors. The anger cycle is taught in steps beginning with Triggers, Cues, Anger Reducers, Reminders and Self Evaluation.

Cage Your Rage (Juvenile Offenders): This program is designed to help youth understand and deal with anger by recording their feelings and actions. It will teach youth ways to not only recognize their anger but also control it through making appropriate choices. Chapters discuss: what causes anger, growing up with anger, how emotions develop, relaxation, managing anger, self talk, action controls, etc.

Gang Realities in Our World (GROW): This program focuses on gang intervention and personal growth. This program was inspired by the book “Gangbusters” written by Lonnie Jackson. Youth placed in this program are housed together in the same unit and attend gang intervention groups to work on developing appropriate pro-social bonds, understanding appropriate role models, victim empathy, etc.

Purposeful Living Units Serve (PLUS): This program provides an opportunity for youth to explore and choose alternatives to criminal thinking and behavior through an emphasis on spiritual, moral and character development, life-skills training and intentional preparation for living as law abiding citizens who contribute to the well-being of their community.

Restorative Justice: DYS has implemented Restorative Justice Projects at each facility to assist with youth accountability and community safety. Another component of Restorative Justice that has been implemented at each facility is Restorative Justice Conferencing with victims, family members and others. A Restorative Justice Conference brings victims, offender, and their respective families and supporters together with a trained facilitator to discuss the offense and its effects. The focus of a conference is the offense itself and repairing the harm that has been done. A primary goal of this process is to have the offender take responsibility for his/her actions. The conference addresses the needs of victims and allows their voices to be heard while helping to bring closure to the incident.

Thinking For A Change: Treatment Program that addresses criminal thinking errors through cognitive-behavioral skills training; social skills training; and problem solving skills training. The youth learn and appreciate that cognitive restructuring does require some cognitive skill method. Cognitive skills require an objective, systematic approach to identifying thinking, beliefs, attitudes and values. Thinking Reports are a core part of this program that are used as homework assignments.

VOICES: Voices is a gender informed / gender specific program of self discovery and empowerment for female offenders. It encourages young women to seek and celebrate their “true selves” by giving them a safe space, encouragement, structure, and support to embrace their important journey of self-discovery. The focus is on issues that are important in the lives of adolescent females from modules about self and connection with others to exploring health living and the journey ahead. The curriculum uses a variety of therapeutic approaches, including psycho-educational, cognitive-behavioral, expressive arts and relational theory.

Why Try: Youth learn ten visual metaphors, such as the Reality Ride, Tearing off Labels, Defense Mechanisms, etc. These metaphors teach and help students explore new social skills and coping skills techniques to break old behavior patterns and to achieve opportunity, freedom, and self respect in their lives. Youths complete assignments that involve writing, art, music, and physical activities to practice their skills. Youths then learn how to apply the skills to their criminogenic needs, their high risk factors, and their life upon release.

You Can See Over The Wall: This is the final metaphor in the Why Try program. Youths are enrolled in this once they complete the Why Try core program. This metaphor summarizes the rest of the program and assists youths in pulling together what they have learned. Youths re-visit skills learned and explore them more deeply. The youth also are expected to show how they are applying the skills from Why Try in order to develop healthy, pro-social habits of thinking, feeling, believing and behaving. Youth also begin to practice making re-entry plans to change their lifestyle and address the triggers in each of their needs that will lead them back to negative patterns.

Community Re-entry and Occupational Programs

Employability Skills: This program prepares youth for process of obtaining employment. The program will discuss goal setting, financial planning, employment resources, job conduct, interviewing, applications, resume development and professional appearance.

Future Solider Program: The purpose of this program is to identify youth who meet military enlistment criteria, develop and prepare them as legitimate military recruits and arrange for their re-entry placement into one of the military branches whenever possible. The youth selected for this program will have volunteered for the program, submitted an application, have reached the age of sixteen and completed a formal interview process. Participation in this program in no way assures acceptance into the military, however, the facility will assist in the process. Program objectives are: develop good citizenship, develop self-reliance, leadership and responsiveness to constituted authority, improve the ability to communicate well, develop an appreciation for physical fitness, increase respect for the role of the US Armed Forces in support of national objectives and develop a basic

knowledge of military skills.

Inmate to Workmate: An Aramark Food Service Program offers youth the opportunity to learn food handling and preparation skills. Inmate to Workmate provides youth with both classroom education and a practicum application of hands-on experience.

Youth Work Programs: For years, many offender work assignments were primarily viewed as a means of reducing idleness and, to a lesser degree, considered a component of offender re-entry. Today, successful re-entry begins with a multifaceted case management process. Working in a correctional industries environment is part of that process. By combining the major components of education, substance abuse treatment, faith-based practices, and real world work experience, offenders are able to develop new skills and the self-discipline needed to succeed.

The Workplace Environment (Juvenile Offenders): PEN (Prison Enterprise Network) Products, Indiana's correctional industry program, utilizes an offender workforce to operate a self-sustaining business within the framework of the Indiana Department of Correction. PEN offers the opportunity for offenders to experience a real world work environment during their period of incarceration. PEN has a number of traditional industries such as metal working, garments, mattress, chemicals, and printing. Additionally, PEN has a number of partnerships with private industry: packaging, auto parts remanufacturing, pallet refurbishing, recycling, filter manufacturing, and wiring harness production.

While learning specific job skills is important, it is only a portion of what the correctional industries experience offers. Beginning with an application process that mirrors that found in the business world, the offenders go through a structured interview process and, if hired, a new worker orientation before they begin working. More than just job skills are taught. Getting up each morning and performing a full day's work contributes to developing a work ethic, teamwork, and communication skills. The offender also learns quality control procedures, production reporting, warehousing, and shipping/receiving. All are a part of the PEN work experience.

EDUCATION

The Indiana Department of Correction in partnership with Indiana-based providers and other state agencies provides formal academic and vocational programs. The focus of all programs from basic literacy through on-site college degree programs is to prepare the offender for post-release employment. On-going research demonstrates a strong correlation among education attainment, employment, and recidivism.

In reaction to the fact that the undereducated are over-represented within the prison population, some states have created mandatory correctional education programs. In contrast, Indiana has created an incentive system that awards credit time to offenders who complete a prescriptive educational program. This approach has demonstrated tremendous value in promoting public safety by reducing the likelihood offenders will recidivate. These programs include:

Basic literacy provides instruction in reading, writing, and mathematics in order to prepare adult offenders for transitioning into the labor market, higher academic programs, or vocational training. *Thinking for a Change*, a cognitive behavior change program is an integrated component of the Department's Basic Literacy program.

General Educational Development (or GED) on-site programs prepare offenders in five subject areas which, when passed, certify that the offender has academic skills comparable to that of high school graduates. The GED programs are promoted heavily. In a 2009 survey, Indiana Employers ranked the GED certificate as the number one indicator for basic work readiness.

Career Technical programs are based on the projected employment needs of the State through 2016 including the "soft skills" of communication and teamwork that are noted in employer surveys.

College degree programs, up to and including a bachelor degree, are provided on-site by six Indiana-based colleges and universities. Offenders are allowed to apply for the State Student Assistance Commission grant awards to help defray the costs of enrollment.

The delivery model for basic literacy, GED, and the Career Technical programs is provided by Ivy Tech Community College in the adult facilities. The basis for the partnership is that the Ivy Tech Community College is the state's largest workforce training

provider, awarding nearly 20,000 certifications and one million hours of training annually. The goal is to translate Ivy Tech's achievements in the larger community to the incarcerated population. Equally important is that Ivy Tech is an educational service provider throughout the State. The scope of those programs allows the integration of the correctional education programs with the public system for a continuation of education upon release.

Correctional education is fundamental to the Department's re-entry goals and remains a prerequisite to the success of many other programs. Speaking, writing, reading and listening, as well as quantitative reasoning, are cognitive skills. Substance Abuse treatment, anger management, and recognizing and changing criminal thinking are critical interventions for those segments of the correctional population needing them, and they succeed best when built on a sound mental and educational foundation.

The federal Second Chance Act is promoting new efforts to prepare offenders for re-entry before release. Two of the key elements mentioned in the law are education and employment training, which Indiana's correctional education program continues to support for incarcerated individuals.

Juvenile Education Component

The Indiana Department of Correction, Division of Youth Services (DYS), is responsible to consult with the State Superintendent of Public Instruction and the Indiana Commission on Vocational and Technical Education of the Department of Workforce Development to implement academic and vocational education curricula and programs for incarcerated youths (IC 11-10-5-1). As such, qualified personnel are utilized to provide the instruction. DYS also includes special education programs, which are governed under IC 20-35-2 and IAC 511-7.

The objective of all educational programs for youths is to bridge the gap between the youth's prior educational experience and his educational experience upon reentry. Youth are assessed at the time of their enrollment in DYS schools, and their educational program is planned based on individual need. DYS schools provide access to middle school/junior high curricula, high school curricula aligned to the Core 40 diploma, GED programming, and Career Technical Training.

In 2009, the Indiana Department of Correction established a contractual agreement with Ball State University and Ivy Tech State Community College to provide the education services to youth enrolled at the Madison Juvenile Correctional Facility in Madison, Indiana. This delivery model has proven to be successful, and was recognized by the American Correctional Association in a recent facility accreditation visit.

By policy, all teachers employed by the State of Indiana as Institutional Teachers and assigned to juvenile facility schools are required to be dual-licensed in special education and a content area. Teachers assigned to teach Core Academic Subjects are required to be Highly Qualified (as defined by the Indiana Department of Education). DYS schools are accountable to IDOE and USDOE through on-going program reviews and data submissions. Juvenile facility schools are accredited by the North Central Association/Advanced as Comprehensive Special Purpose Schools, and credits earned in juvenile facility schools transfer to the youth's public school upon reentry to his/her community.

CHILDREN & FAMILIES

Indiana recognizes the need for a strong, healthy bond between offenders and their families during incarceration and upon release. Research indicates that children of an incarcerated parent or parents are more likely to become incarcerated. Facilities offer gender-informed and gender-specific parenting programs to offenders in an attempt to break the cycle of incarceration. Healthy relationships between offenders and their spouses or significant others are important as well. Programs are offered regarding healthy relationships, healthy marriages, and recovering from domestic violence.

Responsible Fatherhood: The Indiana Department of Correction (IDOC) in collaboration with the National Fatherhood Initiative offers the "Inside Out Dads" curriculum at all adult male facilities. The purpose of the "Inside Out Dads" program is to provide the tools for each offender to become a more involved, responsible and committed father. Session topics include: The Meaning of Masculinity, Physical and Mental Health, Dealing with Stress and Anger, Carrying Emotions, Recognizing Feelings of Grief and Loss, Love and Relationships, Improving Communication Skills, Building Self-Worth, Discipline, Developmental Stages of Childhood and Creating a Fathering Plan.

Healthy Marriage Plan: The IDOC offers a Healthy Marriage program at 13 different adult male facilities and 2 female facilities.

The curriculum being used is "Prevention and Relationship Enhancement Program (PREP)". Marriage skills education seminars are offered twice a year. The seminar is a two day workshop held at the facility. Topics covered include Understanding and Stopping Communication Danger Signs, the Speaker-Listener Technique for Good Communication, Understanding How Issues and Hidden Issues Affect Relationships, Expectations, Dealing with Stress, Problem Solving Skills, Working Through Forgiveness, and Deepening Commitment to the Relationship.

Read to Me Program: This program is another method used to improve and maintain the bond between the offender-parent and the child. Age appropriate books are read by the offender and recorded. The recorded material is sent to the child so that the child can hear the parent read the book to him or her.

Parenting Program (female offenders): A parenting program is offered that helps to strengthen the relationship between the child and the incarcerated mother. Topics covered include Proper Discipline, Nutrition, Basic Care, Age Appropriate Activities, and Connecting with the Child.

Domestic Violence Program: The Domestic Violence Program offers alternatives and other strategies to break away from the abusive cycle to women who are or have been in an abusive situation, whether it is verbal, physical or mental abuse.

Wee Ones Nursery Program: The Wee Ones Nursery Program is offered at one of the female facilities. This program is a voluntary program for pregnant offenders who meet certain eligibility criteria. The intent of the program is to provide parenting education and to ensure quality time to strengthen the mother-infant bond during the initial months after the infant's birth. Mothers and their babies have private rooms in one of the housing units. A small contingent of qualified nannies from the offender population also resides in the unit. The nannies assist the mothers with the care of the infants while the mothers attend classes, counseling appointments and/or similar obligations.

Family Spiritual Religious Service: The Department of Correction recognizes that in order to have a successful re-entry into the community an offender needs to maintain ties with members of his/her family. Also, it has been shown that offenders who have a firm and healthy belief system in place are more likely to have a successful re-entry. In order to enhance both community ties and the belief system of offenders, deserving offenders at some facilities are allowed to invite family members or friends to participate in a religious service program.



Appendix 4

Community Supervision & Parole

Indiana supervises over 13,000 offenders within our community-based correctional programs. Community based programs include Work Release, parole supervision, Community Transition Program (CTP) and community placement. We strive to develop, maintain and expand our relationship with the courts and county agencies in order to provide safe, effective and efficient diversion and post-release opportunities for the offender population.

Prior to release, offenders are required to complete a comprehensive transitional process that affords them the greatest opportunity to succeed upon release. Counselors and transition coordinators work with offenders to ensure a case plan is completed for the offender.

Community Programs

Indiana maintains a successful Work release program as well as a Community Transition Program to facilitate successful reintegration of offenders returning to the community. IDOC's agency mission is to advance public safety and successful re-entry through dynamic pro-social supervision, programming and partnership. We embrace this mission through our state and contractual work release programs and reentry centers as well as collaborative efforts with Indiana counties and judges to manage an effective CTP program. Re-entry is a key element in the Agency's strategic plan and includes our objective of expanding and improving the effectiveness of the Work Release program and the Community Transition Program.

Indiana's Work Release program was enacted in 1967 and was the forerunner of reentry programming in this state. The CTP program was initiated in 1999 to encourage counties to develop community corrections systems and thus provide effective alternatives to imprisonment in traditional IDOC. County operated Community Transition Programs are in operation in most Indiana counties and are the last transition program prior to release to parole or probation.

All community programs include the following:

Assessment

- Risk/Needs
- Substance abuse assessment
- Mental Health evaluation
- Vocational/ Educational assessment

Intervention/programs

- Vocational training
- Education
- Life skills
- Drug and alcohol treatment
- AA/NA
- Job skills
- Parenting skills
- Cognitive behavioral interventions (e.g., Thinking for a Change, Life after Incarceration, Motivational Interviewing, Moral Recognition Therapy and Aggression Replacement Therapy)

Work Release Community Reentry Centers: Indiana maintains twelve (12) Reentry Centers throughout the state. These reentry centers operate Work Release programs for IDOC offenders within 12 months of release. Reentry Education facilities are located in Indianapolis (Indianapolis Reentry Education Facility) and South Bend (South Bend Community Reentry Center). State Work Release Programs are located in the following counties:

- St. Joseph (South Bend C.R.C. – state operated)
- Elkhart (contractually operated)
- Lake (contractually operated)
- Pulaski/Cass (contractually operated)
- Whitley (contractually operated)
- Tippecanoe (contractually operated)
- Marion (contractually operated)
- Vigo (contractually operated)
- Vanderburgh (contractually operated)
- Madison Correctional Facility (state operated)

Juvenile Release and Supervision

The Division of Youth Services is committed to ensuring the successful transition and provision of aftercare services during a youth's re-entry period. The Department encourages the sentencing courts and/or County Probation Officer to remain involved with each youth during his/her time of commitment to a secure facility and to work with the youth and Department staff during this period to identify transition and aftercare services that will best meet the youth's needs. In order to foster a successful and appropriate transition back into the community, DYS encourages counties to re-assume jurisdiction of the youth. Juveniles considered for release may be discharged based on their initial IYAS Risk Assessment, Age, Offense and/or any additional special case circumstances. Staff in the juvenile facilities, base the release of juveniles on the successful completion of required treatment and educational programs as determined by the Treatment Team and approved by the Administrative Review Committee. The Administrative Review committee is comprised of the Facility Head or designee and three administrative designees, one representing educational services, one representing treatment services and one representing custody. This committee meets weekly to review youths slated for release and determine if the youth is approved for the release phase. This committee also reviews aftercare plans with the youth. If the youth scores a Low or Medium Risk level on the IYAS, those youth could be discharged without Community Supervision if the court declines to re-assume jurisdiction. Those youth who are 17.5 years of age and older are also discharged without Community Supervision if the court declines to re-assume jurisdiction. Youth who score a High risk on the IYAS risk Assessment will be supervised on parole status to Community Supervision. Those youth will be supervised on Community Supervision for approximately 60 days and then will be discharged. Those youth who are adjudicated of a sex offense will also be supervised on Community Supervision. Youth who score a Low risk on the validated juvenile sex offender recidivism risk assessment will be supervised on Community Supervision for approximately 40 days. Those youth who score a Medium risk on the validated juvenile sex offender recidivism risk assessment will be supervised for approximately 3 months. Youth who score a High risk on the validated juvenile sex offender recidivism risk assessment will be supervised for approximately 6 months.



Appendix 5 Victim Services Component

The Indiana Department of Correction (IDOC) provides services to victims and other concerned citizens through notification efforts, sex and violent offender registration, law enforcement notification, facility ALERT Notification Services, referrals, and victim advocacy. Through these initiatives, Indiana strives to give victims and victim service providers a voice in the Indiana correctional system while gaining from their experience and unique perspectives.

Statewide Victims Stakeholders Group

A Statewide Victims Stakeholders Group is being established to advise the Department on ways to support victims and to provide justice in Indiana. The group will be used as a sounding board for new ideas and initiatives and will be asked to provide updates to their individual memberships.

The membership of this group will be made up of individuals from each of the State's major victim advocacy groups in addition to individuals identified by field staff. As an initial starting point, the membership will include crime victims and those who serve them. In addition, field staff will be asked to identify regional and local victim service providers in their respective geographic areas.

Facility and District Points of Contact

The contact is a group being established to assist with Department communications to local and regional victim service stakeholder groups. Efforts will include educating local groups concerning Department programming and services in addition to other reentry efforts associated with victims. These individuals will also assist with restorative justice efforts and victim - offender dialogue. Each facility and parole district will have at least one individual assigned to this group.

SAVIN

Indiana SAVIN, or Statewide Automated Victim Information and Notification, is a service that allows crime victims and other concerned citizens to receive real-time information about the custody status of an offender held in an Indiana jail or prison. Individuals can register online or call to speak directly with an IDOC employee to assist them with registration and to answer questions. The system is personal and provides victims with notification options, improves information that is available to law enforcement and other justice professionals, and leverages current and future technology while reducing overall system costs.

Indiana SAVIN is available online at www.indianasavin.in.gov.

ALERT

ALERT is a system to keep Indiana residents informed of emergency situations near the Agency's correctional facilities. When an emergency occurs, officials can access the ALERT Notification Service and notify nearby residents within minutes. Notifications are received in the following manner:

ESCAPE

- In the event of an escape, registrants receive detailed information about the escapee, including physical description and time of escape.

OTHER EMERGENCIES

- Registrants will also be notified of emergency situations in and around correctional facilities.

Notifications are received via telephone and email. Follow-up messages are also received upon re-capture of the offender or the resolution of an emergency situation. The ALERT Notification Services is available online at www.indianasavin.in.gov.

Sex and Violent Offender Registry

The Indiana Department of Correction partners with Indiana Sheriffs to maintain the Indiana Sex and Violent Offender Registry. The Department is required to register offenders prior to their release. Before release, agency staff determines:

- Whether offenders are required to register
- Whether they are Sexually Violent Predators (SVPs)
- How long they are required to register

After making these determinations, the Agency orally informs the offender of his/her duty to register. The offender is required to acknowledge this by signing a form of understanding also advising him/her of their duty to register. The following information is then provided to the law enforcement:

The offender's fingerprints, photograph, and identification factors

- The address where the offender expects to reside
- The offender's complete criminal history
- Information about mental health treatment
- Information indicating whether or not the individual is a predator

The Sex and Violent Offender Registry is available online at <http://www.icrimewatch.net/indiana.php>.



Appendix 6

Performance Based Standards

The Indiana Department of Correction began participating in Performance Based Standards (PBS) in October 2008 for a candidacy period. In September 2009, the Indiana Department of Correction Division of Youth Services successfully completed the candidacy period. During that time, IDOC worked to implement PBS continuous improvement activities and use the PBS tools to assure that the facilities are safe for staff and youths as well as conducive to learning and changing behaviors. This state's programs now joins approximately 200 other programs across the country improving the quality of life and services for incarcerated youths. By using PBS we have been able to identify and monitor critical areas of performance and demonstrate effectiveness using national standards and performance outcomes. Using the reports that are generated we can demonstrate compliance with the Department of Justice requirements and show areas needing improvement. By using PBS we have been able to improve accountability, improve compliance with best practices and high standards, it has provided us access to resources and networking across the United States. The IDOC will be able to identify progress over time compared to other facilities in the nation.

The youth benefit from this process because the youth surveys that they complete as a part of this process provides us a better understanding of youth's understanding of the rules, programs and overall facility climate. Understanding these issues results in less restraint use, less violence and less fear, as well as improving overall safety and security for both staff and youth. We have been able to celebrate successes that we have accomplished by meeting goals and successfully completing/achieving Facility Improvement Plans. PBS is a tool to support a mechanism for managers and all staff to use to identify needs, track progress and celebrate success as the Division of Youth Services moves toward a better work and living environment for staff and youth. PBS is a nationally accepted, evidence based, best practices model for addressing juvenile justice measures and improving the conditions of confinement for the youth entrusted to our care.



Appendix 7

Restorative Justice

Based on the success of restorative justice efforts at the Indianapolis Re-Entry Educational Facility, the Department has begun expanding these efforts to the three Pendleton facilities (Pendleton Correctional Facility, Correctional Industrial Facility, and Pendleton Juvenile Correctional Facility).

A Restorative Justice Conference brings victims, an offender, and their respective families and supporters together with a trained facilitator to discuss the offense and its effects. The focus of a Conference is the offense itself and repairing the harm that has been done. A primary goal of this process is to have the offender take responsibility for his / her actions. The conference addresses the needs of victims and allows their voices to be heard while helping to bring closure to the incident.

Restorative Projects have been implemented for juvenile offenders at each facility as a means for youth to repair the harm they have caused to victims, communities and their families to assist with youth accountability and community safety. Another component of Restorative Justice that has been implemented at each facility is Restorative Justice Conferencing with victims, family members and others. Victim impact groups and community service projects are a major component of our treatment programs and restorative justice tenet.