



Community Custody Coaching Supervision Model

2023 Report to the Legislature

As required by [Engrossed Substitutive Senate Bill \(ESSB\) 5092, Section 223 \(1\)](#)

February 2023

Publication Number 500-SR005

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This Department of Corrections report to the Legislature is directed by [RCW 72.09.312](#) and contains information on violations of community custody conditions and the sanctions imposed for violations under [RCW 9.941A.737](#).

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Foreword

“(a) \$1,135,000 of the general fund—state appropriation for fiscal year 2022 and \$1,731,000 of the general fund—state appropriation for fiscal year 2023 are provided solely for expansion of reentry supports and transition services for incarcerated individuals including development and implementation of a coaching model approach to supervision.

(b) Within the amounts provided in (a) of this subsection, \$100,000 of the general fund—state appropriation for fiscal year 2022 is provided solely for the department to develop an implementation plan for a community supervision coaching model to begin in fiscal year 2023. The department must solicit input from incarcerated individuals, family members of incarcerated individuals, experts in supervision and reentry, community stakeholder and advocacy groups, and impacted labor organizations. The plan shall propose appropriate policies and procedures for the coaching model, including ongoing training and organizational culture assessments. During development of the plan, the department must consider potential inequities that may arise from any changes or additional requirements of supervision resulting from the model and mitigate those concerns to the greatest extent possible in its final plan. This plan must be submitted to the office of financial management prior to implementation.

(c) Within the amounts provided in (a) of this subsection, \$706,000 of the general fund—state appropriation for fiscal year 2023 is provided solely for implementation of the plan to be developed under (b) of this subsection and for the department to submit an initial report to the legislature on the progress of implementation of the coaching supervision model by no later than February 1, 2023.”

Background

During the 2021 Washington State Legislative Session, the Department of Corrections (DOC) was appropriated funding for the development and implementation of a coaching model of supervision. The Legislature requires the department to solicit input from incarcerated individuals, family members of incarcerated individuals, experts in supervision and reentry, community stakeholder and advocacy groups, and impacted labor organizations. The plan shall propose appropriate policies and procedures for the coaching model, including ongoing training and organizational culture assessments. During development of the plan, the department must consider potential inequities that may arise from any changes or additional requirements of supervision resulting from the model and mitigate those concerns to the greatest extent possible in its final plan. This plan was submitted to the Office of Financial Management prior to implementation. The following is the agency's plan for implementation of iCoach and the steps taken to this point to develop the model.

Project Team

A multi-disciplinary project team was convened to begin implementation planning for iCoach, using project management methodology, tools, and principles, as well as organizational change management principles to develop the policies, procedures, and training to be implemented as well as soliciting input from our stakeholders. The project team was divided into five workgroups for specific aspects of the model: Stakeholder Engagement, Policy, Pre-Release Planning, Training, and Quality Assurance.

The workgroups have representation from all levels within the Community Corrections Division and include representation from the Washington Federation of State Employees (WFSE). There are also representatives from Reentry, Prisons, Records, Policy, Case Management Services, Training and Development, and Information Technology.

Individualized Community Oriented Accountability Collaborative Help (iCoach)

iCoach defined:

iCoach (Individualized Community Oriented Accountability Collaborative Help) promotes more engagement and relationship-building during community supervision. iCoach provides programming and services for individuals who have completed their sentences and are reentering the community. Community Corrections Officers (CCOs) are required to coach supervised individuals throughout the course of supervision, in ways that are in alignment with the Department's Mission, Vision, Values, and Strategic Plan.

iCoach is driven by two philosophies:

- The Enhanced Supervision Model; and
- The Community Reintegration Supervision Model

The Enhanced Supervision Model

- Will be utilized throughout the course of supervision for all populations.
- Provides supervised individuals with coaching, advocacy, and assistance in accessing services to support their success in the community. (This requires CCOs to be trained in the use of coaching, being responsive to the individual's needs, the delivery of services, and advocating for the supervised individual).
- Focuses on the supervised individual and tailors case management approaches and support to meet the identified needs of the supervised individual.
- The goal is for CCO staff to more positively impact the individuals they supervise through improved responsiveness and trauma-informed coaching.

iCoach will require staff to utilize the principles noted below:

Engagement

The goal of engagement is for staff to build a professional relationship with the individuals, so they can be trusted by the individual to provide coaching skills. Staff have been given the book, "The Coaching Habit" by Michael Bungay Stanier, which outlines seven essential questions to increase engagement.

Responsivity

The goal of responsivity is to use the evidence-based Risk-Needs-Responsivity (RNR) model for coaching to be more effective, by paying attention to things such as an individual's personal strengths, learning style, personality, bio-social characteristics (i.e., race, gender).

Coaching

The goal of coaching will be for the CCO to assist the individual in developing a set of skills to impact an individual's highest assessed needs. DOC plans to provide staff new coaching tools each year. This year, staff are being trained on Brief Intervention Tools (BITS). The six BITS are short one-page worksheets created specifically for corrections professionals to effectively address key skill deficits in short, structured interventions.

Future coaching skills and staff training may include Cost-Benefit Analysis worksheets, Behavior chains, and skill cards.

The Community Reintegration Supervision Model

This model will apply to most supervised individuals, unless those individuals are already working through a community reentry pathway, for example, Sexually Violent Predators who are released under the Least Restrictive Alternative (LRA) program.

Programs, resources, and services will be provided early in the reentry process to help strengthen the individual's stability and skills when they are most at risk of reoffending.

During the reintegration period, CCO staff will focus on frequent contacts, monitoring, coaching, engagement, advocacy, and assistance in accessing services. We have trained staff that these are not punitive periods of supervision. Instead, the extra contacts are meant to build professional rapport, engage with supervision, and provide coaching and encouragement for successful reentry. These contacts are to be conducted in alignment with the Department's Mission, Vision, Values, and Strategic Plan.

The following are the two phases to Community Reintegration:

Initial 90 (I90) – individuals released from confinement

Will begin upon release and last for 90 calendar days. Ps iCoach services will be provided for individuals released from prison, reentry centers, or an out-of-state equivalent without the support of another reentry service. Prior to the individual's release, meetings may be scheduled to start the engagement process, explain expectations, identify needs and positive community support, and to offer coaching, programs, and services.

Post-Sanction 30 (PS30) – for individuals released from confinement due to a violation

Will begin upon release and last for 30 calendar days. iCoach services will be provided for individuals who have been re-incarcerated at a jail or state prison due to a high-level violation.

Internet Technology (IT) Enhancements

An IT workgroup has initiated all the necessary IT enhancements to allow staff the ability to track reintegration periods in DOC's Offender Management Network Information (OMNI) system. We have also developed an OMNI report that will allow staff to track contacts and status of supervised individuals during the 90-day reintegration period. OMNI changes went live on March 10, 2023.

Several workgroups were established to develop and implement the iCoach philosophies. These are outlined below.

Stakeholder Engagement Workgroup

The Stakeholder Engagement Workgroup, with assistance from Dr. Adrian Thompson, former DOC Equity and Inclusion Administrator, identified a list of over 60 external stakeholder groups and developed a survey to solicit stakeholder feedback and input regarding both supervision models. The survey also requested input on available resources in their communities and where resources were lacking or unavailable. Stakeholders that were surveyed include law enforcement agencies, tribal entities, treatment providers that offer mental health, substance abuse and sex offender treatment, local family councils within the prisons, advocacy groups, and the Statewide Reentry Council. The responses were compiled, analyzed, and shared with other workgroups to help inform policies, definitions, and training.

The workgroup also sent a survey to the incarcerated population and a large selection of currently supervised individuals within our field offices. To assist in development of this survey, we engaged Chris Poulos, former Director of Person-Centered Services and former Chair of the Statewide Reentry Council. This survey focused on asking those individuals what has worked and not worked in their time engaged with DOC, as well as barriers that hindered success in completing their supervision. This data also has been compiled, analyzed, and shared with the other workgroups to help inform our models, policies, and training.

In addition, a cultural assessment survey was sent to all DOC field staff to gauge their views on the current state of Community Corrections, the potential benefits of iCoach, and what barriers they anticipated with iCoach implementation. Over 60 percent of field staff responded to this survey.

The Stakeholder Engagement Workgroup is also working with DOC's web design team to develop an internal and external-facing web page dedicated to iCoach. The internal page will include resources for field staff such as job aids, resource links, trauma-informed videos, and other useful tools to assist in their coaching and supervision of supervised individuals. The external page will have resources that will be accessible by families of supervised individuals, general information about iCoach, and some frequently asked questions. We will also add survey information, so external partners are aware of the feedback we received during the development of iCoach.

Policy Workgroup

The Policy Workgroup was divided into three sub-groups to complete their portion of the work. Those sub-groups are Community Reintegration Supervision Model, Enhanced Supervision Model, and Affected Policies and Definitions. Each sub-group is analyzing definitions, programs, research, and process. The Community Reintegration Supervision Model and the Enhanced Supervision Model have already been highlighted above in this report.

The Affected Policies and Definitions sub-group has developed a stand-alone policy and definitions for iCoach. They also are reviewing all related policies to ensure continuity among existing agency policies.

The models, policy and definitions are currently being provided to CCOs as part of the training plan.

A final draft of the iCoach-related policies has been submitted to the leadership team and the union for final review. These include attachments, such as the iCoach Orientation Notice for the Supervised Individual.

The iCoach policy went into effect March 9, 2023.

[The Pre-Release Planning Workgroup](#)

This sub-group developed a process for assisting incarcerated individuals with their release planning and providing support services upfront to ensure a successful transition onto DOC supervision in the community.

This process will include a self-needs assessment that will help individuals be aware of deficits, areas of growth, and goals for successful reentry. Our hope is that this pre-release planning will help motivate individuals to be successful and that it will foster collaboration on their release plan.

Wraparound Meeting: As part of the pre-release planning process, a meeting will be scheduled to include the individual, the iCoach transition and resource specialist, the classification counselor, the CCO, and the release sponsor (e.g., family, spouse, etc.) as well as treatment providers, job supervisors, agency health services and/or reentry navigators or others that have engaged with the individual while in prison. The meeting will be conducted via Microsoft Teams or in person, where feasible, and will occur no later than 60 days prior to the individual's earned release date. The goal is for the individual to meet their CCO prior to release and for DOC to begin frontloading resources, submitting referrals to services, establishing the needs of the individual, and building collaboration among all parties to assist the individual in being successful upon release. As a result of this wraparound meeting, the individual will be released with customized plans for their first two days, seven days, and 30 days after entering the community.

Community Resources: The lack of community resources continues to be one of the concerns of both staff and supervised individuals. However, there are steps in place to make identifying available resources more efficient. One way this is being accomplished is through the creation of a reentry resources library, where information about local resources is continuously updated by and available to all staff.

Development of the iCoach Transition and Resources Unit: An iCoach Community Corrections Supervisor (CCS) has been hired. The CCS is currently in the process of hiring 14 specialists (2 per section) to assist with conducting Wraparound Meetings. These staff will be housed throughout the state and assigned to local prisons in their areas. This unit will also assist in identifying local resources and helping

connect individuals to those resources. The goal is to support CCOs and individuals with a more smooth and stable transition into the community.

Training Workgroup

The Training Workgroup developed seven training modules for staff. During development, the modules were prepared by smaller sub-groups. Each worked closely with our Training and Development Unit to develop instructional guides (IGs) for each module and to ensure that the training modules are incorporated into our Annual Inservice Training (AIS) plan and our Case Management Academy that all new CCOs must attend.

Refresher Trainings: The iCoach Training Workgroup began by working with the Case Management Services (CMS) Team to provide a Refresher on an array of topics listed below. These topics were derived from the more than 200 staff who participated in our focus groups in January of 2022 and identified skills they felt they needed brushing up on. In August and September 2022, supervisors were trained on how to deliver these refreshers to their staff at unit meetings. Unit staff were trained on the refresher topics and training was completed statewide by mid-November 2022.

- Lesson #1: Risk-Need-Responsivity (RNR) and Core Correctional Practices (CCP) Foundations Lesson
- Lesson #2: Procedural Justice
- Lesson #3: Interviewing Skills / Open Questions, Affirmation, Reflective Listening, and Summary Reflections (OARS)
- Lesson #4: Risk Reducing Contact Expectations
- Lesson #5: Case Plan Booster- Establishing Goals/Objectives
- Lesson #6: Brief Intervention Tools (BITS)

Trauma Informed Services (TIS) Training: The TIS sub-group consulted with experts in Trauma Informed Care from the University of Washington (UW) and secured a contract to conduct train-the-trainer events.

The group worked to develop a module of training with the focus of the training aimed towards the 4 Rs of being trauma-informed:

1. Realizing how trauma has extensive impacts on supervised individuals
2. Recognizing the symptoms and how they manifest in the here and now
3. Responding by making referrals
4. Resisting re-traumatization

In September and October 2022, UW provided two train-the-trainer sessions, which were recorded for future training use. Trainers were trained to recognize trauma(s) and refer the supervised individual to appropriate support, treatment, and resources.

This sub-group also worked in coordination with DOC staff psychologists to provide debrief facilitation, self-care activity discussions, and ongoing support.

Field staff are currently engaging in the TIS training, using both UW video and UW training materials, with support from the DOC Staff Psychologists Team. This training began in November 2022 and is simultaneously occurring with iCoach Training.

The formal 2-Day iCoach Training: In November and December 2022, the iCoach Leads Team held multiple train-the-trainer events to train staff who volunteered to instruct on how to deliver the 2-Day iCoach Training to cover the following seven modules:

- Module #1: Welcome and Introduction
- Module #2: Enhanced Supervision
- Module #3: Community Reintegration Supervision Model
- Module #4: Pre-Planning for Release
- Module #5: Engagement and Responsivity
- Module #6: Responsive Coaching
- Module #7: Putting it all Together, Quality Assurance, a Final Game, and Wrap-Up

A training team was identified for each section, and the iCoach training delivery started on January 3, 2023, and was completed by March 9, 2023. There are additional efforts to provide make-up trainings, booster trainings, and ensure the training is added to the Community Corrections Officer Academy (CCOA).

Most modules will be ongoing for years. The skills learned in the trainings will need to be built upon and not be a “one and done” scenario. Much like the education field, correctional supervision skills need to be continually honed and developed. If they are not used and enhanced, these skills can deteriorate over time. Thus, we are working with our Training and Development Unit to make this part of annual in-service training, building upon these interpersonal skills continually.

iCoach Training Feedback: After each day of iCoach Training, the staff received anonymous feedback. In general, the results were that staff are excited about this program. However, they had serious reservations about staffing levels, available resources, and the time to be able to deliver the necessary interventions.

iCoach Training Team Huddles: Throughout the course of training, all the iCoach trainers were invited to bi-weekly iCoach Huddles to share updates, discuss challenges, and celebrate successes.

Post Training Support: There are efforts underway to ensure that unit supervisors understand best practices for implementing iCoach. There are optional CCS Check-In Meetings for supervisors to share lessons learned and provide support for one another.

Quality Assurance Workgroup

The Quality Assurance (QA) Workgroup is developing a quality assurance model that will meet the needs of the agency, be responsive to staff, and allow for ease of providing feedback. Quality assurance will focus specifically on the following areas:

- Fidelity in the delivery of the coaching and engagement modules of iCoach, to ensure staff are adhering to the elements of both models and working towards achieving desired outcomes
- Building assessments to ensure equity is being applied throughout the process
- Working with our IT programmers to make enhancements to our OMNI data system to have the ability to track movements in and out of the Community Reintegration Model, increased contact standards for the period when the individual is in that model, and other data needs.

Quality assurance will be developed within the first year of iCoach, as staff navigate through the coaching and engagement aspects of supervision and build proficiency. We will work to align our iCoach QA with current agency QA processes. DOC provided a decision package for additional staffing; this request was partially funded in the compromise budget.

Attachments

- iCoach Project Charter
- Implementation Timeline with Milestones
- iCoach Enhanced Supervision Model
- iCoach Community Reintegration Supervision Model

Project Charter

Project Name	iCoach	Date: 10/28/21	
Description	<i>Current Condition</i>	The Department of Corrections currently has a traditional “surveil, detect and notify” model for Community Supervision. In the 2021 Session, the Legislature passed ESSB 5092 and as part of that, Section 223 (1)- iCoach which provides the Department funding to develop and implement a community supervision model based on coaching, front loading of resources, and aiding and advocating for the individual in their transition back into the community, to begin in fiscal year 2023. As part of this the Legislature mandates that the Department solicit input from incarcerated individuals and their family members, experts in supervision and reentry, community stakeholder and advocacy groups, and impacted labor organizations. The plan shall propose appropriate policies and procedures for the coaching model, including ongoing training and culture assessments and assuring that any inequities are addressed.	
	<i>Objective(s)</i>	A successful project will result in: <ul style="list-style-type: none"> • Development of policies and procedures • Solicitation of input through focus groups/surveys from stakeholders • Creation of training materials/curriculum and deployment to staff • Submission of Implementation Plan to OFM • Development of a Quality Assurance Program 	
	<i>Alignment</i>	This project aligns and furthers DOC goals, policy, statute, etc: <ul style="list-style-type: none"> • ESSB 5092 • DOC Policy 350.105 Supervision Compliance Credits • DOC Policy 310.100 Intakes • DOC Policy 350.200 Transition and Release • DOC Policy 380.200 Community Supervision of Offenders • DOC Goals from Strategic Plan of Keeping People Safe, and Improving Lives 	
Scope	<i>Includes</i>	<ol style="list-style-type: none"> 1. Development of Policies and Procedures for a Supervision Coaching Model 2. Training Development to include job aids 3. Focus Groups/Surveys to solicit input from stakeholders 4. Submission of Implementation Plan to OFM 5. Formal communication plan to help manage change 6. Work with TDU to build curriculum for CCOA in future 7. Development of Quality Assurance Program to ensure deficiencies and any inequities are addressed 	
	<i>Excludes</i>	<ol style="list-style-type: none"> 1. IT enhancements 2. 3. 4. 	
Approach		(PDCA, DMAIC, etc)	
Milestones	#	What	When
	1	Define Supervision Models	9/27/21
	2	Stakeholder Engagement	1/15/22
	3	Develop Training for Staff, Vendors, Volunteers, Supervised Individuals	4/1/22
	4	Draft Policy Updates	12/31/21
	5	Quality Assurance Program	4/30/22
	6	Implementation Plan Report to OFM	2/28/22
	7	Deploy iCoach Training	6/30/22
8	Implement iCoach	12/30/22	

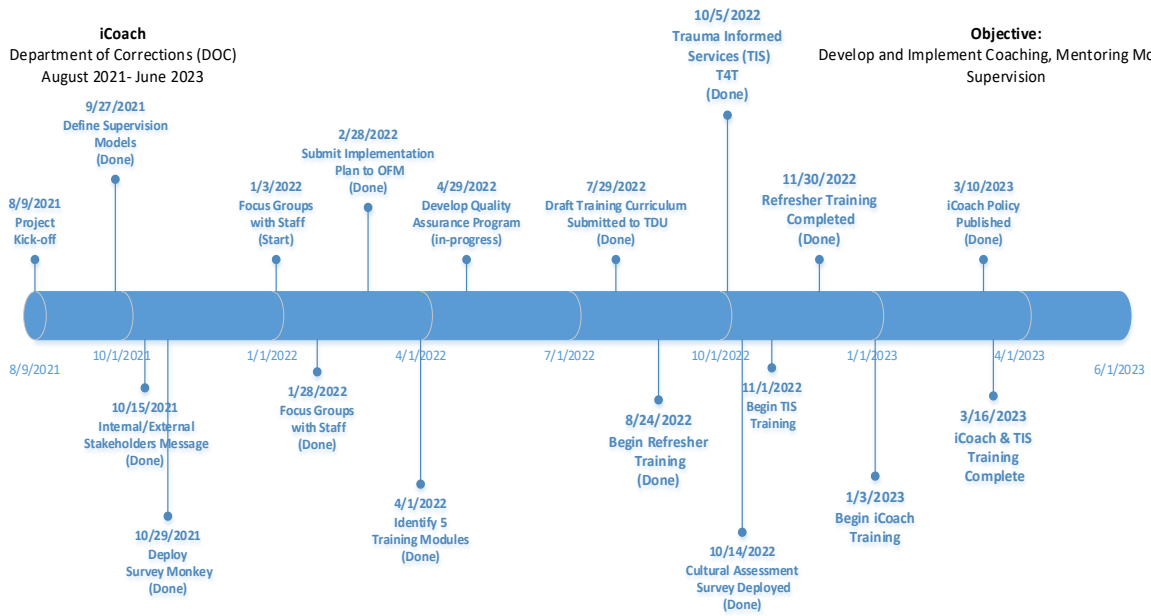
Risks	#	Risk	Prob	Impact	Strategy
	1	Staff Resistance to new Model	High	High	Formal communication plan
	2	Supervised Indv. Frustration	Med	Med	Stakeholder Engagement
	3	Inequities resulting from increased supervision	Med	High	Quality Assurance Program
Project Budget	Item or Project Phase		Projected Cost		Fund
Roles & Responsibilities	Role	Person	Responsibility		
	<i>Sponsor</i>	Mac Pevey	<ul style="list-style-type: none"> Provide leadership and resources to achieve the project objectives Approve, communicate, and support implementation 		
	<i>Process Owner(s)</i>	Kristine Skipworth	<ul style="list-style-type: none"> Provide oversight and direction for seamless implementation Monitor and report on implementation schedule Monitor and report on systems and human performance Work with Project Manager to develop implementation strategies 		
	<i>Project Manager / Facilitator</i>	Tracy Johnson & Aaron Talmage	<ul style="list-style-type: none"> Manage project processes: charter, work plan, and status reporting Work with sponsor and process owner(s) to resolve issues Lead and facilitate teams Achieve project objectives detailed in the charter Develop implementation strategies 		
	<i>Team</i>	Steve Johnson Donta Harper Todd Wiggs Markie Sohn Jeff Frice Dave Thomson Kathy Lamb Lisa Taylor Ben Brink Julie Smith Jerry Finley Jr. Michelle Kaiser Don Malo Misty Patterson Jodie Wright Bowen Hadley Leslie O'Connor Tammy Kost Billy Peterson Kari Cummings Ivan Bickler Rachel Cooper	<ul style="list-style-type: none"> Participate fully and collaboratively as a subject matter expert and member of the project team Analyze current practice against best business practice Identify business requirements, ensuring regulatory compliance Identify policy, process, and practice gaps Work collaboratively to identify the best improved state DOC can successfully adopt Identify solutions and make recommendations that support the business Maintain accountability for timely & quality completion of assigned tasks 		

		Autumn Witten Travis Albrecht Suzie Braverman Donavon Ellison Lucy Armijo Jaz Camacho Tim Logan Natira McGee Steven Stalker Judy Bradley Dennis Mossburg		
Authorization	Role		Signature	Date
	Sponsor			11/7/21
	Process Owner(s)			11/08/21
	Project Manager		<i>Tracy Johnson</i>	11/8/21

iCoach Timeline

iCoach
Department of Corrections (DOC)
August 2021- June 2023

Objective:
Develop and Implement Coaching, Mentoring Model of Supervision



iCoach Enhanced Supervision Model

January 2022



Enhanced Supervision Model

iCoach Enhanced Supervision Model will apply to all supervised individuals throughout the course of their supervision. It will provide supervised individuals with the coaching, advocacy, and assistance in accessing services, to support their success in the community. This will require that the Community Corrections Officer (CCO) be trained in the use of coaching, being responsive to the individual's needs, the delivery of services, and advocating for the supervised individual. It will tailor and enhance case management approaches and support functions to meet the identified needs of the supervised individual.

Coaching

Coaching is defined as a professional relationship between the CCO and the supervised individual that is respectful and interactive. It involves encouraging, supporting, advising, and guiding the supervised individual in their development of skills and overcoming barriers as necessary to achieve their pro-social goals.

The goal of coaching as defined in the model, is to increase the effectiveness of the CCO and supervised individual relationship. Coaching will work towards maintaining and reinforcing compliance with requirements and expectations of supervision as well as specific skill development.

Skill Development for Supervised Individual

Through effectively coaching the supervised individual, we hope to assist them in the development of the following primary and supplemental skills:

Primary Skills

- Setting meaningful, achievable pro-social goals.
- Improving decision making and problem-solving skills.
- Exploring fears and risky thinking errors.
- Identifying resistance to change and overcoming the resistance.
- Building and replacing negative habits/behaviors with those that lead to pro-social changes.

Supplemental Skills

- Acknowledging consequences and harm done to themselves and others.
- Enhancing feedback and learning
- Instilling personal accountability
- Developing and encouraging personal strengths and talents

Fact:

Research suggests that lengthy supervision terms expand the criminal justice footprint and diminish the effectiveness of supervision.

Knowledge and Skills required for effective coaching by the CCO

To be an effective coach, the CCO will need to develop and or enhance their knowledge and skill in the following areas:

- Respect and Inclusiveness- demonstrating and recognizing our own and others.
- Establishing a Supervision Relationship- setting boundaries and building trust.
- Effective communication
- Empathy- cognitive and affective.
- Interviewing techniques.
- Listening and understanding- active listening/open ended questions/affirmations.
- Giving and receiving feedback- effective reinforcement/effective disapproval.
- 6 step Risk Reducing Contacts
- Brief Intervention Tools-BITS

Fact:

Research shows that resources and activities dedicated to the transition and release of individuals within the first **90** to **120** days is **critical** to an individual's success in the community.

Responsivity

The CCO will need to understand and apply the Responsivity Principle. Throughout the Department there are individuals who have unique risks, needs and challenges regarding case management. This uniqueness may require case managers to consider using targeted interviewing techniques, consulting with subject matter experts, accessing additional resources, or using other responsivity strategies to effectively and collaboratively, plan for successes. Individual characteristics to consider, include but are not limited to: Gender, Culture, Traumatic Brain Injury, Mental Health, Trauma, Developmental Disability, and Aging.

Trauma Informed

The Department will become a "Trauma Informed" agency with the focus of training aimed towards the 4 R's of being Trauma Informed.


- Realizing how trauma has extensive impacts on supervised individuals.
- Recognizing the symptoms and how they manifest in the here and now.
- Responding by making referrals.
- Resisting Re-Traumatization

CCO's will be trained to recognize trauma(s) and refer the supervised individual to appropriate support, treatment, and resources.

For more information:

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iCoach Community Reintegration Supervision Model

January 2022

Department of
Corrections

Community Reintegration Supervision Model

Will apply to supervised individuals who release from a prison or reentry center, except those individuals in Graduated Reentry (GRE), Community Parenting Alternative (CPA), and Strength in Families (SIF). It will also apply to all supervised individuals who release from a violator facility after serving a sanction for a high-level violation.

The model will frontload programs, resources, and services to support reentry into the community:

- For the first 90 days of supervision in the community for individuals releasing from a prison or reentry center, and
- For 30 days after release from a confinement sanction for community custody violators who have significant high-level violations.
- Provides evidence-based approach that may include frequent contacts, electronic monitoring, curfew, etc. as well as advocacy and assistance in accessing services, to support their success in the community.

Fact:

Research shows that resources and activities dedicated to the transition and release of individuals within the first 90 to 120 days is critical to an individual's success in the community.

Pre-release Planning

Individuals releasing from a Washington State prison facility or reentry center to the community (excluding GRE, CPA, FIS) will participate in a wrap-around style meeting, used for pre-release planning. This will take place at least sixty (60) days prior to earned release date. These meetings may take place in person, through video conferencing, telephonically, or conference call and will be scheduled by the Classification Counselor or iCoach Specialist. Participants should include but are not limited to the Community Corrections Officer (CCO), Classification Counselor, Incarcerated Individual, community support, and any other identified parties.

The meeting will be used to create and individualized plan to include but not limited to, identify barriers, needs, community resources, make community referrals, request transitional funds, and orientate the individual to the expectations of the iCoach program, and supervision requirements. A pre-release checklist will be used to document and support the wrap around meeting and will be scanned into the individual's electronic file.

Post Release

Once the individual is in the community, an orientation will take place and the CCO will apply the learned skills, training, and techniques to provide coaching, advocacy, and assistance and being responsive to the individual's needs, the delivery of services, and advocating for the supervised individual.

The model provides an evidence-based approach that may include frequent contacts, electronic monitoring, curfew, as well as advocacy and assistance in accessing services, to support their success in the community.

The model will require increased contacts between the CCO and Supervised Individual for the first 90 days after release from a prison facility or reentry center regardless of Risk Level Classification (RLC).

-
- After the first thirty (30) days of iCoach contact standards, if the individual has verified stability, the additional contacts beyond those required by Risk Classification Level Minimum Contact Standard but required by the Reintegration Supervision Model may be substituted with telephonic or electronic contacts (video, text, or email), based on verified stability in the individualized targeted WA One Needs Domains, for a period of thirty at least (30) days.
 - Some examples of verified stability include: collateral contact, verbal or written regarding employment, housing, programming, treatment, education, and household.

For all supervised individuals, there will be increased contacts between the CCO and supervised individual for the first thirty (30) days after release from a confinement sanction for a high-level violation(s), regardless of RLC.

- After thirty days of iCoach Community Reintegration Supervision Model contact standards, the contacts will be reverted to the Risk Level Classification contact standard.
- If a high-level violation process occurs during a period of reintegration supervision, the supervised individual will remain in the Community Reintegration Supervision Model for thirty (30) days on release from confinement regardless of how much time is remaining of the 90 days.

Increased drug and alcohol testing for supervised individuals regardless of their Risk Level Classification for the first ninety (90) days release from prison or the first thirty (30) days release from high level sanction confinement.

- For individuals who are High Risk in the WA One Domain of Substance Abuse or have an open cause related to drugs and/or alcohol. For all other individuals UA/Breath Standards apply per Policy 420.380.
- Drug/alcohol testing may be reduced after thirty (30) days, but never less than the Risk Level Classification contact standard, based on verified stability, including negative test results, and other progress in the individualized targeted substance abuse domain.

Engagement in supervision to include coaching as outlined in the enhanced supervision model (defined below)

- iCoach Enhanced Supervision will apply to all supervised individuals. Community Corrections Officers (CCOs) will apply learned coaching, assisting and advocating techniques, as well as individualized responsiveness to meet the identified needs of supervised individuals. This will be used throughout the course of supervision for all populations.


Tailors' supervision and support functions to the supervised individual's needs upon release.

- Community supervision will be performed in a manner that is in the best interest of community safety, based on the offender's risk level, supervision, and community reintegration status.
- Community Corrections Officers will identify offender needs, and address those needs within available resources, programs, referrals, and treatment aimed at achieving successful reentry and reducing recidivism.

For more information:

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