



STATE OF LOUISIANA PUBLIC SAFETY RESULTS TEAM

Outcome Based Budgeting Request for Results

Public Safety

Outcome Goal Statement

I want less crime for people of all ages and I want to be safe at home, work and while traveling.

I want to live and work in a place free from fear, free from criminal victimization, and free from other hazards that imperil life. I especially want to protect our most vulnerable from predatory crime. I want government to hold people accountable for criminal acts, and I want to see that they are subjected to appropriate consequences and sanctions. As necessary I want such violators to be incarcerated and to the extent possible, rehabilitated for reintegration back into the community. I want to feel free to live and travel throughout the state without fear of errant and dangerous drivers or other hazards.

Indicators

Indicator 1: Crime Rate (UCR Part I Crimes)

The Uniform Crime Report represents the most accurate form of crime data available. It incorporates both personal (violent) and property crimes. The crimes measured are homicide, rape, robbery, assault, larceny, burglary, auto theft and arson. The rate is the number of crimes as a function of the population. The UCR Crime Rate is the “gold standard” of crime measurement used in every state and throughout the country. The data is drawn from law

enforcement agency reports, is prepared and transmitted to the Louisiana Commission on Law Enforcement and in turn is provided to the FBI for final aggregation, analysis and release. It is the oldest continuously used measure of crime in the nation and because it takes into account the population of the jurisdiction, it permits comparisons for cities and states without regard to variances in populations.

Indicator 2: Traffic Fatality Rate (fatalities per 100M miles driven)

The traffic fatality rate can be measured for comparison purposes in several different ways. The number of persons killed per 100 million miles driven, the number of persons killed per 100K population, the number of persons killed per 100K registered vehicles or the number of persons killed per 100K licensed drivers. The most accurate number for our purposes would be the number of persons killed per 100 million miles driven. The number of fatalities (persons killed) was used rather than number of crashes or the number of fatal crashes because it was believed to be the best indicator of safety on the highways. The timeliness of all data sets for traffic safety is problematic. All measures of traffic safety are typically 12 to 18 months beyond the closing of the year. No other reliable measures could be substituted for the fatality rate.

Indicator 3: Recidivism Rate

The recidivism rate is generally considered to be a measure of success of correctional efforts to rehabilitate offenders and facilitate re-entry into the community without offenders reverting to further criminal conduct. The Department of Corrections considers an individual to be a recidivist if the offender returns to a custodial status for commission and conviction of a felony offense or a technical revocation of Probation and Parole supervision within 60 months (5 years) from the date of the offender's original release from incarceration. The Louisiana definition of 60 months exceeds the recidivism measure of many other states by 24 months. While there is no national standard, a number of other states determine the recidivism rate based on a 36 month standard, and thus state-to-state comparisons become difficult. Nevertheless, by tracking and monitoring the rate of recidivism, Louisiana corrections officials can determine the relative effectiveness of rehabilitation programs in comparison to previous years.

Like the adult system, juvenile recidivism rates vary considerably from state to state. OJJ defines a recidivist as "any juvenile adjudicated delinquent and placed into custody or under the supervision of the Office of Juvenile Justice who, after discharge:

- Is subsequently re-adjudicated for any delinquent offense as a juvenile and is again placed into custody or under supervision of OJJ; or
- Is convicted in an adult court and sentenced to the custody or supervision of DOC.

Introduction of Key Factors

Primary Factor 1: Cultural Factors

A primary requisite to achieving public safety is the understanding of cultural factors that contribute to unsafe communities.

1. Poverty

Poverty indirectly influences crime. Poverty has a significant impact on communities and families, and in particular has been identified as a primary cause of community disorganization. Community/social disorganization issues are widely recognized as precursors to crime.

2. Unemployment

Unemployment leads to a variety of cultural factors which contribute to unsafe living conditions for citizens. Although closely related to the issue of poverty, unemployment contributes to community and family stress. The evidence suggests that the greater the stress on a community or a family, the greater the likelihood that some behaviors will ultimately take the form of social non-conformance and crime. Safe communities tend to have lower levels of unemployment, and conversely those areas which have high unemployment also tend to have higher rates of criminal activity.

Primary Factor 2: Education

Education plays a key role in the overall goal of public safety. The more educated a community is, the better they are equipped to deflect any harm or danger to the communities in which they reside.

1. Barrier Busting Targeted Interventions Through Education

Barrier busting targeted education can be used to address a variety of issues that affect public safety in a negative manner. Education can proactively help young people make appropriate and socially acceptable life choices. Using preventive strategies and proven programs, at risk youth can be educated about the problems associated with teenage pregnancies, low graduation rates, truancy, and substance abuse. Each of those issues, if not addressed, contributes to social disorganization and thus influences crime rates.

2. Public Safety Education

Provision of education and information can have a significant impact on the choices citizens make and the behaviors they participate in. Crime prevention, traffic safety education, fire prevention and safety, and substance abuse are all appropriate topics

for sensitizing citizens to the threats to public safety. By providing well designed programs, citizens can come to understand how individual choices can promote safer communities. Sharing information can improve the knowledge base about critical issues and can potentially modify future behavior.

Primary Factor 3: Substance Abuse and Mental Health

A lack of treatment for substance abuse and mental health lead to unstable individuals who are more susceptible to commit crimes, therefore compromising public safety.

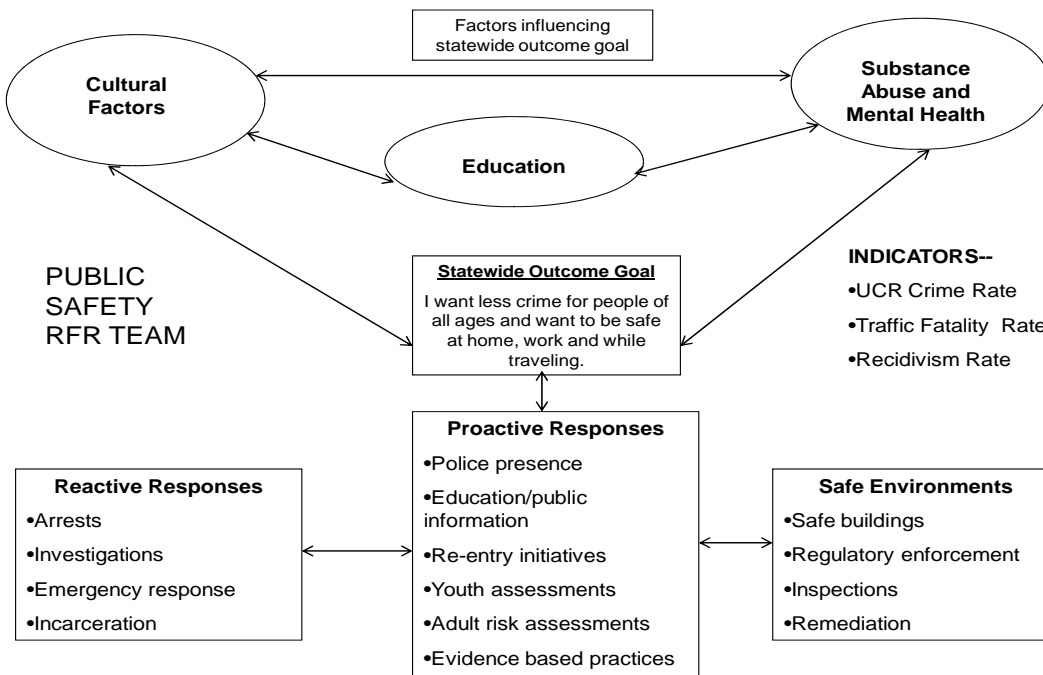
1. Evidence Based Treatment Programs

Evidence based treatment programs provide data relative to the effectiveness of programs offered to communities that require them. The link between criminal behavior and substance abuse is well-documented. A wide variety of treatment modalities are commonly employed to address this serious problem. They range from informal discussions with peers who are recovering from addiction to highly structured, long term residential treatment communities. Implementing programs that are evidence based will provide the public with rigorous evidence and the scientific basis and practicality of interventions that prevent and/or treat mental and substance use disorders. Evidenced based programs will assure Louisiana communities that programs are based upon the degree, quality, and outcomes of research associated with them.

2. Drug and DWI Courts

Substance abuse is a major cornerstone of crime in our communities. Tougher supervision and more drug courts will provide fewer drugs, less crime, and a better sense of safety in the community. Drug and alcohol abuse have had a devastating impact on our cities and state. There is ample research on the linkage between substance abuse and other criminal activities. Substance abuse courts (both drug and DWI) are proving to be an effective means of changing behaviors for those charged with criminal conduct or other conduct associated with or caused by substance abuse. Intensive pre- and post-conviction supervision, substance abuse screenings, mandatory treatment program participation and other requirements seem to be a productive alternative to more traditional court and supervision efforts.

Cause-and-Effect Map



Purchasing Strategies

1. WE ARE SEEKING OFFERS THAT PROVIDE DATA DRIVEN LAW ENFORCEMENT

Law enforcement strategies to reduce crime can be considered as either proactive or reactive. A review of best practices currently in use throughout the country shows that communities can be safer when law enforcement officials work proactively to impact factors which lead to crime. Moreover they can prevent opportunities for crime. When the police work aggressively with stakeholders, other agencies and communities, they can multiply the likelihood of long term success. In particular, when agencies create bonds to the communities they serve, they establish a level of trust, and that trust is essential to the ultimate goal of safe communities. Collaboration and communication are core elements in the proactive approach.

It is widely recognized that routine police patrols and police presence can serve to deter criminal conduct. High profile, conspicuously marked patrol vehicles and uniformed officers create a sense of omnipresence, and that alone promotes conformance to the law. Patrols also promote the more important objectives of peace keeping and order maintenance. Patrol strategies to reduce crime can take the form of location-focused patrols, perpetrator-focused patrols or problem-solving patrols.

Although the deployment strategies of each vary widely, the ultimate goals are common and shared—deterrence and presence. Each is heavily reliant on data which identifies high crime locations or persons responsible for high levels of criminality. Alternatively, problem solving patrols require that agencies employ data in identifying the causes of crime and designing responses that attack the *causes* of crime rather than reacting to the crime once it occurs. Effectively designed and deployed patrols can reduce the crime rate, reduce fear and make communities safer.

Insofar as traffic safety is concerned the research indicates that the most effective traffic enforcement strategies incorporate crash data analysis and development of enforcement plans based on that analysis. Selective enforcement programs have been used for years and represent one of the most effective strategies for the use of resources. They are based on detailed analyses of traffic crash statistical reports, and are more targeted in their approach compared to random patrol efforts. In addition to crash data, more sophisticated approaches also incorporate vehicle density, reports of non-compliant driver activities by citizens, and observations by law enforcement personnel. The citizen reporting concept has proven as an important link in the development of enforcement plans and is an extension of community policing activities. A pilot project currently underway in the Baton Rouge metropolitan area has capitalized on citizen input into enforcement plans. In addition to providing a critical community-government agency link, the information provided by citizens about problem areas in the driving environment has led not only to increased enforcement but has also provided an increased profile for the deployed resources. That, in part, serves as a co-impact for another buying strategy (Raising Public Awareness Relative to Crime Prevention, Seat Belts and Driver Safety).

Because police can never prevent all criminal conduct, agencies must develop and provide reactive responses. They must work to protect victims and witnesses, and provide investigative, forensic and technical expertise designed to identify violators. Once identified, those violators must be aggressively pursued, arrested and prosecuted. In many cases, such investigations and support activities are secondary functions provided to local law enforcement agencies where expertise or resources may be scarce. Common sense suggests, and research confirms that when agencies work cooperatively, without regard to parochial concerns or jurisdictional boundaries, that public safety is best served. Continued collaboration with the community and other segments of the criminal justice system beyond the actual arrest ensures that individuals are held accountable for their conduct, and that serves as a general deterrent to future criminal conduct by others.

The successful budget requests will be those that demonstrate what data driven patrols, investigations and prosecutions will be utilized in conjunction with other operational strategies to reduce crime and improve traffic safety.

2. WE ARE SEEKING OFFERS THAT RAISE PUBLIC AWARENESS RELATIVE TO CRIME PREVENTION AND DRIVER SAFETY

Research supports the effectiveness of public information and educational efforts at impacting a variety of behaviors in the community. Crime prevention programs are delivered to communities in a multitude of venues and include a number of target audiences. Crime prevention programs can help citizens protect themselves from victimization by providing information on personal safety and hard targeting of homes and businesses. These efforts can also have an impact on behaviors for at-risk groups related to substance abuse. Although many traditional substance abuse efforts have been shown to be only marginally successful in the long term, a number of new programs are emerging and show promise for reducing risky behaviors. Thus innovation will be essential to any drug education effort.

Traffic safety programs have been shown to be especially successful at changing behaviors, and in some cases have been more successful than enforcement efforts in the long term. A number of studies conducted by the National Highway Safety Transportation Administration, or sponsored by the organization have, for example, proven effective in increasing the use of safety restraints and reducing the incidence of drinking and driving. While traffic safety education can be a co-activity of routine traffic enforcement, a more sophisticated and dedicated approach would seem to be appropriate for accomplishing the stated objectives.

Prevention programs are a vital component to protecting public safety. Providing services in school settings to at risk youth has proven to be effective in diverting youth from the juvenile justice system. Youth can be identified as being at risk either through their behavior or academic performance. Prevention and diversion programs are an effective means to reduce truancy and improve performance. Preventive education is a vital component to limit youth contact with the juvenile justice system.

Successful budget requests will be those that demonstrate the most effective types and variety of educational and/or informational efforts which will be carried out pursuant to funding. The budget request must articulate how the linkage between educational/informational efforts and changed behaviors or attitudes will be measured.

3. WE ARE SEEKING OFFERS THAT CONTRIBUTE TO SUCCESSFUL PARTICIPATION IN AND COMPLETION OF RE-ENTRY INITIATIVES

Reentry involves the use of programs targeted at promoting the effective reintegration of offenders back to communities upon release from prison and jail. Reentry programming involves a comprehensive case management approach and is intended to assist offenders in acquiring the life skills needed to succeed in the community and become law-abiding citizens. A variety of programs are used to assist offenders in the

reentry process, including prerelease programs; drug rehabilitation; vocational training; and work, faith and character based programs.

STATE FACILITIES

Reentry strategies should integrate a continuum of services and programmatic procedures and interventions for incarcerated offenders. Beginning with the initial reception into the DOC system, the reentry initiative should assess, identify and link offenders with services specific to their reentry needs (i.e., education, job skills training, substance abuse interventions, housing and medical/mental health treatment) and other appropriate programs.

LOCAL FACILITIES

The Secretary, in collaboration with the Louisiana Sheriffs Association, has identified ten (10) local facilities located in strategic geographic areas across the State that will serve as reentry programs. These local reentry programs will be required to provide an increased level of service (education/job skills) in a treatment modality specific to the Department's reentry strategies. In July 2009, the Northwest Reentry Facility became operational in Caddo Parish for DOC offenders who are housed in local facilities in the 10 parish area. All offenders who enter the DOC system from that geographic area will now undergo a formal classification process to identify specific needs of the offender while incarcerated, and many will also process out of the DOC system through the Northwest Reentry Facility after participation in pre-release programming.

PROBATION & PAROLE

The Probation & Parole Division of the DOC is actively involved in the transition from prison to community for releasing offenders, assisting with post release services. Probation & Parole officers regularly conduct reviews of the parole supervision conditions at DOC institutions to familiarize releasing offenders with what will be expected of them and to answer any questions they may have. Offenders are directed to report within 48 hours of release to the Probation & Parole District responsible for their area of residence. When the offender reports to the office, the conditions of supervision are again explained to the offender and a comprehensive supervision plan is created during the intake process. The offender's needs are assessed and appropriate referrals or assistance is provided as necessary. Each Probation & Parole District has a Community Resource Coordinator tasked with gathering information on community resource opportunities from housing to treatment to employment that may assist the offender in successfully reentering the community. This information is used to assist the Officer in making appropriate referrals and community connections to meet the offender's needs. The Probation & Parole Officer assigned to supervise the offender then makes periodic follow up contact to insure the offender's needs are being met and that any additional barriers or challenges are addressed. This process continues throughout the offender's supervision period, as the goal of the

Probation & Parole Officer is to assist the offender in successfully completing supervision and attaining a stable lifestyle.

Successful budget requests will demonstrate the most effective types and variety of reentry programs that will be implemented at the state prison level, local jail level, and the Probation & Parole level that would positively impact Louisiana's recidivism rate.

4. WE ARE SEEKING OFFERS THAT REDUCE OFFENDER RECIFIVISM AND COSTS THROUGH ALTERNATIVE SANCTIONS

ADULT

Alternative sanctions, or Alternatives to Incarceration Programs (ATIs), are part of the mix of factors that reduce costly jail time and successfully treat people in their community, without compromising public safety. ATIs allow a judge to sentence someone to a program where they receive treatment, education and employment training in the community, all while remaining under strict supervision. If offenders do not succeed in these programs, the court still has the option of sentencing them to incarceration.

Day Reporting Centers are an example of an effective ATI program that exhibits a collaborative effort between agencies that are stakeholders to provide a comprehensive center for diverting technical probation and parole violators. The program provides intensive supervision to violators at a multi-resource/treatment center providing comprehensive evaluation and testing, substance abuse treatment, mental health treatment, job readiness, placement and retention, education, anger management, family counseling, and community service work/restorative justice.

Similarly, alternatives to incarceration such as electronic monitoring and the 90-day revocation program that Probation and Parole staff utilizes for offenders who commit technical violations as an alternative to re-incarceration. Offenders under probation and parole supervision who are revoked are committed to the state's penal institutions for technical violations of their conditions of supervision, which are defined as violations other than new felony convictions or arrests. Substantial savings are possible without compromising public safety by diverting a relatively small percentage of these offenders to a short term (60 to 90 days) rehabilitative program and returning them to supervision, instead of incarceration, if they successfully completing this program. The revocation program requires the offender be confined, but provides intensive substance abuse treatment, anger management, and other appropriate educational and rehabilitative programs during this short period of 60-90 days.

JUVENILES

Adjudicated youth must be treated separately from adult offenders. Currently, youth are served through probation and parole offices, state run secure facilities, and contract community providers. Youth are often able to be served in community based programs which are a less expensive alternative to secure care while providing appropriate services to youth based on their risk and needs. The benefits of serving youth in the community include an increased likelihood of successful reintegration, community supports, workforce opportunities, and cost savings. These services include Day Treatment Education Services, Mentor/Tracker Services, Community Reintegration Services, Residential Services, Specialized Substance Abuse, Transitional/Independent Living, Specialized Sex Offender Services, Assessments, Evaluations, and in home counseling.

Successful budget requests will propose innovative ideas for alternative sanctions with strong potential to make and measurable progress on Louisiana's recidivism rate.

5. WE ARE SEEKING OFFERS THAT ANALYZE DATA AND CONDUCT RESEARCH TO DETERMINE IF PROGRAMS WORK AND SHIFT RESOURCES TO PROGRAMS THAT DO

As there are limited funds for rehabilitative programs, a review of all those programs being provided in each DOC facility must be undertaken to gauge the effectiveness of programs. Measuring outcomes will enable management to identify opportunities for improving overall effectiveness, identify programs that are functioning well, and to determine if resources should be reallocated or re-directed to programs that have an impact on an offender's behavior and the State's re-entry initiatives. In January 2009, the DOC revised its monthly statistical reporting to mirror the performance based measuring system established by the Association of State Correctional Administrators (ASCA). Among the data collected on major correctional responsibility areas is public safety, mental health, substance abuse, academic education and health, all of which are key aspects of the DOC mission.

The Office of Juvenile Justice, through its agency's quality assurance process, assesses performance and utilization regularly to ensure that needs are being met efficiently. Quality assurance reviews are conducted at secure facilities semi-annually and at regional offices on an annual basis. These reviews examine quality of life issues for youth, safety and security issues, and compliance with American Correctional Association Standards and Performance Based Standards. Additionally, contract providers are monitored and evaluated for compliance and contract performance.

Successful budget request will demonstrate the ability to perform scientific analysis of the data currently being collected by the state, as well as propose a method for any other data collection necessary for review and analysis that would effectively measure outcomes and the development of strategies that would impact Louisiana's recidivism.

6. WE ARE SEEKING OFFERS THAT PROTECT PUBLIC SAFETY THROUGH OVERSIGHT.

A large measure of public safety is provided through the regulatory authority of government entities. The use of administrative and regulatory law in recent years has expanded significantly at federal and state levels. Many functions of government intended to protect citizens from peril and hazard are carried out through civil regulation.

Among the areas critical to public safety are life/fire code inspections and plan review, licensing and regulation of drivers, registration of motor vehicles, inspection and regulation of motor carries and hazardous material transporters, inspection of hazardous material facilities, licensing and regulation of gaming interests, and licensing and inspection of group homes.

Successful budget requests will articulate what regulatory authority and approach will be offered, the means of carrying out the responsibility (or responsibilities) and provide specific and direct linkage to the public safety priority.

Criteria

We are seeking offers that provide a *return on investment*. We believe that funds committed to programs should result in positive and measureable outcomes. Beyond the standard cost benefit analysis, programmatic efforts should do more than accomplish narrow goals, they should further the primary state priority.

We are seeking offers that *improve our current operations, impact our goals and objectives, and promote innovation*. All three indicators will require sellers to perform some of the same activities they currently perform. The team expects that new approaches to previous activities will result in a more effective and efficient use of scarce resources and that operational strategies will become more creative.

We are seeking offers that are *evidenced based*. Activities funded through the RFR must demonstrate success through data or other generally accepted objective measures of

performance. Subjective measures provide an insufficient basis on which to make future decisions regarding program success.

We are seeking offers that *maximize resources through partnerships*. Collaboration across state agencies eliminates duplication, saves money, and produces better outcomes. Similarly, stakeholder involvement is paramount to the effectiveness of public initiatives. Successful offers will emphasize relationships and partnerships with federal and local government, non-profit organizations, service providers, and other relevant groups working toward our public safety goals and objectives.

Supporting Evidence

LAW ENFORCEMENT PATROLS AND SAFETY EDUCATION

“Crime Control and the Anatomy of Dangerous, Persons, Places and Situations,” by Terrance Miethe and Richard McCorkle, Crime Profiles: The Anatomy of Dangerous Person, Places and Situations, 1998, Roxbury Publishing.

“Crime Waves, Fears, and Social Reality,” from The Mythology of Crime and Criminal Justice, by Victor Kappeler and Gary Potter, 4th ed. Waveland Press, Long Grove IL.

“Should the Police Enforce Zero-Tolerance Laws,” from Taking Sides—Clashing Views in Crime and Criminal Justice by Thomas Hickey, 8th ed. McGraw Hill, New York NY.

“Gun Violence Programs: Directed Police Patrols,” by the National Institute of Justice, 2008, asserts that based on two pilot projects that directed patrols reduced gun crime, homicide, aggravated assault with a gun and armed robbery, <http://www.ojp.usdoj.gov/nij/topics/crime/gun-violence/prevention/directed-patrols.htm>.

Lacey, J.H.; Jones, R.K.; and Smith, R.G. *Checkpoint Tennessee: Tennessee’s Statewide Sobriety Checkpoint Program*. DOT HS 808 841. Washington, DC: NHTSA, US DOT. January 1999. Validates the use of high profile, widely publicized sobriety checkpoints as reducing the overall incidence of drinking and driving.

Fell, James C.; Langston, Elizabeth A.; Lacey, John H.; and Tippets, A. Scott. *Evaluation of Seven Publicized Enforcement Demonstration Programs to Reduce Impaired Driving: Georgia, Louisiana, Pennsylvania, Tennessee, Texas, Indiana, and Michigan*. DOT HS 810 941. Washington, DC: NHTSA, US DOT. February 2008. Provides evidence that targeted enforcement efforts increase public awareness and impact driver behavior and choices.

Wicker, T.J., Chuddar, N.K.; Solomon, M.G; Ziegler, J.N.; and Meadows, J.D. *West Virginia’s Impaired Driving High-Visibility Enforcement Campaign, 2003-2005*. DOT HS 810 792. Washington, DC: NHTSA, US DOT. August 2007. Replicates the findings previously found with reduction of alcohol involved crashes and awareness previously found in Tennessee.

Wicker, T.J.; Chuddar, N.K.; Maloney, S.; and Squigglier, R. *Connecticut's 2003 Impaired-Driving High-Visibility Enforcement Campaign*. DOT HS 810 689. Washington, DC: NHTSA, US DOT. February 2007.

Principles of Police Patrol by Nathan Iannone, 1975. McGraw Hill, New York NY.

“An Analysis of the Effectiveness of Police Patrol and Other Crime Prevention Technologies,” by Lucius Riccio, *Journal of Criminal Justice*, Vol. 2, pp. 207-217.

“MURAC’s Speed Enforcement Research: Principles Learnt and Implications for Practice,” by Amanda Delaney, Kathy and Diamantopoulou and Max Cameron, Report 200, March 2003. Monash University Accident Research Centre, Victoria, Australia. Comprehensive examination of speed enforcement initiatives. <http://www.monash.edu.au/muarc/reports/muarc200.pdf>

“Field Test of the Impact of Setting and Enforcing Rational Speed Limits,” by the National Highway Traffic Safety Administration, 2007. Analyzes the relationship between specialized patrols and enforcement in the reduction of traffic crashes and deaths. <http://www.nhtsa.dot.gov/portal/site/nhtsa/menuitem.3d62007aac5298598fcb6010dba046a0/>

“Aggression Suppression Program in Milwaukee Reduces Crashes and Changes Motorist Behavior,” by the National Highway Traffic Safety Administration, published in *Traffic Tech*, Number 268, March 2002. Evaluates the effectiveness of police patrols at reducing aggressive driving. <http://www.nhtsa.gov/people/outreach/traftech/TT268.htm>

Police in America by Samuel Walker and Charles Katz, 6th ed. McGraw Hill, New York, New York.

The Police—An Introduction by Michael Lyman, 2009, Pearson Publishing, One Lake Street, Upper Saddle River, NJ.

Police Operations by Gary Cordner, Larry Gaines and Victor Kappeler, c. 1999, Chapters II and V. Anderson Publishing, 2035 Reading Road, Cincinnati OH.

Policing in America by Larry Gaines, Victor Kappeler and Joseph Vaughn, 1999. Anderson Publishing, 2035 Reading Road, Cincinnati OH.

Critical Issues In Policing by Roger Dunham and Geoffrey Alpert, 5 ed., 2005, Section III and Section VI. Waveland Press, Long Grove IL.

“Broken Windows,” by James Wilson and George L. Kelling, *The Atlantic Monthly*, March 1982, pp. 29-38.

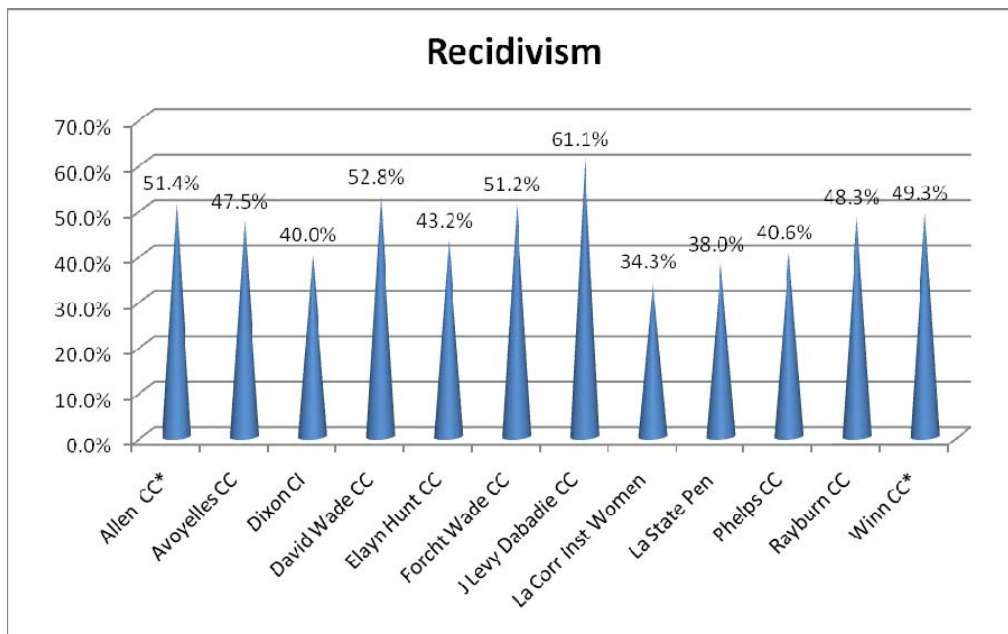
“The Thesis of a Subculture of Violence: Towards an Integrated Theory,” by Marvin E. Wolfgang and Franco Ferracutti, *Criminology*, 1967, pp. 140-163.

OFFENDERS AND RE-ENTRY INITIATIVES

LOUISIANA

In Louisiana, while the reentry program is still in the development phase, there is evidence of promising results when comparing recidivism rates (return to prison after 60 months of release date). When comparing recidivism rates at state prison facilities, with the exception of the women's prison (female offenders typically have lower recidivism rates than male offenders) and Angola (who has very few annual releases), DIXON CORRECTIONAL INSTITUTE has the lowest recidivism rate, at 40.0%. This can be attributed to the intense focus on reentry that was initiated by then Warden Jimmy LeBlanc. The reentry initiative at DCI is now being replicated at all state prisons.

In addition, reentry involves a multi-disciplinary approach to preparing an offender to return to the community. When comparing recidivism rates of offenders housed in state prisons who participate in available programs to the overall recidivism rate for offenders in state prisons, one can see the positive results.



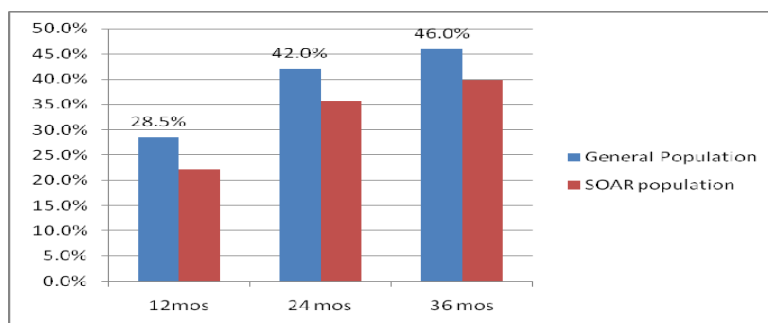
A number of initiatives are also underway throughout the country. A review of those states is illustrative of the positive results which can be realized by innovation.

MICHIGAN

Since the *Michigan Prisoner ReEntry Initiative* (MPRI) was launched, the fraction of parolees returning the prison within 2 years has dropped from 48 percent to 36 percent – a 26% drop. The extent to which the MPRI has contributed to the result is unclear, but it is precisely the result hoped for when the MPRI was launched. (Source: *MPRI 2008 Progress Report*)

NEW MEXICO

New Mexico's *Success For Offenders After Release* (SOAR) Program reports a marked improvement in recidivism rates for offenders who participate in SOAR than those in general population. (Source: New Mexico Department of Corrections – *New Mexico Prison Facts*)



6.2% less recidivism among SOAR participants at 12 months
6.4% less recidivism among SOAR participants at 24 months
6.2% less recidivism among SOAR participants at 36 months

MISSOURI

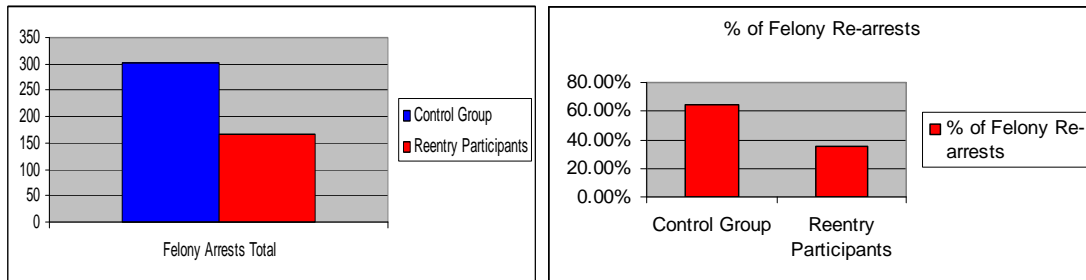
George Lombardi, Director of the Missouri DOC announced in 2009 that since the launch of the *Missouri Reentry Process* (MRP) in 2005, the recidivism rate after 12 months for those who complete the MRP is 11% lower than other offenders released in the same time period (24% compared to 35%).

“Treatment for drug and alcohol addiction cuts drug use in half, reduces criminal activity up to 80%, increases employment, decreases homelessness, improves physical and mental health, and reduces domestic violence, child abuse, and lost worker productivity....In-prison treatment that is followed by a period of community-based treatment enhances results. Arrest rates and drug usage are cut at least another 50%.” –Source: *Substance Abuse, Mental Illness, Crime and Incarceration* from the Missouri Coalition of Community Mental Health Centers, January 2005

VIRGINIA

In FY 2004 the National Governor's Association announced that Virginia was one of 7 states selected to participate in the *Prisoner Reentry Policy Academy*. The Virginia Department of Corrections Agency Evaluation Committee issued a report “Quasi-Experimental Evaluation of

Virginia’s Jail Based Reentry Programs”. That study of Virginia’s reentry programs focused on the question “Do Jail Based Reentry Programs impact recidivism rates of released inmates?” The analysis indicated that participation in a reentry program has a positive effect on subsequent criminal activity. Reentry program participants had significantly reduced numbers of felony arrests.



	Felony Arrest Total	% of Felony Re-arrests
Control Group	302	64.5%
Reentry Participants	166	35.5%

DELAWARE

“Delaware’s *KEY-Crest* program is a three-stage process that includes an in-prison therapeutic community, work release, and community-based aftercare. Among *KEY-Crest* participants, 77 percent were arrest-free 18 months after their release, compared to only 46 percent of a control group. Further, 47 percent of program participants were drug free after 18 months, compared to only 16 percent of a control group.”—Source: *Charting the Safe and Successful Return of Prisoners to the Community*, Reentry Policy Council Report Preview, p. 17 from the Reentry Policy Council

MARYLAND

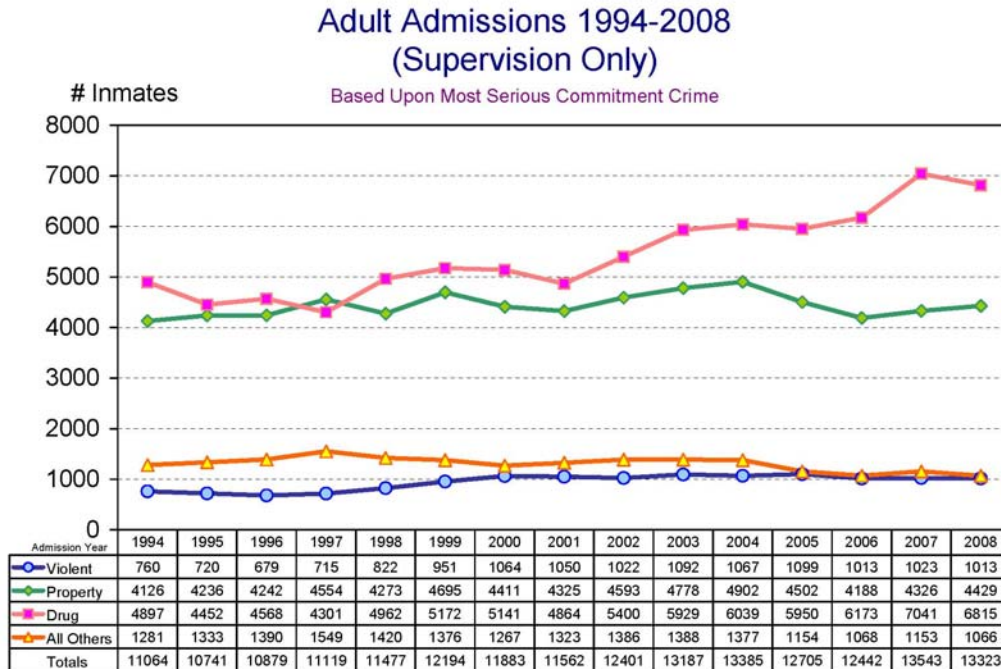
“Established in 1999, the Maryland Reentry Partnership Initiative (REP) is a coalition of service providers that coordinate efforts to provide prisoners returning to select Baltimore neighborhoods with comprehensive reentry services including housing assistance, substance abuse treatment, mental health counseling, education, vocational training and other services. Offered to inmates preparing for release from the Metropolitan Transition Center (MTC) located in East Baltimore, the program was designed to provide pre-release preparation, as well as support and services in the community... We find that REP was successful in reducing criminal offending. Fewer REP clients (72% compared to 77.6%) committed at least one new crime in the study period, which averaged 38 months.... We find that the REP program was cost-beneficial, returning about \$3 in benefits for every dollar in new costs.”—Source: *Impact and Cost-Benefit Analysis of the Maryland Reentry Partnership Initiative*, Urban Institute Policy Center, January 2007

ALTERNATIVE SANCTIONS

LOUISIANA

In Louisiana, a historical analysis of recidivism of parolees revealed that during the years 1994-2008, of the total revocations, 56% were revoked for technical violations of parole conditions, while 44% were revoked due to a new felony conviction.

The chart below indicates that in Louisiana, the vast majority of those admitted to DOC custody are admitted as a result of a conviction of drug or property offenses, with the minority being admitted for violent crimes.



Date: 03/31/09

ILLINOIS

The Illinois DOC's data on the recidivism rate of offenders released after serving time for drug offenses shows that in 2001, 54.5% of those serving time for drug offenses returned to prison within 3 years. The data establishes that, without treatment, more than 1/2 of the inmates with substance abuse issues will be repeatedly cycled through the system. The Sheridan prison model, on the other hand, which includes treatment, produced a 44% reduction in recidivism in its first 2 years of operation. (Source: *Alternatives to Incarceration in Illinois*)

KENTUCKY

The assessment of the jail alternatives implemented in Jefferson County, Kentucky indicates that these programs resulted in continued public safety, reduced jail day commitments, and in a reduction of costs to the community. The success of the programs was due in part to specific criteria that screened out high-risk offenders and an attempt to make the programs responsive to the concerns of the public and local officials. (SOURCE: *Alternatives to Incarceration in Jefferson County, Kentucky: Intensive Probation, Home Incarceration, and Work Release*, Deborah G. Wilson, Ph.D., SAC Director, Office of of the Attorney General, Kentucky)

GEORGIA

Georgia conducts a Special Alternative Incarceration program, where young offenders are assigned to a rigorous 90-day sentence akin to military basic training. Diversion Centers are another intensive alternative where individuals live in supervised residential centers and are required to hold regular jobs and pay room and board. Offenders can also be assigned to Intensive Probation Supervision (IPS) or Regular Probation, both of which focus on employment and rehabilitation. The National Institute of Justice concluded that the rates of recidivism were considerably lower among IPS participants than incarcerated individuals or those under regular probation. (Source: *Alternatives to Incarceration*, Harvard Kentucky School Ash Institute for Democratic Government and Innovations.)

According to BI, Inc., a private company operating day reporting centers in several states including California, Colorado, Missouri, and Kansas, “Research has shown cognitive-behavioral programming to be very effective in reducing recidivism.” Further, a 2005 study by the Washington State Institute for Public Policy found that community-based intensive supervision with cognitive/behavioral treatment programs (such as those employed in the day reporting centers) were the most effective in reducing recidivism, with statistical outcomes and recidivism reduction as high as 31%. (Source: BI, Inc. and Steve Aos, Marna Miller, and Elizabeth Drake (2006). *Evidence-based Public Policy Options to Reduce Future Prison Construction, Criminal Justice Costs, and Crime Rates*. Olympia: Washington State Institute for Public Policy.)

JUVENILE JUSTICE

Washington State Institute for Public Policy reports that evidence based programming, such as Family Functional Therapy and Multi-Systemic Therapy, can reduce recidivism while realizing a cost savings over time.

Steve Aos, Marna Miller, and Elizabeth Drake. (2006). *Evidence-Based Public Policy Options to Reduce Future Prison Construction, Criminal Justice Costs, and Crime Rates*. Olympia: Washington State Institute for Public Policy.
<http://www.wsipp.wa.gov/rptfiles/06-10-1201.pdf>

John D. and Catherine T. MacArthur Foundation, Models for Change Initiative
Models for Change-supported reform efforts in Louisiana focus primarily on bringing about change in three areas:

1. expanding alternatives to formal processing and incarceration;
2. increasing access to evidence-based services;
3. reducing disproportionate minority contact with the juvenile justice system.

<http://www.modelsforchange.net/about/States-for-change/Louisiana.html?tab=states>

Support of Therapeutic Model in Secure Facilities:

Annie E. Casey 2008 KIDS COUNT Essay Message: *FACT SHEET: A Road Map for Juvenile Justice*.

“Missouri’s juvenile correctional facility demonstrates that there are better ways to address incarceration – Missouri has not been the subject of litigation over conditions of confinement for more than 25 years. 70 % of Missouri’s former wards avoid recommitment to any correctional setting 3 years after discharge, far better than most states, even though its costs are low compared with other states.”

<http://www.aecf.org/KnowledgeCenter/Publications.aspx?pubguid={29CFCA70-348B-416B-8546-63C297710C5D}>

OJJ established a Continuous Quality Improvement Services (CQIS) department in 2000, shortly after the LA Department of Corrections entered into Settlement Agreement with the Department of Justice. This section, then called the Youth Programs and Performance Evaluation (YPPE), was quite visible at the facilities during the time of the Settlement Agreement.

YPPE was subsequently renamed CQIS and has evolved into a comprehensive quality assurance division. CQIS is now responsible for many areas within OJJ, including:

- Technical assistance for American Correctional Association (ACA) accreditation
- Quality Assurance Reviews of secure facilities as well as regional offices
- Quality Assurance Reviews of OJJ databases

- Managing the agency's Office of Risk Management/Safety Program
- Reviewing, revising, and developing agency policy
- OJJ's Data Warehouse – a system to extract/analyze data determining trends, etc. within the agency
- Investigative Services - Conducting investigations of abuse, crimes committed on the grounds of OJJ facilities and other internal matters as deemed necessary.
- Monitoring of CJCA's Performance-based Standards (PbS)

Following the Settlement Agreement, OJJ entered into candidacy with the Council of Juvenile Correctional Administrators to implement *Performance Based Standards* in OJJ secure care facilities.

Performance-based Standards (PbS) for Youth Correction and Detention Facilities is a system for agencies and facilities to identify, monitor and improve conditions and treatment services provided to incarcerated youths using national standards and outcome measures. PbS was launched in 1995 by the US Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention (OJJDP) to improve the deplorable conditions reported by the 1994 Conditions of Confinement study of 1,000 secure facilities. Directed by the Council of Juvenile Correctional Administrators (CJCA) with technical assistance from New Amsterdam Consulting, PbS asks participants to collect and analyze data to target specific areas for improvement. <http://pbstandards.org/aboutpbs.aspx>

American Correctional Association (ACA)

The American Correctional Association (ACA) is a professional organization whose mission is to improve the justice system. ACA believes that the principles of humanity, justice, protection, opportunity, knowledge, competence and accountability are essential to the foundation of sound corrections policy and effective public protection.

OJJ currently utilizes ACA standards as the tool to measure quality of services in the regional offices and Central Office. ACA standards guide administrators in development of plans to upgrade juvenile programs and procedures in accordance with nationally recognized benchmarks. The practice necessary to meet high standards of performance and to achieve accreditation is now well established.

The Field Services (Probation & Parole) section has been accredited with the ACA since 1994. Central Office achieved accreditation in 2009 under the Standards for the Administration of Correctional Agencies. The secure facilities are currently preparing for accreditation under the Standards for Juvenile Correctional Facilities with an expectation of achievement in 2010. <http://www.aca.org/>