





Justice Reinvestment in Alabama

Ist Presentation to Prison Reform Task Force June 10, 2014

Andy Barbee, Research Manager
Marc Pelka, Program Director
Patrick Armstrong, Program Associate
Ellen Whelan-Wuest, Policy Analyst

Council of State Governments Justice Center

- National non-profit, non-partisan membership association of state government officials
- Engages members of all three branches of state government
- Justice Center provides practical, nonpartisan advice informed by the best available evidence



Goal of Justice Reinvestment and Our Funding Partners

Justice Reinvestment

a data-driven approach to reduce corrections spending and reinvest savings in strategies that can decrease recidivism and increase public safety





Key Characteristics about Justice Reinvestment Process

Intensity of the approach

Comprehensive data analyses

Extensive stakeholder engagement

Broad scope of policy options

Consensus reflected in policy packages

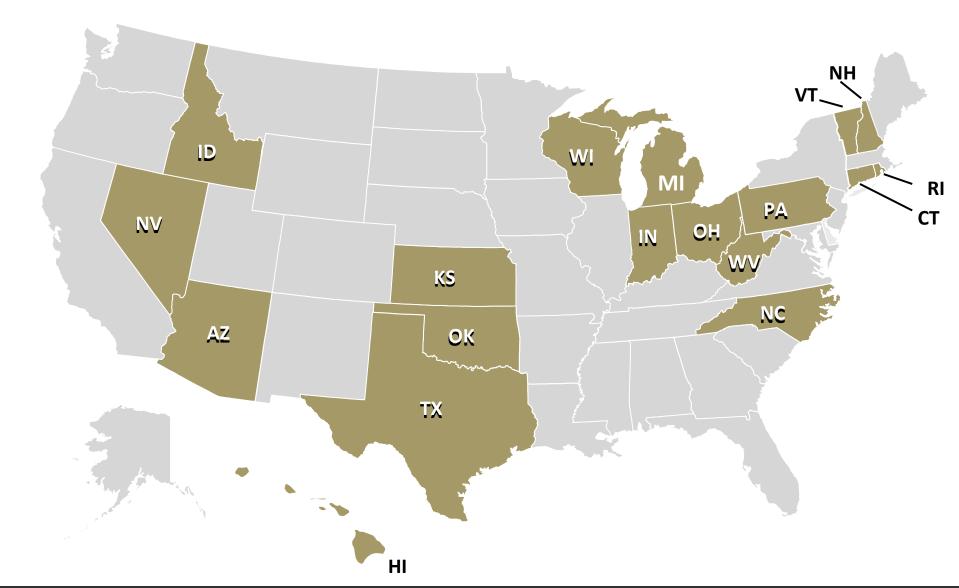
Reinvestment and improving current spending

Focus on improving public safety

Hold offenders accountable

Direct resources towards greatest recidivism reduction

18 States Have Used a Justice Reinvestment Approach with Assistance from the CSG Justice Center



National Conservative Leaders Making the Case for More Effective Criminal Justice Policy





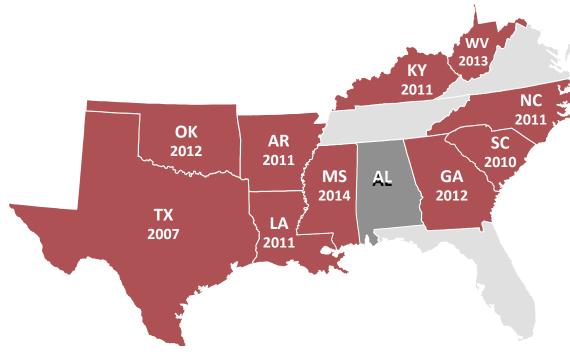




The Washington Post

"But on issues of sentencing reform and prison recidivism, Republicans — especially several governors in Southern states — have been the leaders, earning praise from prison reform groups on both sides of the aisle for efforts to save money by implementing rehabilitation programs and curbing skyrocketing prison costs."

Ten Southern States Have Enacted Criminal Justice Reforms Since 2007



North Carolina



Commissioner Guice North Carolina Division of Adult Corrections and Juvenile Justice

"We want to improve our criminal justice system and protect the public, and we recognize that our system can accomplish this goal in a less costly fashion."

Texas



Senator Whitmire

"You can always lock somebody up ... And it's not always the toughest thing. The toughest thing you can do, and probably the most conservative thing you can do, is prevent the next crime."

Mississippi



Governor Bryant

"We pledged to Mississippians that we would make this the 'public safety session,' and we have worked hard to develop a research-based plan that is tough on crime while using tax dollars wisely."

State Leadership Requested Assistance to Address Alabama's Criminal Justice Challenges



STATE OF ALABAMA LEGISLATURE

11 SOUTH UNION STREET MONTGOMERY, ALABAMA 36130

February 26, 2014

Juliene James Senior Policy Advisor Bureau of Justice Assistance 810 Seventh Street, SW Washington, DC 20531

Adam Gelb Director, Public Safety Performance Project Trusts 901 E St. NW, 10th Floor Washington, DC 20004

Lindsey Cramer Justice Reinvestment Initiative Urban Institute 2100 M Street, NW Washington, DC 20037

Dear Ms. James, Mr. Gelb and Ms. Cramer:

Alabama would like to participate in the Justice Reinvestment Initiative request for Justice Reinvestment technical assistance to help our state effective corrections policies and reinvest in strategies to increase public comes with a full understanding of the Justice Reinvestment process, ho

in Alabama, and a full commitment f succeed. We are dedicated to working Justice Assistance, and the Council implement cost-effective, evidence-b justice system.



Alabama is committed to increasing public safety and improving our approach to criminal justice by engaging in this data driven process. We believe that justice reinvestment technical assistance will help us achieve our goals, and we would welcome and greatly appreciate your support.

Sincerely,

Governor Robert Bentley State of Alabama Chief Justice Roy Moore Alabama Supreme Court

Speaker Mike Hubbard

Alabama House of Representatives

President Pro Tempore Del Marsh Alabama Senate

Senator Cam Ward Chairman, Joint Prison Committee Commissioner Kim Thomas Department of Corrections

...Alabama is interested in analyzing...and developing policy options around...

- Court procedures and sentencing
- Data on reported crime and arrests
- Problem-solving court policies
- Felony probation and parole supervision
- · Behavioral health

- Jails and misdemeanor probation
- Prison admissions and length of stay
- Corrections and parole processes
- · Community corrections
- Recidivism rates

Two Phases of Justice Reinvestment

Phase I

Analyze Data and Develop Policy Options

- Analyze data
 - crime/arrests, courts, corrections,
 and supervision trends
- Solicit input from stakeholders
- Assess quality of investments in efforts to reduce recidivism
- Develop policy options and estimate impacts

Phase 2

Implement New Policies

- Identify assistance needed to implement policies effectively
- Deploy targeted reinvestment strategies to increase public safety
- Track the impact of enacted policies/ programs
- Monitor recidivism rates and other key measures

Typical Timeline for Justice Reinvestment *Phase I* Process

Phase I - Analyze Data & Develop Policy Options

Collect and Examine Quantitative Data

- Reported crime and arrests
- Jail data
- Court dispositions and sentencing
- Risk/Needs
- Probation supervision
- Community corrections
- Prison admissions, population and releases
- Parole decisions and supervision

Engage Stakeholders

- Judges
- Prosecutors
- Defense Bar
- Parole Board
- County Officials
- Behavioral Health Providers
- Victims/Advocates
- Faith-Based Leaders
- Probation Officers
- Parole Officers
- Law Enforcement

Develop and present a comprehensive analysis of the state's criminal justice system

Develop a framework of policy options that together would increase public safety and reduce/avert taxpayer spending

6 to 9 months

2 to 3 months

Structures Providing Support and Direction to Justice Reinvestment Project

Bipartisan, Inter-branch Coordination



Executive

Judicial

Legislative

High Level Working Group



Agency Directors

Policymakers

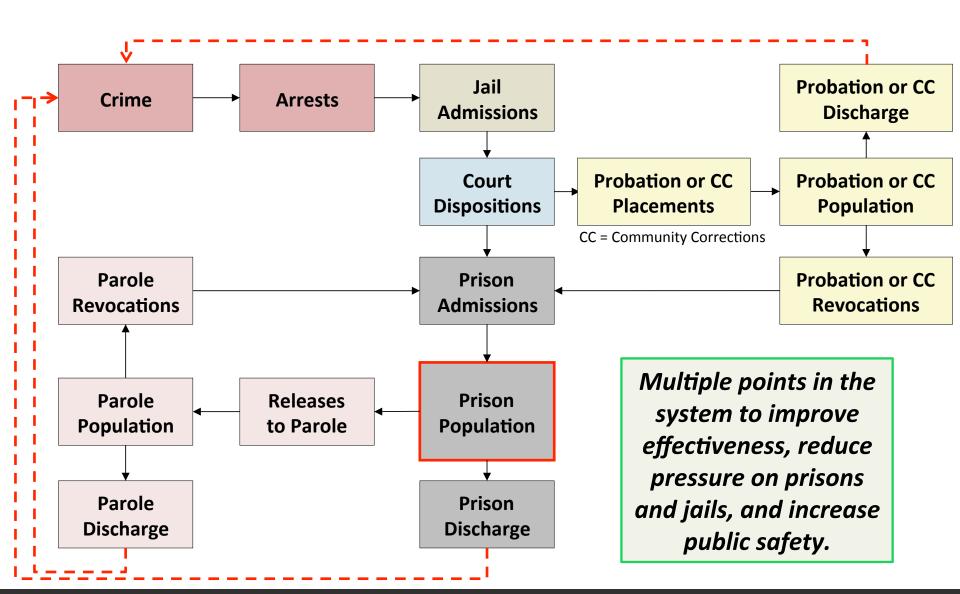
Stakeholders

Other support needed for effective technical assistance:

CJ System Stakeholder Leadership

Assist in accessing data, review of preliminary data findings, advice for engaging association membership, guidance on statewide issues, and distribution of surveys and assistance with scheduling focus groups

Understand Broader System Trends — Prison Data Alone Won't Answer Essential Questions



Example of Justice Reinvestment Data Analysis and Stakeholder Engagement in Oklahoma

700,000+ data records analyzed

100+

in-person meetings with stakeholders

Five

Working Group meetings for 2-3 hours each

100

Police Chiefs, Staff and Officers

12

Sheriffs

24

Victims, Advocates, and Survivors 40

Probation and Parole Officers

5

Community and Private Supervision Officers

15

Behavioral Health and Treatment Providers 17

Members of the Defense Bar

12+

Hours with District Attorneys

20

Judges

Detailed, Case-Level Data Sought from Many Sources

Data Type	Source	Status
- Sentencing	Sentencing Commission	In Process
– Prison	Department of Corrections	In Process
Probation SupervisionParole Decision-MakingParole SupervisionRisk Assessment	Board of Pardons and Paroles	In Process
JailCommunity CorrectionsProblem Solving Courts	Counties	Still scoping
– Behavioral Health Data	Department of Mental Health	Still scoping
Crime and Arrests	Criminal Justice Information Center	Awaiting Response

Roadblocks that sometimes arise

Shortage of data staff

Delays in delivery due to "data cleaning"

Unavailable data instead collected through samples and surveys

Agencies unaccustomed to sharing data with outside groups

Criminal Justice Trends in Alabama Guiding Principles Justice Reinvestment Case Studies

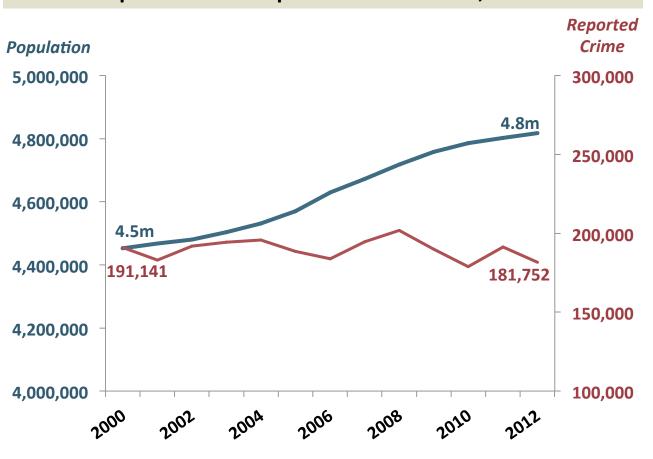
Criminal Justice Trends in Alabama

Guiding Principles

Justice Reinvestment Case Studies

Crime Has Decreased Despite Growing State Population

State Population and Reported Index Crimes, 2000 – 2012

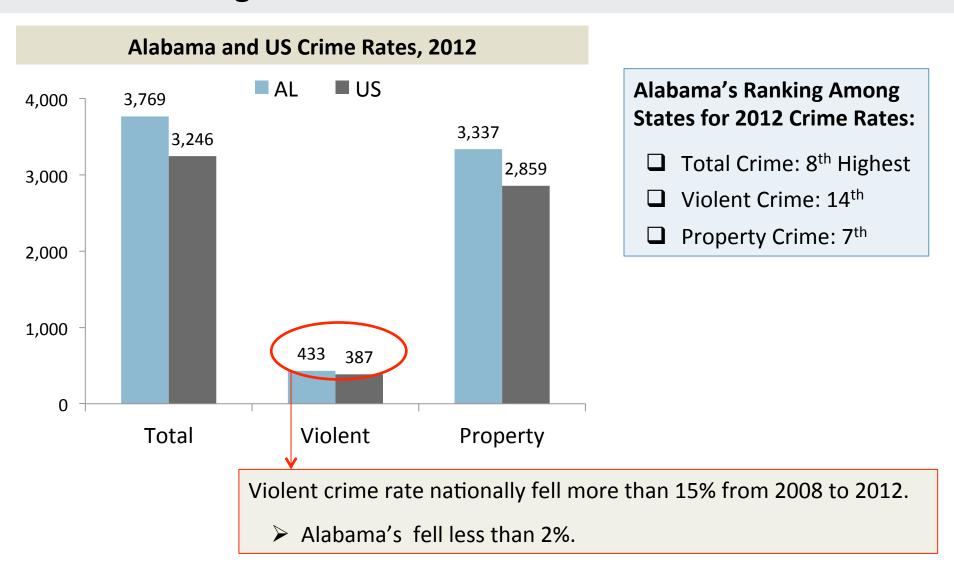


Alabama's resident population increased 8.2% from 2000 to 2012.

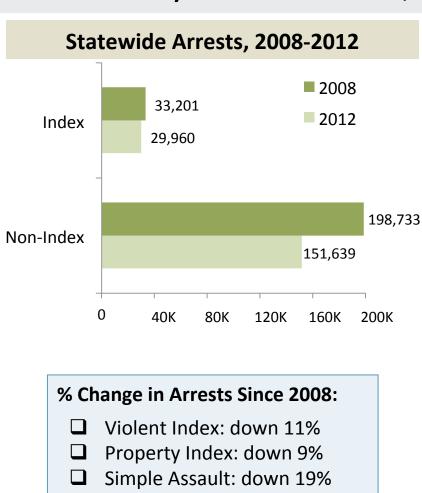
- **2000** pop = 4,452,173
- 2012 pop = 4,817,528

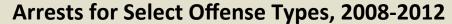
During the same period, reported crime fell by 5%.

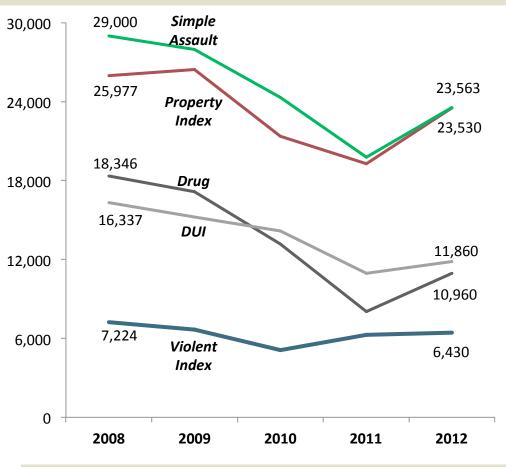
Despite Falling Crime, Alabama Continues to Have Some of the Higher Crime Rates in the Nation



Statewide Volume of Arrests Has Declined by More than 50,000 Since 2008



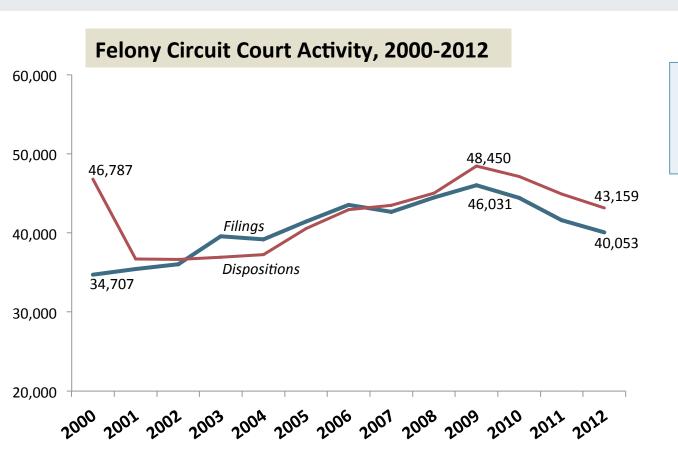




Note: Number of sworn officers up by 3% since 2008.

Drug: down 40% DUI: down 27%

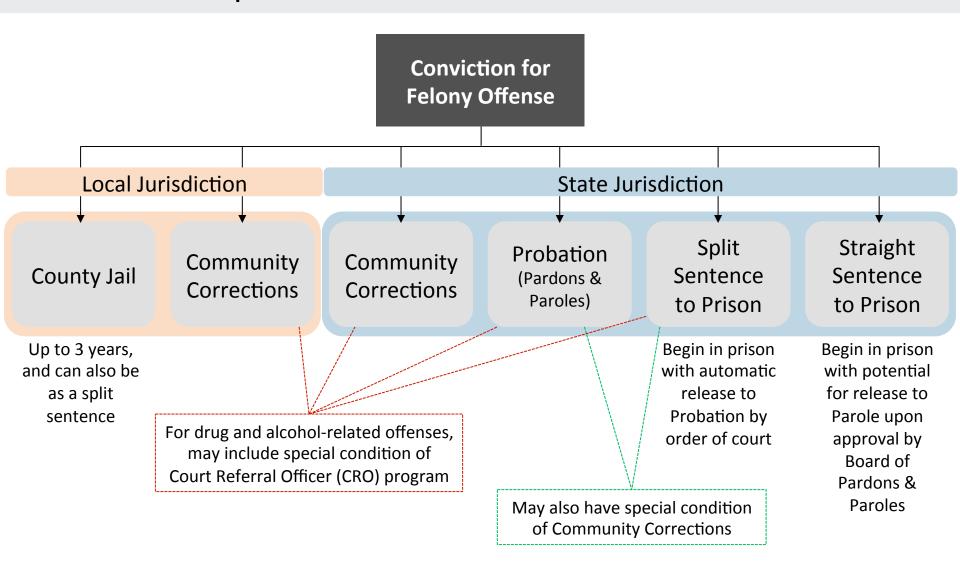
Felony Court Activity Has Declined in Recent Years



Since Peaking in 2009:

- ☐ Filings down 13%
- ☐ Dispositions down 11%

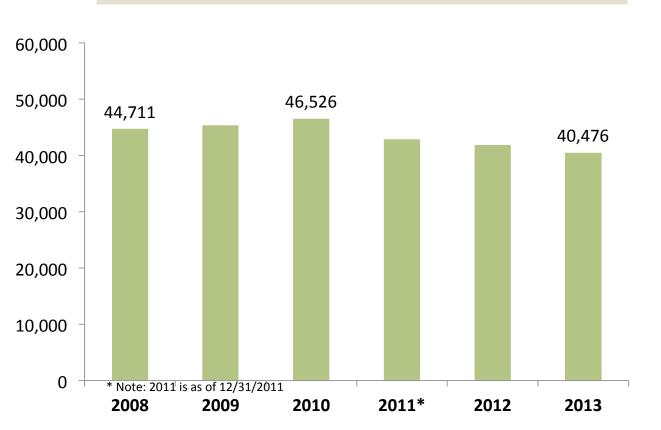
Possible Sentencing Dispositions for Felony Convictions Are Quite Complex and Nuanced



Number of People Supervised on Felony Probation Has Declined Almost 10% Since 2008

Felony Probation Population,

Supervised by Board of Pardons and Parole at End of Fiscal Year



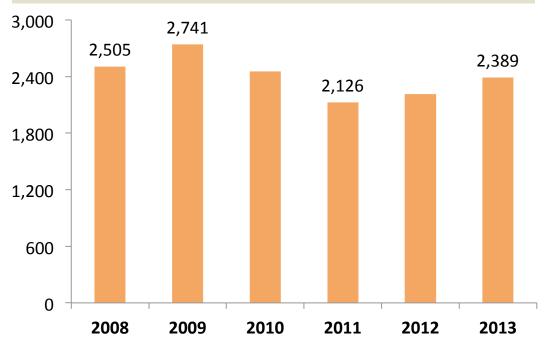
Why is the felony probation population declining?

- Fewer being sentenced to probation?
- More being revoked from probation?
- Both?

Between 2008 and 2013, the average probation and parole officer caseload increased from 178 to 192.

Felony Probation Revocations Declined from 2009 to 2011 but Have Since Increased

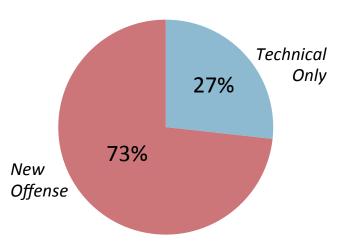




Further analysis will look into where these probationers are being revoked: prison versus jail.

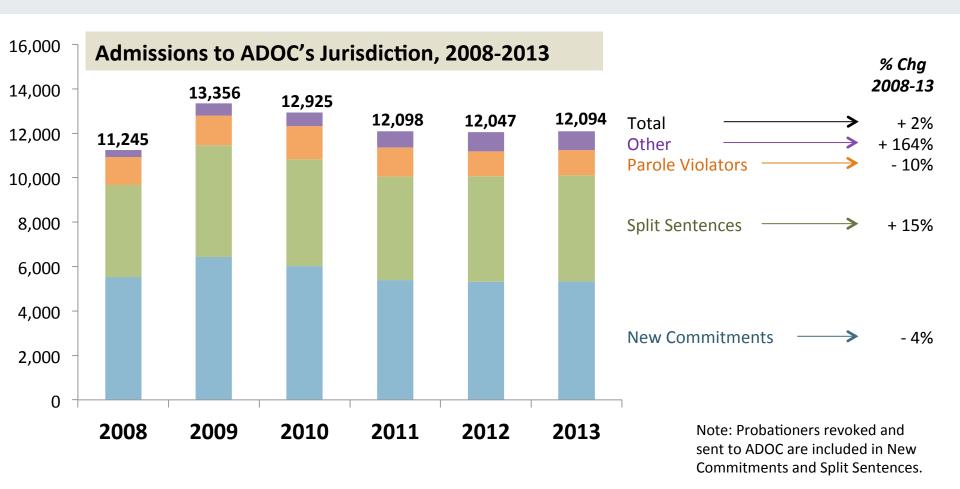
- 22% decline in revocations from 2009 to 2011
- 12% increase from 2011 to 2013

Reason for Revocation, 2013

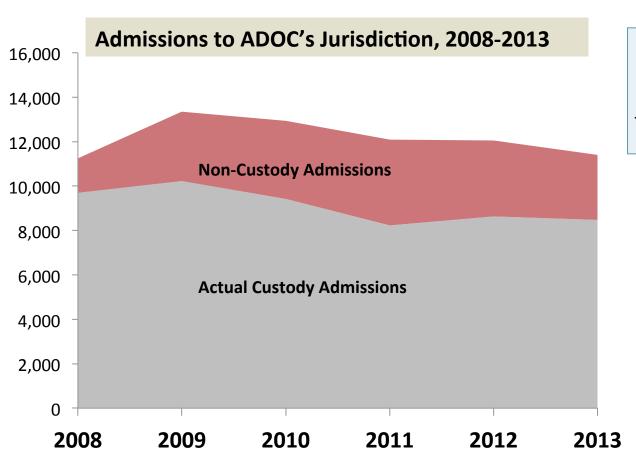


Large share of revocations involving new criminal behavior represents opportunity for improving public safety.

Admissions to ADOC Have Increased Almost 2% Since 2008



Due to Level of Prison Overcrowding, Many Individuals Admitted to ADOC Do Not Go to Prison



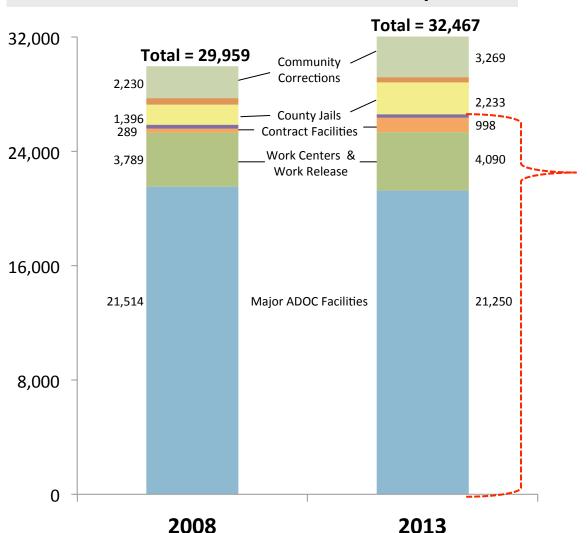
In 2013, only 74% of those admitted to ADOC's jurisdiction were admitted to prison.

Those not admitted to ADOC custody upon sentencing could be admitted to the following:

- ✓ Community Corrections upon order of the court
- County Jail while waiting for space to open up in ADOC facilities (contract for those more than 30 days from sentencing)

ADOC's Population Resides in Many Different Places

End of Fiscal Year ADOC Jurisdictional Population

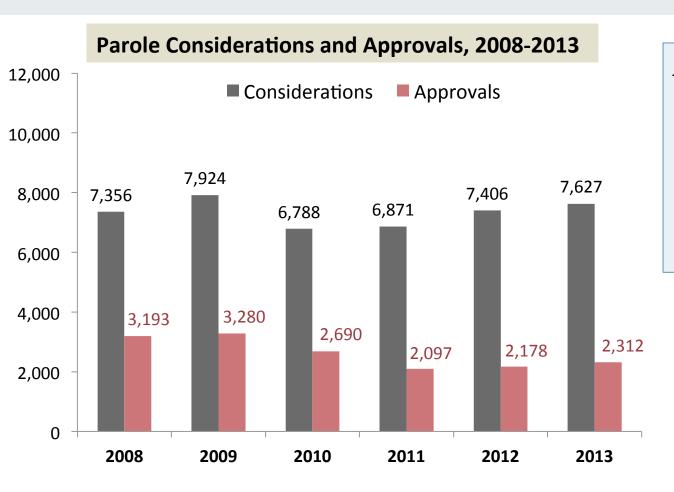


ADOC's "custody" population includes those in major ADOC facilities, work centers and work release, supervised re-entry, and contract facilities.

➤ Growth in "custody" population from 2008 to 2013 was driven primarily by increase in contract facilities (+709).

Source: Annual Reports and Monthly Reports, Alabama Department of Corrections.

Parole Approval Rates Have Fallen by Almost a Third in the Past Six Years



Parole Approval Rates

2008 = 43%

2009 = 41%

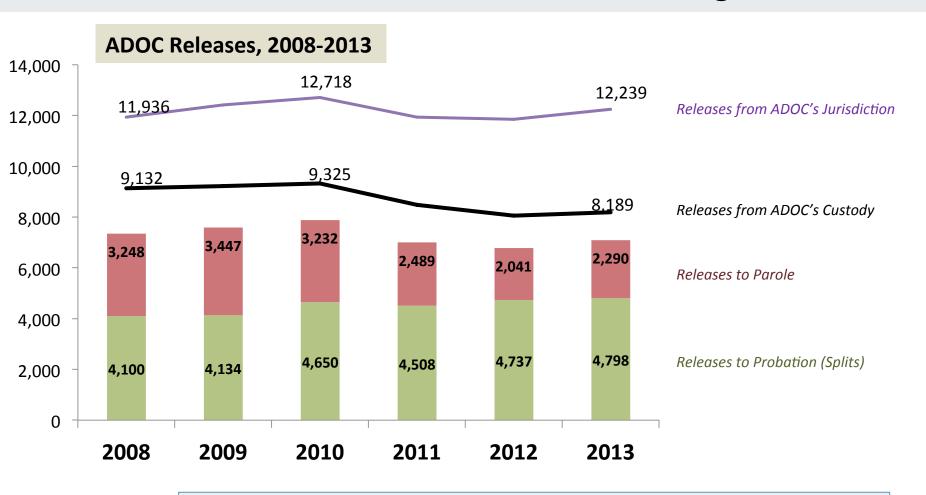
2010 = 40%

2011 = 31%

2012 = 29%

2013 = 30%

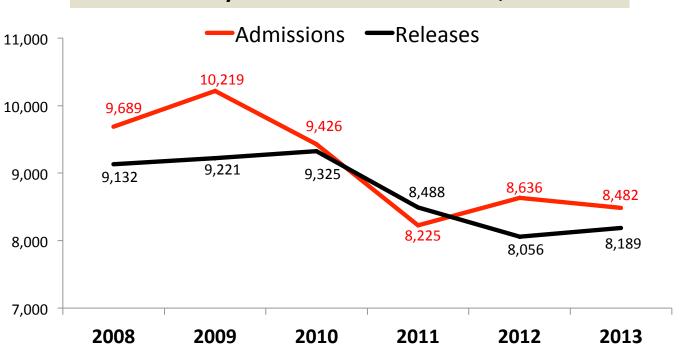
Number of Prisoners Released to Probation Is Increasing While Number Released to Parole Is Decreasing



The declining number of parole releases since 2010 (-942) is driving the decline in overall ADOC Custody releases (-1,136).

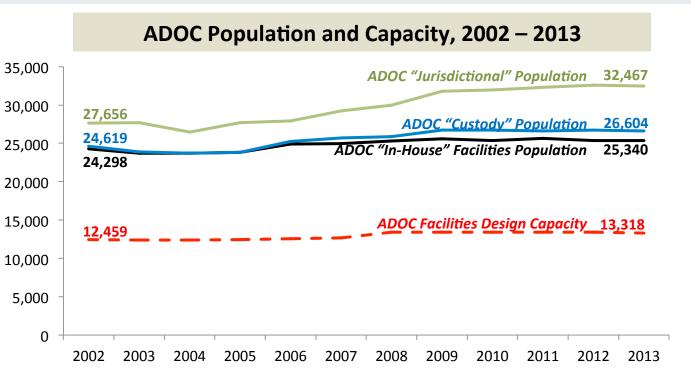
For Five of Past Six Years, Admissions to ADOC Custody Have Outpaced Releases

ADOC "Custody" Admissions and Releases, 2008-2013



There have been 2,266 more admissions than releases since 2008.

Alabama's Prisons Are Operating at 190% of Designed Capacity



What would it cost Alabama to build its way out of the current situation?

Achieving <u>130%</u> operational capacity requires adding 6,000 prison beds:

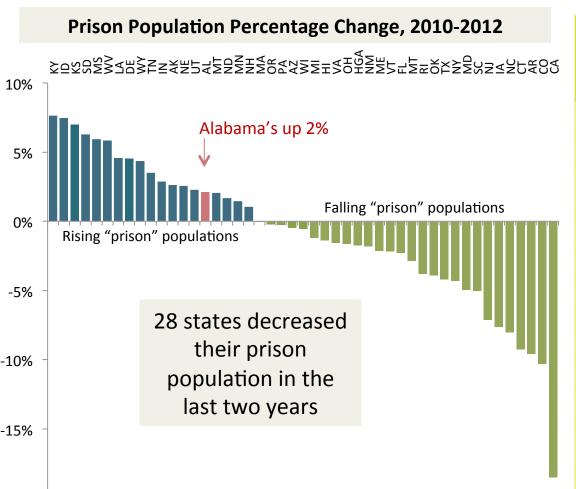
- Construction costs = \$420m
- ❖ Annual operating costs = \$93m

Achieving <u>100%</u> operational capacity requires adding 12,000 prison beds:

- Construction costs = \$840m
- ❖ Annual operating costs = \$186m

Source: Annual Reports and Monthly Reports, Alabama Department of Corrections; Alabama Legislative Fiscal Office estimates \$102 million construction cost for 1,500 bed facility; ADOC inmate operating cost = \$42.54 per day, 2012 Annual Report.

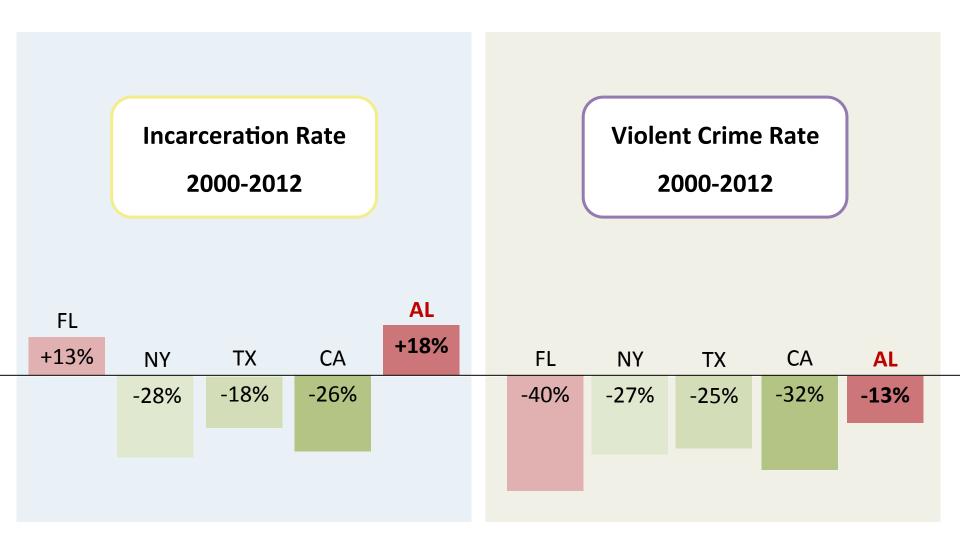
Recent BJS Report Shows Alabama Among the Highest in Adult Incarceration Rankings



	Adult Prison Incarceration Rate				
Rank	2011		2012		
1	Louisiana	1,144	Louisiana	1,179	
2	Mississippi	921	Mississippi	954	
3	Texas	866	Oklahoma	858	
4 (Alabama	848	Alabama	847	
5	Oklahoma	838	Texas	820	
6	Arizona	784	Arizona	773	
7	Georgia	731	Georgia	723	
8	Arkansas	718	Idaho	680	
9	Florida	678	Missouri	674	
10	Missouri	669	Florida	661	
11	Idaho	666	Arkansas	651	

-20%

Changing Incarceration Rates Don't Necessarily Correspond with Changing Crime Rates



Source: Prisoners in 2000 and Prisoners in 2012- Advance Counts, and Crime in the U.S. 2012, FBI Uniform Crime Reporting Online Data Tool, Bureau of Justice Statistics, US Dept. of Justice.

Summary of High-Level Criminal Justice Trends

Overall crime and arrests down since 2008

But crime in Alabama remains high compared to rest of nation

Declining felony probation supervision population

Yet more revocations since 2011, primarily for new offenses

Admissions to ADOC custody outpacing releases

Causing overall growth and greater reliance on leased beds

Parole approval rate dropped by almost one-third

Resulting in falling numbers released from prison

State-run facilities operating at 190% of capacity

Would cost hundreds of millions to build out of problem

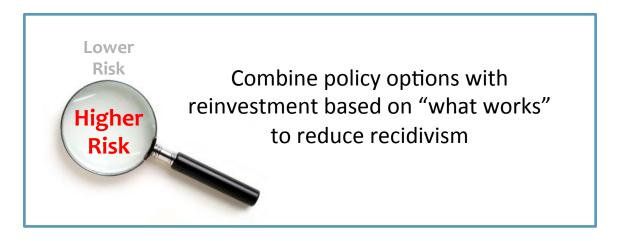
Criminal Justice Trends in Alabama

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Policy Development Tied to Principles of Focusing Resources and Avoiding Shifting of Burdens

The Goal: Contain corrections costs and increase public safety

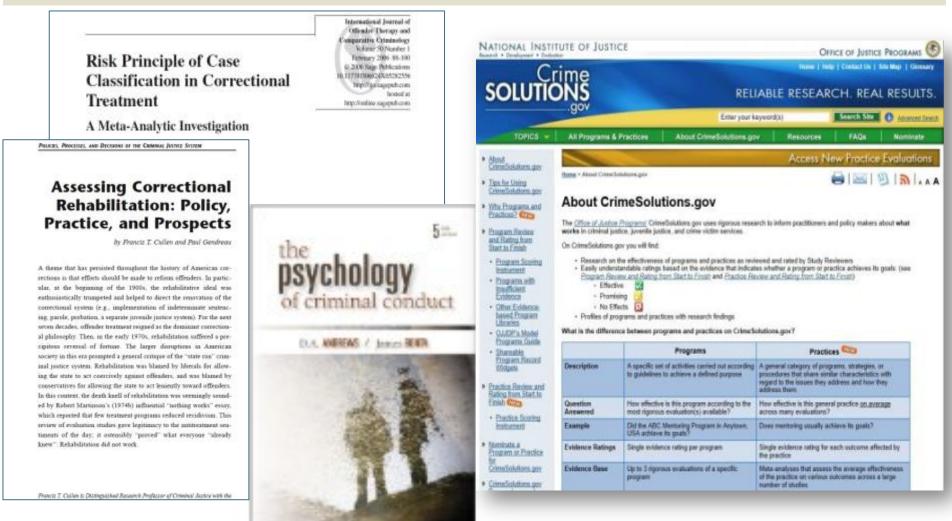


Avoid shifting burdens elsewhere in the system and help relieve pressures at the local level

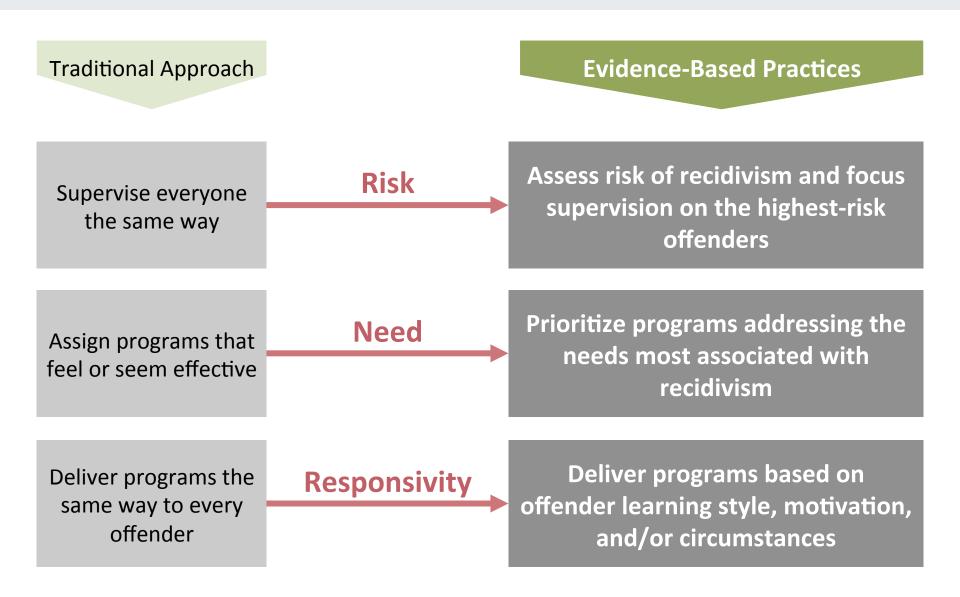


Knowledge on Improving Criminal Justice Outcomes Has Increased Dramatically Over the Last 20 Years

Academics and practitioners have contributed to this growing body of research



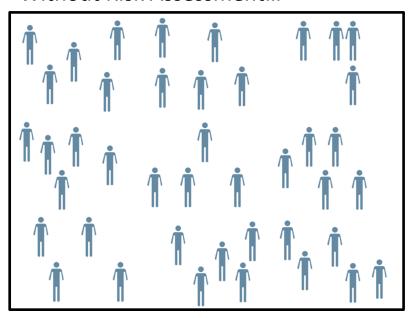
Reducing Criminal Behavior Requires Focusing on Risk, Need, and Responsivity



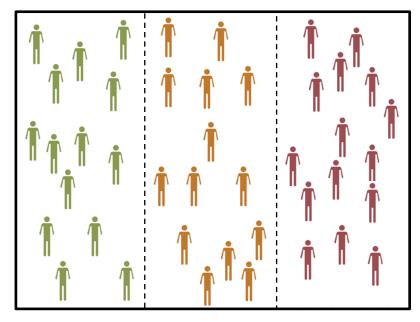
Identify and Focus on Higher-Risk Offenders

Who?

Without Risk Assessment...



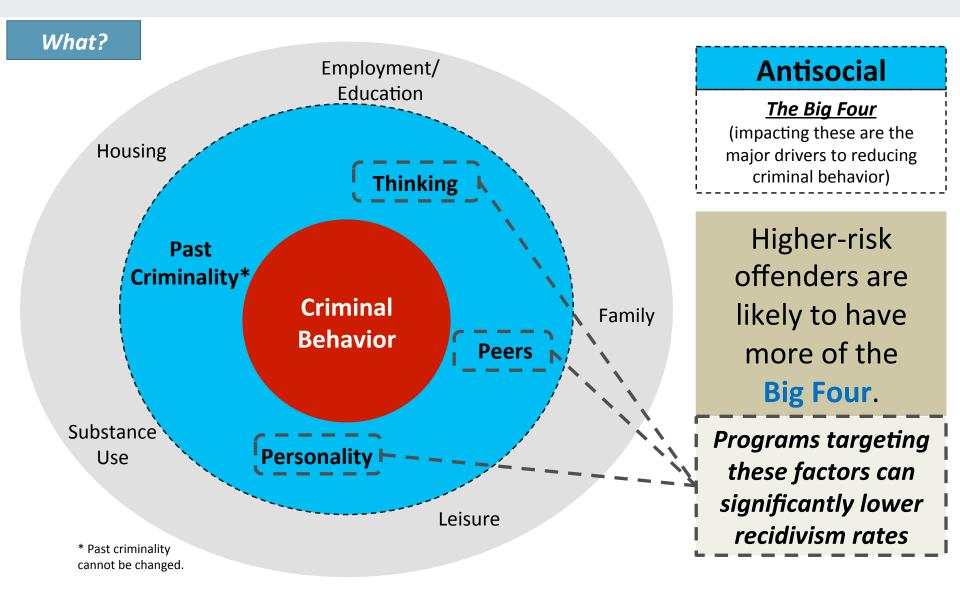
With Risk Assessment...



Risk of Re-offending

LOW MODERATE HIGH
10% 35% 70%
re-arrested re-arrested re-arrested

Target the Factors that Evidence Shows Are Most Central to Criminal Behavior



After Getting the Who and the What, Supervision and Programming Should Be Well Targeted

Risk of Re-offending LOW **MODERATE** HIGH 10% re-arrested 35% re-arrested 70% re-arrested

Low

Supervision/ Program Intensity

Moderate

Supervision/ Program Intensity

High

Supervision/ Program Intensity

Elements of Effective Supervision

Dosage/Intensity

Focus supervision officer time and program resources on the highest-risk offenders.

Consistency

Use a graduated range of sanctions <u>and</u> incentives to guide specific type of response to violations and compliance.

Swiftness

Enable officers to respond meaningfully to violations without delay or time-consuming processes.

Cost-effectiveness

Prioritize the most expensive, restrictive sanctions for offenders committing the most serious violations.

Risk Principle in Action: Keeping High and Low Risk Separate



HIGH RISK OFFENDERS

Intensive Services for a long period of time

- Face to face contacts;
 home visits, school/ work visits
- More drug testing
- Different programs/ treatment groups/ services for high risk offenders



LOW RISK OFFENDERS

- Have fewer problems
- Do not require intensive interventions/supervision
- If they don't need it; don't give it to them

Violating the Risk Principle Leads to Recidivism



Under supervised & under treated

Example: High risk substance abuser given AA/NA treatment → increased risk of recidivating.

WHY?

- Does not provide enough supervision/control to reduce recidivism
- Does not provide enough intensity of programming to disrupt risk factors



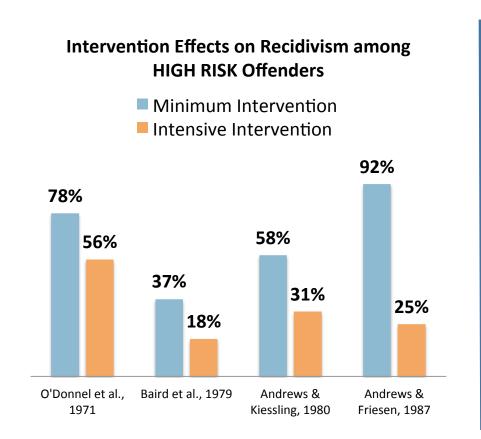
Over supervised & over treated

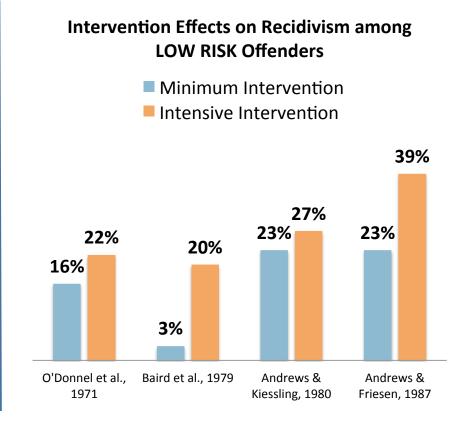
At <u>best</u>, leads to no reductions in recidivism. At <u>worst</u>, causes harm and increases recidivism

WHY?

- Disrupts the very things that make the offender low risk
- Low risk offenders learn from high risk offenders

Intensity of Services Can Have Positive or Negative Impacts on Recidivism, Depending on Risk



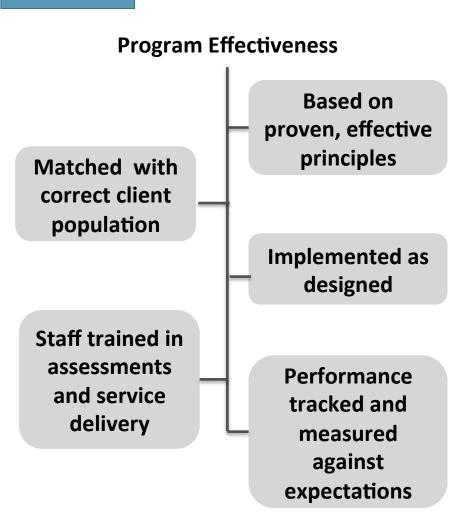


Intensive interventions led to <u>BETTER</u> recidivism outcomes for HIGH risk offenders, but....

.... intensive interventions led to <u>WORSE</u> recidivism outcomes for LOW risk offenders.

Ensure Programs Are High Quality and Properly Implemented

How Well?



What works with offender programming?

Who:

Programs that target high-risk individuals are more likely to have a significant impact on recidivism.

What:

Certain programs are more effective than others - effectiveness can relate to the **type** of program and **where** it is delivered (in a prison vs. in the community).

How Well:

Assessing how well a program is executed can reveal whether or not a program has the capability to deliver evidence-based interventions.

Responsivity Dictates Skillful Program Delivery

RESPONSIVITY



Deliver in a way that maximizes meaningful understanding & retention

Responsivity Factors

INTERNAL RESPONSIVITY FACTORS

- Motivation
- Mental health: anxiety, psychopathy
- Maturity
- Transportation
- Cognitive deficiencies
- Language barriers
- Demographics

EXTERNAL REPONSIVITY FACTORS

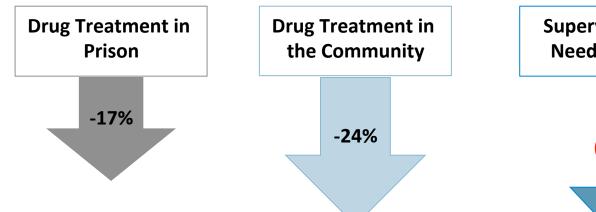
- Program characteristics
- Facilitator characteristics
- Program setting

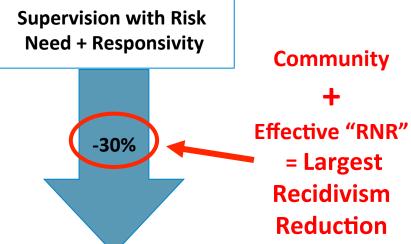
Examples of Responsivity Barriers:

- Visual learning style in an "audio" program
- Illiterate offender in group with reading/ writing requirements
- Single mother with no child care during program time

Where and How Treatment Is Delivered Impacts the Degree of Recidivism Reduction

Research shows that programs delivered in the community have greater impacts on recidivism





Source: Lee, S., Aos, S., Drake, E., Pennucci, A., Miller, M., & Anderson, L. (2012). Return on investment: Evidence-based options to improve statewide outcomes, April 2012 (Document No. 12-04-1201). Olympia: Washington State Institute for Public Policy.

Hawaii HOPE Reduces Re-Arrest, Drug Use, Jail Use

Hawaii HOPE Intensive, random drug testing with swift, certain, and brief jail sanctions. 50% 47% 46% CONTROL HOPE 40% 30% 23% 20% 21% 15% 13% 10% 9% Arrested Used Skipped Probation Drugs Appointments Revoked

 Key principles of HOPE - swift and certain probation violation response practices - are being replicated with success in other jurisdictions.

Key Factors Associated with Successful Models of Swift and Certain Sanctioning

☐ Clear rules and violation responses so probationer is aware of expectations and consequences
☐ Strict monitoring
☐ Prompt sanction within days of detection
☐ Proportionate sanctions, tied to severity and risk
☐ Ability to bring violators into custody
☐ Compulsory treatment when appropriate

Challenges to Implementation of Supervision Practices Utilizing Swift & Sure Principles

Lack of Training

Critical for judges, prosecutors, and supervision managers and agents to be well-informed about the principles and research behind swift/certain sanctioning

Judicial and Court Staff

For models relying on court hearings for violation responses

Legal Structure for Administrative Responses

 Necessary for clarifying limited nature of sanctioning authorities available to agents, spelling out judicial oversight, and preservation of due process rights

Collaboration with Key Stakeholders

Law enforcement resources to assist with arrest and detention

Drug testing

Different Approaches to Swift and Sure Policies Have Yielded Positive Results in Other States

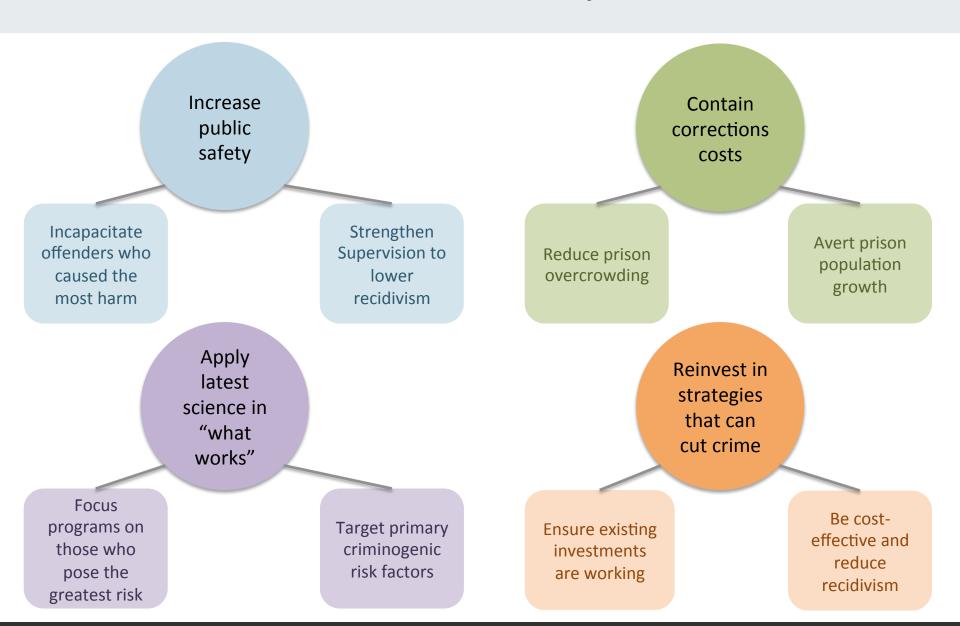
Georgia POM

Enabling probation officers to employ administrative sanctions & probationers to waive violation hearings **reduced** jail time three**fold**, reduced time spent in court, and increased swiftness of responses to violations.

North Carolina: Justice Reinvestment Act of 2011

- Sweeping changes to sentencing, supervision and sanctioning practices—including risk/need assessments in targeting treatment & supervision
- Probation agents able to order "quick dip" stays in jail up to 3 days upon detecting a violation
- Since 2011: probation revocations to prison are down by 40%, and the prison population has decreased by 9% (4,000 people).

Justice Reinvestment Pursues Four Objectives

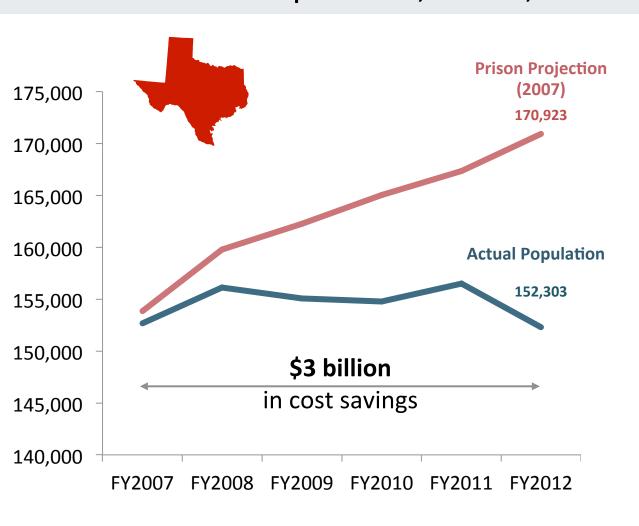


Criminal Justice Trends in Alabama

Guiding Principles

Justice Reinvestment Case Studies

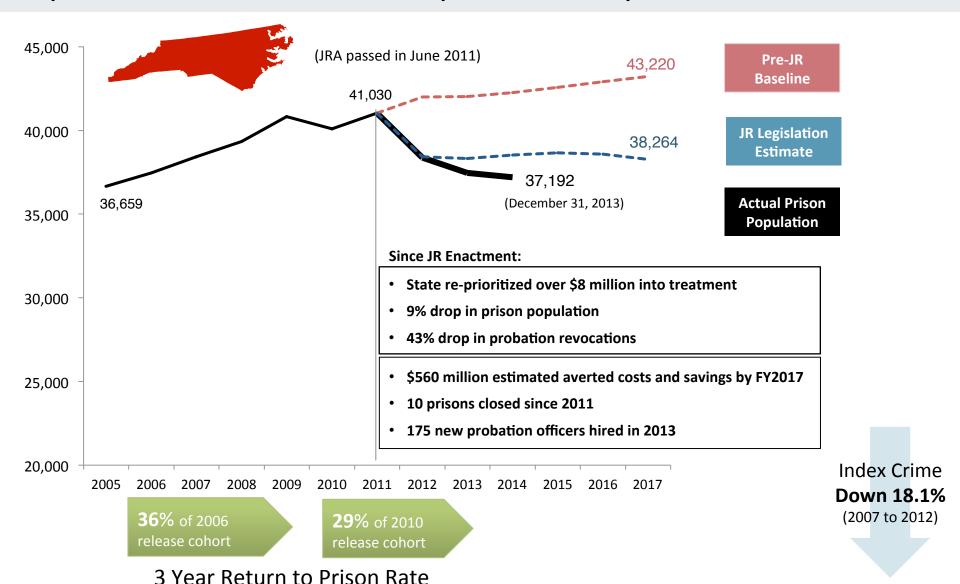
Justice Reinvestment in Texas Reduced Prison Population, Crime, and Recidivism



Reinvested \$241 million to expand treatment and diversion programs

- √ 36 percent reduction in parole revocations
- ✓ Crime rate is at a 40 year low

Justice Reinvestment in North Carolina Improves Probation and Drops Prison Population



Reduce Volume and Length of Stay of Revocations from Supervision to Jail and Prison



DATA

Supervision violation hearings are time-consuming, frequently delayed, and often result in reinstatement on supervision

53%

of prison admissions are probation revocations

There are few meaningful graduated sanctions for minor condition violations

75%

of revocations are for **condition violations** (drug use, absconding)

POLICY CHANGE

Administrative Jail Sanctions



Tailored Prison
Sanctions



2-3 day sanction

Capped at **6 days**



90 day sanction

Capped at **3 revocations**

Designed to:

- Reduce violation hearings
- Reduce time in court
- Reduce jail time spent awaiting hearings

State and Counties Partnership Manages Misdemeanants Who Previously Underwent Costly Prison Stays



DATA

POLICY CHANGE

Misdemeanor offenders

were difficult to deal with efficiently in prisons designed for more serious felons with longer sentences

Original Proposal:

Shift them to county jails

1/4
of prison admissions
were misdemeanor
offenders

3 months

average length of stay

Statewide Misdemeanor Confinement Program





Policy allows misdemeanor offenders in county jails with:

- Sheriff approval
- Bed space capacity
- Reimbursement from new state fund, supported by fees

Improve Correction and Parole Processes by Reserving Prison Space for Those Who Have Caused the Greatest Harm

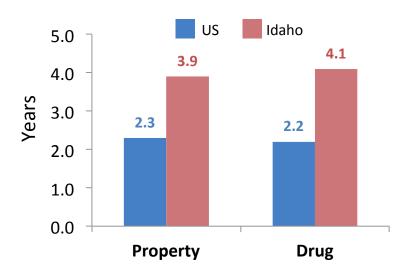


DATA

POLICY CHANGE

Guidelines

Idaho average **time served was nearly double** the national average for
property and drug offenses



Idaho's average time served in prison was **207%** of the fixed term

Corrections



Create guidelines for preparing inmates for parole before they reach completion of the fixed term

Parole

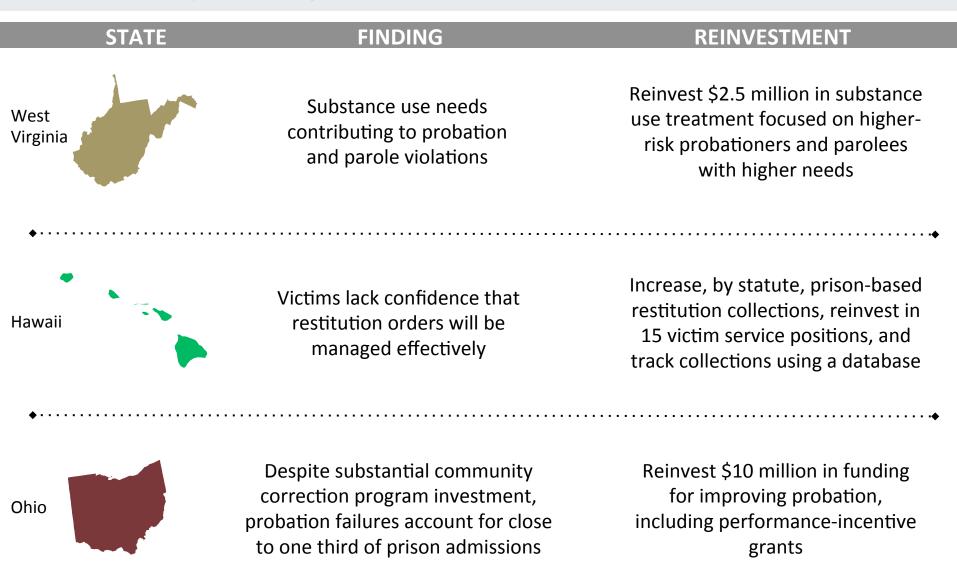


Create guidelines for prioritizing prison space for the most violent and greatest-risk offenders

Include risk assessment as part of parole decision-making criteria

Retain discretion in individual cases

States Are Reinvesting a Portion of Savings into Public Safety Strategies



Next Steps

Emerging Questions and Possible Areas of Analysis

How does sentencing affect distribution of offenders across the system?

- □ How are pretrial, probation violator, and sentenced offender populations affecting county jail populations?
- What factors impact placement of offenders on various sentencing options?
- ☐ Do certain sentencing patterns drive prison pressures?

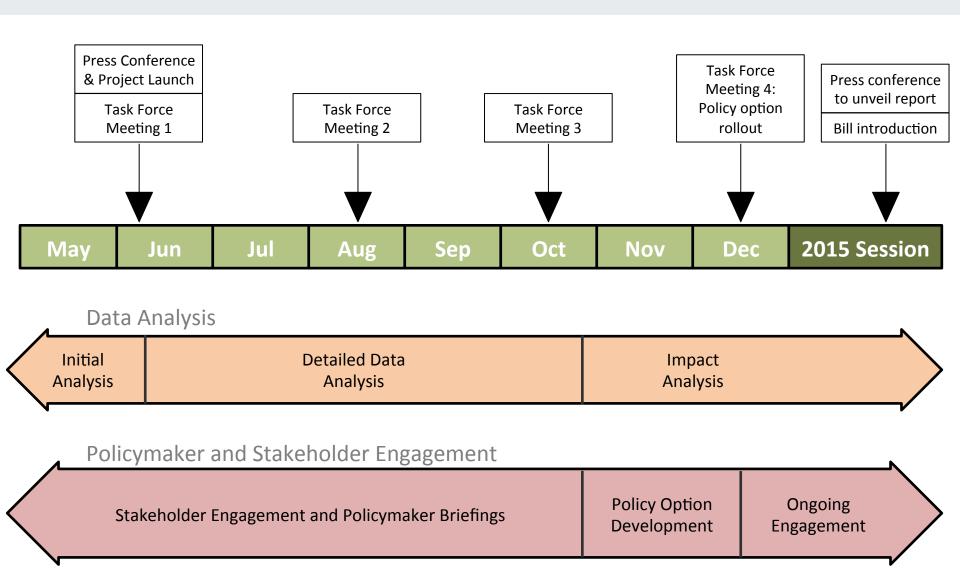
Is prison prioritized for those who pose the greatest danger to the community?

- ☐ What is affecting inmate length of stay?
- Are prison and parole processes operationalized to prevent system delays?
- □ Are programs unnecessarily oriented behind prison wall instead of being delivered in the community where they can have greater impact?

Does community supervision focus on people who pose the greatest risk of reoffense?

- Are admission criteria in place to ensure that programs focus on higher-risk offenders?
- ☐ How are probation lengths determined and how do they affect probation officer resources?
- What quality-assurance assessments and outcome evaluations are used to determine recidivism impact?

Proposed Project Timeline



Thank You



Patrick Armstrong
Program Associate
parmstrong@csg.org

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