

## Workload Factors

### Policy, Economic, Community & Demographic Factors Shaping the Size & Characteristics of the Prison Population

#### State/Local Policies and Practices:

- State intentions on improving prison conditions, reducing commitments and addressing operational concerns and challenges
- Law & policy changes, drug, TANIF
- Offender targeting priorities
- Partner agency policies/priorities being shaped by evidence based approaches to reduce crime

#### Public and Private Economic Factors:

- Impact of unemployment
- Reductions in budget & services
- Reductions in federal funding and federal grants
- Employment challenges for persons with records
- Depth of economic difficulties/public perception

#### Community Factors:

- Size/closeness of DE communities
- Challenges of disparate resources within unified corrections system
- Political view that crime begins and ends in the community so offenders should be worked w/ locally & with some degree of equity
- Local justice and law enforcement agencies are in early stages of education on Evidence Based Practices (EBP) "what works" to reduce crime.
- Increasingly, public expects policies must be more evidence-based
- Public is learning that services have a greater impact on behavior than incarceration thus putting demands on law enforcement for alternatives thus creating a culture shift
- Concern in urban centers about the inter-generational impact of crime and incarceration
- Illegal/deviant behavior in schools demands more creative responses (in lieu of arrest)
- Victims' rights need higher priority in the system
- Opiates problem is growing
- Community demands for a statewide comprehensive reentry needs assessment
- Lack of community treatment services

#### Demographic Factors:

- Changing arrest and prosecution patterns re violent/nonviolent crime
- Better identification and more appropriate responses to violent crime and gun charges
- Victims demographics are changing
- SPMI, domestic violence, sex offenders, elderly offenders populations are having an impact on the justice system – especially prisons

## Strategic Direction

### Values, Principles, Practices

#### Values:

- **Accountability:** Expectation of results and measureable goals, Supports opportunities for rehabilitation, Improves public safety & community justice, Maximizes employee potential
- **Fairness & Integrity:** Trust and Transparency in how justice is dispensed, Cooperation, Impartiality, Diversity & professionalism
- **Innovation & Technology:** Use data & analytics forensically to identify risk needs, responses & results to spur coordinated information sharing and engage valued technical assistance
- **Sustainable Public Safety:** Entire system needs to be based on solid and repeatable process, that is, committing to what works—and re-tooling or refraining from what doesn't
- **Cross discipline Collaboration:** In Delaware's unified system, all agencies must be uniform in their approach and collaborate to improve performance and outcomes

#### Principles of EBP (See Definition, page 2):

- Assess actuarial risk/needs.
- Enhance intrinsic motivation.
- Target Interventions: *Risk Principle:* Prioritize supervision/treatment for higher risk offenders; *Need Principle:* Target interventions to criminogenic needs; *Responsivity Principle:* Be responsive to temperament, learning style, motivation, culture, and gender; *Dosage:* Structure 40-70% of high-risk offenders' time for 3-9 months; *Treatment:* Integrate treatment into sentence/sanction requirements.
- Skill train with directed practice (use cognitive behavioral treatment methods).
- Increase positive reinforcement.
- Engage ongoing support in natural communities.
- Measure relevant processes/practices.
- Provide measurement feedback.



## Work Processes/Procedures

### The Logic that Drives the Work

#### Application of Values & EBP:

##### *Organizational Level Strategies*

1. Establish common definition/Define success as recidivism reduction and measure public safety performance
2. Tailor conditions of supervision;
3. Focus resources on moderate and high-risk offenders;
4. Front-load supervision resources;
5. Implement earned discharge based on successful completion of EBP/time based
6. Implement place-based supervision;
7. Engage partners to expand intervention, access to data and analytic capacities.
8. Standardized statewide problem solving courts

##### *Supervision Level Strategies*

9. Assess criminogenic risk/need factors at all stages of the justice process, from pre-trial to discharge, using validated instrument;
10. Develop/implement case plans that balance surveillance and treatment;
11. Involve probationers to enhance their engagement in assessment, case planning, and supervision;
12. Engage informal social controls to facilitate community reintegration;
13. Incorporate incentives and rewards into the supervision process; and
14. Employ graduated, problem-solving responses to violations of conditions

#### Special Target Populations Require Specialized Services and Supervision:

- Offenders with mental health issues, addictions and co-occurring disorders need special services

## Performance Outcomes

### What We Expect

#### Process Outcomes:

- Risk/Needs Assessment drive decision-making throughout the justice process
- Risk/Need Assessments drive Transition Accountability Plans that focus on EBPs to reduce risk and address needs
- EBP drives supervision, programs and services
- Readiness for release from prison is improved
- Prison sentences become more rehabilitative
- Efforts in prison to address risk and need are sustained in the community
- Victim impact considered
- Appropriate treatment serves as alternative to probation violation

#### Impact Outcomes:

- Offenders violate conditions of supervision less frequently and complete supervision more frequently
- Probation revocations to prison decrease
- Recidivism is reduced as evidenced by reduction in arrests, convictions and re-commitments
- Offenders receive needed services
- Reduced offender debt
- Harm to individuals and communities is reduced
- Increased victim restitution and responsiveness to their needs
- Cost benefits to system are documented

## Justice System Resources and Infrastructure

For justice partner agencies, city/county departments and agencies, nonprofit stakeholders, victims groups and advocates

Based on Assessment of Assets, Barriers and Gaps for Each Organization

Technology, Equipment	Facilities, Management, Budgeting	Staffing, Staff Resources, Training	Communications, Coordination, Planning	Policy Development, Performance Monitoring
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**Definition of EBP:**

Evidence Based Practices (EBP) are scientifically supported techniques used to reduce offender risk and recidivism. When correctly, appropriately and consistently implemented, EBP's will help lower offender risk levels and therefore decrease the likelihood of reoffending. In order to maximize the effectiveness of any interventions implemented within this framework for prisoner reentry, *all* interactions with prisoners and former prisoners must occur in a fashion that is consistent with the principles of EBP.

It is imperative that EBP's are not confused as a *program* or *curricula* that can be implemented within a correctional setting in order to reduce recidivism. Instead, it must be clear in policy and in operational procedure that the effective implementation of EBP requires a fundamental shift in how a criminal justice agency, its personnel, and other reentry related professionals *interact with* prisoners and former prisoners on a daily basis." Empirical Evidence vs. Anecdotal Information (the latter "feels good" the former is more legitimate – although it doesn't always "feel good").

EBPs are applied within a Risk Need Responsivity context and involves Core Correctional Practices:

- Relationship Skills/MI
- Effective Reinforcement
- Effective Disapproval
- Effective Use of Authority
- Cognitive Restructuring/Skills Building
- Anti-criminal modeling
- Problem Solving