



Annotated Bibliography



Cost Containment: Selected Resources for Criminal Justice Professionals

Cost Containment

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Introduction

Across the country, correctional agencies are facing an era of fiscal austerity. They are being tasked with meeting the mission of public safety with reduced resources while maintaining effective operations and the efficient use of public funding. This has now become the “new normal”.

In a 2011 survey of correctional professionals, 98.5% of the respondents indicated that cost containment is a significant or critical concern within their organizations. Ninety-two percent of the respondents indicated that their agency has engaged in targeted cost containment efforts within the past five years. These cost containment efforts were primarily the result of budget constraints due to both short and long-term economic conditions.

We believe that this annotated cost containment bibliography will assist the field of corrections in understanding and addressing their specific challenges with cost containment issues.

General

10 Minutes on Sustainable Cost Reduction. New York: PricewaterhouseCoopers, January 2009.

Strategies for reducing costs that are sustainable, they not only work in the present but also in the future, are explained. This publication covers: why most cost reduction attempts fail; cost reduction strategies and practices that are either value killer or value builders at a glance; challenging times call for thoughtful measures; why cost reduction plans unravel; a strong foundation is critical; and a culture of sustainable cost reduction—where to start.
<http://nicic.gov/Library/026089>

"About CBKB." Vera Institute of Justice, Cost-Benefit Knowledge Bank for Criminal Justice. Accessed 5 March 2012.

"The Cost-Benefit Knowledge Bank for Criminal Justice (CBKB) aims to broaden and deepen the understanding and use of cost-benefit analysis in criminal justice... [and to] help practitioners and jurisdictions build their capacity to conduct cost-benefit studies and apply cost-benefit analysis to policymaking." Access points on this website include: Webinar on Cost-Benefit Analysis (CBA) and Justice Policy for State Legislators; a step-by-step guide to CBA; Estimating Marginal Costs webinar; webinar on Linking Evaluation and Cost-Benefit Analysis in Criminal Justice; CBA Basics; CBA Toolkit; CBKB Blog; and events of interest.
<http://cbkb.org/about/>

"Annual Connecticut Recidivism Study". *Connecticut Office of Policy and Management*. Accessed 6 March 2012.

This website provides access to the 2012 Recidivism among Sex Offenders in Connecticut, and the 2011 Annual Connecticut Recidivism Report along with those from 2007 through 2010. Results are generated from a two year study of the 2008 release cohort. According to four types of recidivism measures, within two years of release 56% of the male offenders were rearrested, 47% returned to prison, 39% convicted of new charges, and 27% received a new prison sentence. Forty-seven percent of women offenders were rearrested with 36% returned to prison. These rates reflect a moderate decline from 2004-2005. Over five years, recidivism rates for sex offenders were 3.6% arrested and charged with a new crime, 2.7% convicted for a new sex offense, and 1.7% returned to prison to serve a sentence for a new crime.

http://www.ct.gov/opm/cwp/view.asp?a=2976&Q=383710&opmNav_GID=1797&opmNav=/46658/

Aos, Steve, Marna Miller, and Elizabeth Drake. "Evidence-Based Public Policy Options to Reduce Future Prison Construction, Criminal Justice Costs, and Crime Rates." *Victims and Offenders* 4, (2009): 170-196.

This article has sections that cover: meta-analytical procedures; cost-benefit procedures; findings for what reduces crime and what the costs and benefits are; and conclusions. The article describes the methodology behind, and includes some updates to, the 2006 report, "Evidence-Based Public Policy Options to Reduce Future Prison Construction, Criminal

Justice Costs and Crime Rates." Programs evaluated are those operating in the adult and juvenile offender systems, as well as prevention programs. Based on studies of these programs, each is rated in terms of its effect on crime outcomes, and benefits and costs per participant. The analysis finds that "some programs work, some programs do not, and careful analysis is needed to inform policy decisions" (p. 183).

<http://nicic.gov/Library/023789>

Aos, Steve and Elizabeth Drake. WSIPP's Benefit-Cost Tool for States: Examining Policy Options in Sentencing and Corrections. Olympia, Washington State: Institute for Public Policy, August 2010.

The development and implementation of an analytical tool that helps states determine which evidence-based practices are most cost effective in preventing crime and lowering correctional costs. "The project's overall goal is to use the best information available to identify sentencing and corrections policies that can help states protect public safety and control taxpayer costs. To accomplish this goal, we have constructed a benefit-cost "investment" model that estimates crime and fiscal outcomes of different combinations of public policies" (p. 1). Sections of this report that follow a summary include: background; project element 1—development of the sentencing tool; project element 2—application of the tool to Washington's policy process; and project element 3—software development and next steps.

<http://nicic.gov/Library/026024>

Best Steps Forward: A Budget Balancing Path to Reset State Government & Overcome a Decade of Deficits. Salem: Office of the Governor, December 2010.

While the entire report is informative, one appendix is particular to the community corrections field—Strategies for Reducing the Cost of Corrections in Oregon. Sections of this report following an executive summary are: a decade of deeper deficits confronts us now; long-term deficits require long-term solutions; step 1—carry forward interim budget reductions; step 2—keep state employees in step with all working Oregonians; step 3—keep school employees in step with state employees; step 4—modify retiree benefits to keep PERS costs affordable; step 5—hold the line in spending for services and supplies; step 6—implement Reset report recommendations; the need to balance other commitments; sustainable solutions are needed to resolve the remaining deficit; revenue stability remains a critical goal; sources and terminology. "The recommendations presented in this report will, if adopted, close almost two-thirds of the budget shortfall than now confronts us and do so in a way that helps to achieve balanced budgets for many years hereafter" (p. 4).

<http://nicic.gov/Library/026088>

Camp, Camille Graham, Patricia L. Hardyman, Robert May, and George E. Camp. Prison Staffing Analysis: A Training Manual. With Staffing Considerations for Special Populations. Washington: National Institute of Corrections, December 2008.

This manual provides guidance that "will enable an agency staffing administrator to set up an agency staffing analysis unit and produce a staffing analysis report for an entire agency" (p.xi). Chapters contained in this publication are: introduction -- correctional staffing issues;

securing staff deployment policy; two models for managing the security staffing function; agency staffing unit; basic tasks of a staffing analysis; orchestrating the staffing analysis; agency and facility characteristics that influence staffing; operations and activities schedules that influence staffing; developing the shift relief factor; security post planning; special guidelines for evaluating housing units; the impact of staff scheduling on staffing; staffing calculations; developing a staffing report; implementing recommendations and monitoring results; staffing considerations for women's correctional facilities; and staffing considerations for medical and mental health units. Pertinent forms are also included.
<http://nicic.gov/Library/022667>

Camp, Scott D. and Eric G. Lambert. *The Influence of Organizational Incentives on Absenteeism: Sick Leave Use among Correctional Workers*. July 7, 2005.

"Given the financial and organizational problems associated with absenteeism, management at correctional agencies would seem to have a continuing interest in monitoring and developing incentives to address the use of unscheduled leave, which usually takes the form of sick leave ... The current analysis adds to the literature on the use of sick leave in particular, and absenteeism in general, by investigating whether the use of sick leave is influenced by different incentive structures," in particular the use of unused sick leave when employees retire (p. 1-2). Unused sick leave days accrued by the employee under the Civil Service Retirement System (CSRS) are added toward time of service upon the employee's retirement. Unused sick day held by the employee covered by the Federal Employees Retirement System (FERS) are not; these days are lost. Employees in the CSRS system tend to use fewer sick leave days than those individuals in the FERS system.
http://www.bop.gov/news/research_projects/published_reports/prison_mgmt/sick_cjpr.pdf

Chiu, Tina. *It's About Time: Aging Prisoners, Increasing Costs, and Geriatric Release*. New York: Vera Institute of Justice, April 2010.

This report, "based upon a statutory review of geriatric release provisions...offers recommendations for responding to the disparities between geriatric release policies and practice" (p.2). Agencies will want to look this document over to see if they are compliant with their own geriatric release laws. These sections follow an executive summary: introduction; background; state approaches to releasing older inmates vary; examining the gap between intent and impact; recommendations; and conclusion.
<http://nicic.gov/Library/024569>

Clem, Connie. "69 Ways to Save Millions." *American Jails*. 23, no. 5 (2009).

The author contacted jail administrators across the U.S. asking what their agencies were doing to cope with decreased funding amidst economic troubles. This article shares their thoughts. Strategies for cutting costs are provided for the physical plant, operations, inmate programs and services, personnel, and population management. Ideas are also given for revenue options, making a plan to address cost savings, and the importance of public stewardship.
<http://nicic.gov/Library/024189>

Clement, Marshall, Matthew Schwarzfeld, and Michael Thompson. *The National Summit on Justice Reinvestment and Public Safety: Addressing Recidivism, Crime, and Corrections Spending*. New York: Council of State Governments Justice Center, January 2011.

Materials from a national summit regarding “data-driven, fiscally responsible policies and practices that can increase public safety and reduce recidivism and spending on corrections” are available at this website. Points of entry include: overview and Summit report; multimedia; media coverage; and hearing testimony. Individuals tasked with reducing correctional spending should look at this resource.

<http://nicic.gov/Library/024870>

Connecticut Office of Policy and Management, Criminal Justice Policy and Planning Division. *2011 Annual Recidivism Report*. Hartford: Office of Policy and Management, February 15, 2011.

The Annual Recidivism Report for Connecticut provides detailed recidivism rates for the entire population, by gender and age, and for recent parolees.

http://www.ct.gov/opm/lib/opm/cjppd/cjresearch/recidivismstudy/2011_recidivism_report_final.pdf

Connecticut Office of Policy and Management, Criminal Justice Policy and Planning Division. *Monthly Indicators Report*. Hartford: Office of Policy and Management, December 2010.

"The Monthly Indicators Report collects and publishes data from a variety of state criminal justice agencies. The primary goals of the Report are to monitor trends in prison admissions and releases and to provide policy makers and the public with a current look at the state's prison system and its prisoners."

<http://www.ct.gov/opm/cwp/view.asp?a=2976&q=383680>

The Continuing Fiscal Crisis in Corrections: Setting a New Course. New York: Vera Institute of Justice, October 2010.

Individuals facing cuts to their corrections budgets should read this report. It “describes the immediate actions states have taken to reduce costs ... [and] looks at legislative reforms aimed at reducing corrections spending over the long term” (p. 2). Sections of this publication include: introduction; the fiscal environment and a state of crisis—the cost and overall appropriations for corrections; state responses and seeking operational efficiencies—personnel savings, downsizing programs, closing facilities, food-service charges, and innovation through new technology and energy efficiency; reconsidering criminal justice policy—reducing prison terms for nonviolent offenders and expanding release opportunities; and future outlook for corrections.

<http://nicic.gov/Library/024774>

“Cost-Benefit Analysis of Programs for Court-Involved Youth in New York.” Vera Institute of Justice. Accessed 8 March 2012.

This webpage contains a summary of the New York State cost-benefit analysis project for juvenile programs. It also links to the project plan or “blueprint”, executive summary and recommendations resulting from the project. In the blueprint report, strategies are explained that will change the juvenile justice system of New York from a “punitive

approach toward a rehabilitative, treatment-focused model of care that promotes public safety, holds youth accountable for their actions, and produces positive outcomes for young people and their families.”

<http://www.vera.org/project/cost-benefit-analysis-programs-court-involved-youth-new-york>

Cost Containment Measures and Impacts in Six Departments of Correction. Longmont, CO: LIS, Inc. and National Institute of Corrections Information Center, March 1994.

This report describes the cost containment measures taken in five states Department of Corrections and the Correctional Service of Canada. The six profiles cover the following aspects of cost containment initiatives: the impetus behind the cost containment effort; the selection and design of the cost containment measures; the methods used to evaluate the impact of those measures; and a description of each measure and its impact. States included in this review are Indiana, Nebraska, Oregon, Tennessee, and Washington.

<http://nicic.gov/Library/011675>

"Department of Corrections Health Services." *Florida Legislature*. Accessed 8 March 2012.

A summary of the Florida's health services for corrections. This webpage defines the health services program, care provided, costs and cost containment, funding, and current issues.

<http://www.oppsaga.state.fl.us/profiles/1040/>

Dossetor, Kym. *Cost-Benefit Analysis and Its Application to Crime Prevention and Criminal Justice Research*. Canberra: Australian Institute of Criminology, March 2011. AIC Reports, Technical and Background Paper Number 42.

Agencies wanting to compare the costs involved in implementing one program versus another will find this explanation of the use of cost-benefit analysis (CBA) very useful. CBA cannot determine a program's effectiveness in achieving specific outcomes; this is program evaluation. CBA does show the expected costs and benefits resulting from a program's utilization. Sections of this report following a set of acronyms include: introduction and overview of cost-benefit analysis—difference between cost-effectiveness and cost-benefit analysis, application to the crime prevention field, steps in conducting a cost-benefit analysis, defining the scope, determining benefits, tangible and intangible costs, determining costs, and limitation of cost-benefit analysis; evaluation of cost-benefit analysis; nine case studies; other Australian and New Zealand case studies; discussion and conclusion; and an appendix summarizing the nine case studies.

<http://nicic.gov/Library/024922>

Downey, P. Mitchell and John K. Roman. "Net Benefits of Drug Court." American Society of Criminology Annual Meeting, San Francisco, 19 November 2010. Washington: Urban Institute, Justice Policy Center.

The use of a cost-benefit analysis (CBA) to determine the effectiveness of a drug court program is explained. Topics discussed include: why do a CBA; what a CBA is all about; what a CBA tells us; what a CBA does not tell us; how to do a CBA; quantities—defining the impacts; impacts considered; finding qualities; prices—valuing the impacts—site-specific process; prices—valuing the impacts—national price estimates; results—processing costs;

results—criminal justice outcomes; results—other outcomes; final impacts; and conclusions—what to take away.
<http://nicic.gov/Library/026177>

Drake, Elizabeth and Valerie Levshin. "Linking Evaluation and Cost-Benefit Analysis in Criminal Justice: A Practical Introduction." New York: Vera Institute of Justice , Cost-Benefit Knowledge Bank for Criminal Justice (CBKB), March 24, 2011.

This presentation is a great primer on cost-benefit analysis (CBA). This webinar covers the basics of cost-benefit analysis in justice policy, how to understand marginal costs, and how to estimate marginal costs. In particular, participants will learn: the differences between marginal and average costs; why marginal costs are necessary in a credible cost-benefit analysis; and five methods to estimate the marginal costs of criminal justice operations.
<http://nicic.gov/Library/026166>

"Energy-Efficient Improvements and Programs under Way at Virginia DOC." *Correctional News*. Last modified December 29, 2011.

This article describes the plan for a Green Learning Lab at Indian Creek Correctional Center to promote energy conservation and provide inmate training.
<http://www.correctionalnews.com/articles/2011/12/29/energy-efficient-improvements-and-programs-under-way-virginia-doc>

"Fiscal Policy Resource Center". National Juvenile Justice Network. Accessed 5 March 2012.

"The Fiscal Policy Resource Center includes materials on fiscal realignment, public information requests, state budget analysis, and other fiscal-related subjects. The goal of the Resource Center is to provide advocates, allies, policymakers, media, and others with materials to help us all better understand how money is currently being spent in juvenile justice systems across the country, and how we can better allocate those funds in order to increase public safety and improve outcomes for youth." [From website]
<http://www.njjn.org/our-work/fiscal-policy-resource-center/>

Florida Legislature Office of Program Policy Analysis and Government Accountability. *Steps to Control Prison Inmate Health Care Costs Have Begun to Show Savings*. Tallahassee: Office of Program Policy Analysis and Government Accountability, January 2009.

Efforts by the Florida Department of Corrections to reduce inmate health care costs are reported. Best practices in contracting for inmate health services are also described. Sections of this publication include: at a glance; scope; background; questions and answers—what factors have contributed to rising costs for inmate health care; the steps have been take to contain these costs; what should be considered if inmate health care is outsourced; practices to be followed when contracting for inmate health care services; recommendations; and agency response. "To ensure value and adequacy of contracted inmate health care, the department should further strengthen its contract procurement and monitoring practices" (p. 1).
<http://nicic.gov/Library/026090>

Framework for Connecticut's Fiscal Future, Part 2: Assessment of Connecticut's Correction, Parole and Probation Systems. Hartford: Connecticut Regional Institute for the 21st Century. n.d.

This is the second in a series of publications that assess alternatives to current programs and services that may potentially result in considerable savings to the state. This report "points out a number of interesting facts including the issue that there is no one criminal justice system in Connecticut. In fact the systems span two branches of government – the Department of Corrections (DOC) and the Judicial Branch – which leads to difficult management issues. The report also provides highlights of the nation's prison system; where Connecticut stands in relation to other states and the nation; how public policy decisions directly impact prison population numbers; the State's costly system; and the many improvements Connecticut has made thus far. The report provides a series of substantive, comprehensive, attainable recommendations to the State's prison system to achieve the right balance between the cost of the system, imposing appropriate justice for criminal activity, and ensuring public safety." Links are provided to the executive summary, the full report, a webinar, and a short video presentation.

<http://ctrregionalinstitute.wordpress.com/2010/10/14/correction-parole-probation/>

Garden, Richard M., Blitch H. Shuman, Michelle S. Buswell, Steve J. Caverley, and Frank M. Rees. "Applying Cost Containment to a Public Correctional Medicine System." *Journal of Correctional Health Care* 9, no. 4 (2003): 441-452.

Funds allocated as the result of a 1994 class action lawsuit involving the Utah Department of Corrections (UDC) established adequate funding for the provision of health care for Utah's incarcerated population. However, inflationary pressures along with increases in population size began to squeeze limited budgets and resulted in a \$2.3 million dollar deficit by the fiscal year 2001. In response, UDC's Bureau of Clinical Services rigorously assessed this situation and began to forge a new direction for health care delivery that utilized private sector and other fundamental cost containment techniques. Those techniques included enforcement of strict pharmaceutical formularies, analysis of staffing patterns and productivity, flattening of the administration, creation of a pyramidal line of authority, and intense scrutiny and monitoring of all contracts. These efforts resulted in \$250,000 saved in pharmaceutical costs, a 10% increase in staff productivity, reassignment of two senior-level administrative staff, and establishment of a physician bureau chief with authority over all administrative and clinical decisions. These reforms have resulted in \$690,000 being cut from existing contracts (including pharmaceuticals) and a cumulative \$1,474,000 savings (7.5%) from the previous year. It was concluded that despite the environment of escalating health care expenses, cutting costs can be realized while at the same time maintaining quality care and meeting the stringent criteria for National Commission on Correctional Health Care accreditation statewide.

Henrichson, Christian and Valerie Levshin. "Estimating Marginal Costs for Cost-Benefit Analysis in Criminal Justice." New York: Vera Institute of Justice, Cost-Benefit Knowledge Bank for Criminal Justice (CBKB), 23 February 2011.

A slide set summary of the webinar. "This webinar describes the role of marginal costs in cost-benefit analyses and the difference between marginal and average costs. It outlines the

steps you should take to estimate marginal costs and collect data from criminal justice agencies. Chris and Valerie also offer tips that you can use to increase the accuracy of your marginal cost estimates."

<http://www.slideshare.net/CBKBank/estimating-marginal-costs-webinar>

Henrichson, Christian and Ruth Delaney. "The Price of Prisons: What Incarceration Costs Taxpayers". *Vera Institute of Justice*. January 2012.

This website provides a look at the direct cost of state prisons to taxpayers. A report is presented from a study in which prison costs are analyzed by state according to: the number of prison costs that are outside the corrections budgets—costs budgeted centrally for administrative purposes, inmate services funded through other agencies, and underfunded contributions for retirement benefits; the total taxpayer cost of prisons; and the total taxpayer cost per inmate. Collateral costs or indirect costs associated with inmates are not included in the totals but are briefly described. "While it is essential to recognize the full amount a state spends on its prisons, it is also important to recognize that officials are responsible for ensuring their prisons are safe, secure, and humane—a necessarily expensive undertaking. The temptation to compare states' per-inmate spending should therefore be avoided, as low per-inmate costs may invite poorer outcomes in terms of safety and recidivism" (p. i). This website also provides access to "The Price of Prisons: 40 State Fact Sheets" which supply key findings and taxpayer costs (dollars in millions) for 40 states determined during the study. These are available in a document with all 40 of the fact sheets or by each state individually.

<http://nicic.gov/Library/025650>

"The History of Criminal Justice Agency Collaboration in Alaska." *Alaska Prisoner Re-Entry Task Force*. 2010.

"For more than thirty-five years, the presence of an inter-branch cooperative working group in the criminal justice system has benefited the state in several ways. Most importantly, agencies have had a regular opportunity to meet and resolve problems. Agencies have taken the time to educate each other, the legislature, and, indirectly, the public, about the need for criminal justice agencies to work together in order for each one to achieve the constitutional objectives of protection of the public, consideration of victims, and reformation of offenders. These issues are best being addressed in the context of a cooperative working environment" (p. 2-3).

<http://www.correct.state.ak.us/corrections/TskForce/documents/HistoryCJAC.pdf>

Holahan, John and Linda J. Blumberg. "Is the Public Plan Option a Necessary Part of Health Reform?" *Urban Institute Health Policy Center*. Accessed 8 March 2012.

"The arguments around the public plan too often ignore what we believe is the central reason for including a public plan as a component of reform: that health insurance markets today, by and large, are simply not competitive. And as such, these markets are not providing the benefits one would expect from competition, including efficient operations and consequent control over health care costs. We believe that the concentration in the

insurance and hospital industries that has taken place over the past several years has been a significant contributor to this problem. The role of the government plan is to counter the adverse impacts of market concentration and, in doing so, slow the growth in health care costs” (p. 1). Sections of this document include: competition in insurance and hospital markets; the consequences of the lack of competitive markets; how a public plan can help; what a public plan would look like; the source of savings—administrative costs and payment rates; how big the public plan would be; how much the public plan would save; the arguments against the public plan refuted; private insurance plans will survive; and conclusion.

<http://www.urban.org/publications/411915.html>

Holahan, John, Linda J. Blumberg, Stacey McMorro, Stephen Zuckerman, Timothy Waidmann, and Karen Stockley. “Containing the Growth of Spending in the U.S. Health System”. *Urban Institute Health Policy Center*, October 5, 2011.

Options for containing the growth in health care spending along with their possible savings are described. Sections following an executive summary include: introduction; the problem of substantial growth in health care costs compared to the economy; causes of high rates of growth in medical spending; the Affordable Care Act (ACA); additional options; and conclusion. “Note that most of these policies by themselves would not necessarily achieve major reductions in spending. But a combination of several of these policies should lead the nation to a rate of growth closer to the increase in GDP [gross domestic product]” (p. 3).

<http://www.urban.org/publications/412419.html>

Jail Population Reduction Strategies: An Examination of Five Jurisdictions’ Responses to Jail Crowding. Hagerstown, MD: American Jail Association, October 31, 2006.

This study examines local criminal justice systems which have reduced or significantly slowed the number of inmates incarcerated in the county jail. The research specifically looks at the processes and methods utilized to accomplish this outcome. Five sites are presented in this report which examines the site environment, population reduction efforts, process changes and programmatic changes.

<http://nicic.gov/Library/012162>

July 2009-June 2010 CMHC Annual Report. Farmington, CT: University of Connecticut Health Center, 2010.

“Correctional Managed Health Care (CMHC) provides global medical, mental health, pharmacy, and dental services at 17 CDOC facilities statewide clustered into ten functional units, at 42 CDOC-contracted halfway houses and at JDH. As of June, 2010, services were provided by 734 full-time equivalent staff (a total of 807 individuals) to a population of 19,246 individuals (18,819 incarcerated and 838 in halfway houses)” (p. 1). Sections of this report include: introduction; background; vision, mission, and values; legal context of correctional healthcare; program overview—medical services, nursing services, mental health services, dental services, adolescent services, pharmacy operations, education and training, community transition, judicial contract—Court Support Services Division (CSSD), and research; organizational structure; publications and presentations; medical services

flowchart; and mental health services flowchart. Expenses for inmate care were \$92.0 million for fiscal year 2010.

<http://nicic.gov/Library/026187>

"Justice Atlas of Sentencing and Corrections". *Justice Mapping Center*. Accessed 5 March 2012.

"The Justice Atlas is a corrections data driven, interactive mapping tool ... [It] is distinct from crime mapping in that it maps the residential patterns of populations who are admitted to prison and who return to their communities from prison each year; as well as those who are on parole or probation on any typical day." Statistics are provided per state (if given) for admissions rate, count, and expenditure, releases rate, count, and expenditure, parole rate and count, and probation rate and count. Highlights from the data show revocations to prison, cost centers, reentry disparities, and gender rates.

<http://www.justiceatlas.org/>

Key, Tori, *Cost-Effective Criminal Justice: A Survey of National Issues and Trends*. Madison: Wisconsin Sentencing Commission, March 2005.

Costs associated with critical components of sentencing and corrections policy are described. Sections following an executive summary include: statement of purpose; introduction; costs -- crime, sentencing, corrections, state expenditures, rising healthcare expenditures, and current policy to rising correctional costs; effective criminal justice interventions -- what works, community corrections, drug abuse treatment and drug courts, and criminal risk assessment; and conclusions.

<http://nicic.gov/Library/022521>

Lawrence, Alison. *Cutting Corrections Costs: Earned Time Policies for State Prisoners*. Denver: National Conference of State Legislatures, July 2009.

The use of "earned time" to "reduce the costs of incarceration and help offenders succeed when they return to the community" is examined (p. 1) Topics discussed include: types of earned time -- most common are education participation and work; quantities of work time; public safety and cost savings; recent expansion of earned time policies; expanding earned time pays off in Washington; reducing recidivism in Kansas; and incentive credits in Pennsylvania.

<http://nicic.gov/Library/023944>

McDonald, Douglas C. and Kenneth Carlson. *Contracting for Imprisonment in the Federal Prison System: Cost and Performance of the Privately Operated Taft Correctional Institution*. Cambridge, MA: Abt Associates, Inc. October 1, 2005.

A comparison of what it cost the GEO Group (formerly the Wackenhut Corrections Corporation) to run the Taft Correctional Institution (TCI) versus what the federal government would have spent managing and operating TCI is presented. Four chapters follow an executive summary: introduction; does contracting cost less than government operation?; comparing the facility's performance to contractual obligations; and comparing performance of TCI with government-operated federal prisons. GEO operated TCI at a lower

cost (approximately 10% primarily saved in total labor costs -- payroll and benefits) while performing "above and beyond" contracted performance objectives.

<https://www.ncjrs.gov/pdffiles1/nij/grants/211990.pdf>

Montana Department of Corrections Policy Directive (DOC 4.5.12). "Managed Care and Cost Containment." January 18, 2012.

"The Department of Corrections facilities will monitor and maintain offender health care services and costs to provide the recommended and necessary level of health care to offenders in Department custody" (p. 1). Procedures cover: general requirements; adult facilities; youth facilities; managed care recommendations; and cost containment recommendations.

<http://nicic.gov/Library/026206>

New York Office of the State Comptroller, Division of Local Government and School Accountability. *Cost-Saving and Cost-Containment Strategies for New York State's Local Governments*. Albany: Office of the State Comptroller, June 2009.

"This report provides a number of ideas and explains efforts undertaken by various municipal officials or identified through audits conducted by OSC [Office of the State Comptroller] that are applicable to most local governments, and that address costs that are under local control" (p. 1). Three areas are highlighted: health care, energy, and jails. In particular, jail-related expenditures have been reduced by cook-chill food preparation, telemedicine, and alternative incarceration. The report ends with briefly looking at revenue enhancers and purchasing.

<http://nicic.gov/Library/026091>

Nikkel, Bob. "Building Blocks of Integrated Healthcare and Cost Containment." Slide. Salem: Oregon Department of Human Services, May 14, 2009.

This graphic shows the interaction of health cost drivers, public institutional cost drivers, and integrated health cost drivers.

North Carolina Department of Correction. *Inmate Medical Cost Containment: 2011 Legislative Report*. Raleigh: Department of Correction, March 1, 2011.

This report evaluates the impacts resulting from North Carolina's Senate Bill 897 on the Department of Correction's expenditures for inmate medical services provided outside of its facilities. Senate Bill 897 is separated into the following sections: the 70% Mandate; the 5% Mandate; the Medicaid Mandate; other cost containment methods not covered by this bill; and reporting. The Department's budget was reduced by \$20.5 million in anticipation of cost savings resulting from Senate Bill 897. Unfortunately, cost savings will not result in meeting the budget reduction.

<http://nicic.gov/Library/026087>

Palanca, Peter. "TASC (Treatment Alternatives for Safe Communities) Testimony to the Illinois Health Care Reform Implementation Council." November 16, 2010.

This testimony addresses the potential for health care reforms to "improve health, increase public safety, and create current year budget savings for the state and county criminal

justice systems” in Illinois. Five strategies to reduce public expenditure and maintain public safety are defined, along with the target group being addressed and the impact of each strategy.

<http://www2.illinois.gov/gov/healthcarereform/Documents/Health%20Reform%20Implementation/Public%20Comments/Added/Treatment%20Alternatives%20for%20Safe%20Communities.pdf>

Prison Inmate/Public Institute Medical Cost Containment. County Commissioners Association of Pennsylvania. Accessed 7 March 2012.

Services provided by PIMCC (Prison Inmate Medical Cost Containment), a cost saving managed medical care program, are described. PIMCC "is a medical cost management, educational program dedicated to assisting county prisons with the containment of all costs relating to prison inmate medical expenses" (p.1). Similar entities may exist to help other correctional agencies curb their rising costs in providing healthcare to their inmates.

<http://www.pacounties.org/Insurance/Pages/PIMCC.aspx>

The Real Costs and Benefits of Change: Finding Opportunities for Reform during Difficult Fiscal Times. Washington: National Juvenile Justice Network, June 2010.

Individuals advocating for cost-effective juvenile justice reform need to turn to this guide "to help reinforce the value, both in terms of dollars and substance, of progressive programming for juveniles that leads to positive youth outcomes and healthy communities" (p.1). This document is divided into four parts: the problem, moving toward reform in a time of fiscal crisis; substantive and tactical strategies to realign and reduce spending while maintaining progressive programming; using the fiscal crisis as an opportunity to deinstitutionalize, the key research; and conclusion.

<http://nicic.gov/Library/024621>

Right-Sizing Prisons: Business Leaders Make the Case for Corrections Reform. Washington: Pew Center on the States, Public Safety Performance Project, January 2010.

Business leaders interested in promoting corrections reform will find this article very illuminating. Topics discussed are: how business organizations can get involved in sentencing and corrections issues and why these issues are important to the business community; specific policy changes being advanced in the interviewees' communities; how community members are attempting to reform influence reform; and the political and other challenges encountered and strategies to deal with them.

<http://nicic.gov/Library/024286>

"State Cost Containment Initiatives for Long-Term Care Services for Older People." *Urban Institute.* Accessed 8 March 2012.

The strategies states can take to reduce Medicaid expenditures for long-term medical care for the elderly are explored. These approaches involve: system reforms—expand home and community-based services, and integrate acute and long-term care services through managed care; increasing private and federal resources; and traditional strategies to control spending—cut reimbursement rates, and limit the supply of long-term care service

providers. "In the short run, if faced with an economic downturn, states are likely to rely on more traditional strategies to reduce spending, such as cutting reimbursement rates and controlling nursing home supply. Many states are using certificate of need restrictions or moratoria on new nursing home construction to limit the supply of services, and, therefore, utilization. With the repeal of the Boren amendment in the Balanced Budget Act of 1997, states have much greater legal freedom to impose rate cuts on nursing homes. However, so far, relatively few states have done so, reflecting good economic times and the political power of the nursing home industry" (p. i).

<http://www.urban.org/publications/1000056.html>

State Government Redesign Efforts 2009 and 2010. Washington: NGA Center for Best Practices, October 18, 2010.

Strategies for dealing with the severe budget shortfalls affecting state governments are examined. Readers will find useful information for dealing with their own budget cuts. In addition to an executive summary, this brief has sections covering the responses of governors in the policy areas of corrections, K-12 education, higher education, employee costs, shared services and agency consolidation, privatization and asset sales, and tax expenditures.

<http://nicic.gov/Library/024765>

United States Department of Justice, Bureau of Justice Statistics. *Performance Measures for the Criminal Justice System: Discussion Papers from the BJS-Princeton Project*. By Lawrence A. Greenfield, John J. DiIulio Jr., Charles H. Logan, Joan Petersilia, George F. Cole, Geoffrey Alpert, Mark H. Moore, and James Q. Wilson. Washington: Bureau of Justice Statistics, October 1993. NCJ 143505.

The essays contained in this book address the issues of effectiveness, efficiency, and fairness in the criminal justice system. Geared toward improving the criminal justice system, the authors discuss the implementation of performance indicators in prisons, community corrections, trial courts, and police departments.

<http://bjs.ojp.usdoj.gov/content/pub/pdf/pmcjs.pdf>

United States Government Accountability Office. *Criminal Alien Statistics: Information on Incarcerations, Arrests, and Costs*. Washington: GAO, March 2011. GAO-11-187.

"This report addresses (1) the number and nationalities of incarcerated criminal aliens; (2) the types of offenses for which criminal aliens were arrested and convicted; and (3) the costs associated with incarcerating criminal aliens and the extent to which DOJ's methodology for reimbursing states and localities for incarcerating criminal aliens is current and relevant." Statistics are provided for criminal alien incarcerations and nationalities, criminal alien arrests and convictions, estimated costs of criminal alien incarcerations; and agency and third-party comments. "Based on our random sample, GAO estimates that the criminal aliens had an average of 7 arrests, 65 percent were arrested at least once for an immigration offense, and about 50 percent were arrested at least once for a drug offense. Immigration, drugs, and traffic violations accounted for about 50 percent of arrest offenses. About 90 percent of the criminal aliens sentenced in federal court in fiscal year 2009 (the most recently available data) were convicted of immigration and drug-

related offenses. About 40 percent of individuals convicted as a result of DOJ terrorism-related investigations were aliens.” The average cost to incarcerate criminal aliens is \$1.5 billion per year.

<http://nicic.gov/Library/026181>

Wiseman, Jane. *Strategic Cutback Management: Law Enforcement Leadership for Lean Times*. Washington: National Institute of Justice, July 2011. NCJ 232077.

This report “presents lessons learned from past experience and suggests approaches leaders can use to address financial crises in law enforcement” (p. ii). These strategies can also be applied to corrections. This guide also provides examples of other agencies using these tactics. Sections cover: challenges during times of economic decline; ways to manage during times of economic decline—business process re-engineering (BPR), performance measurement, and budgeting for outcomes; selected current approaches—personnel cutback management strategies, force multipliers such as partnerships and adoption of new technologies, and vehicle cost-reduction strategies; and looking forward.

<http://nicic.gov/Library/025386>

News Articles

Aupperlee, Aaron. "Impact of Privatizing Prison Health Care Not Yet clear for Jackson Correctional Facilities." *Jackson Citizen Patriot* (MI), September 30, 2011.

This article discusses the pros and cons involving privatizing prison health care, including the impact on union employees working in state health-care.

http://www.mlive.com/news/jackson/index.ssf/2011/09/impact_of_privatizing_prison_h.html

Burger, James. "Committee OKs Controversial Prison Realignment Budget." *The Bakersfield Californian* (Bakersfield, CA), September 21, 2011.

This article discusses the shift of non-violent prisoners in California from state supervision to local authority. The pros and cons of how the funding provided to localities will be spent, toward incarceration or recidivism, are covered.

<http://www.bakersfieldcalifornian.com/local/x2120573779/Committee-OKs-controversial-prison-realignment-budget>

Chick, Terry. "Changes at Walla Walla Pen to Save Million\$." *KRPTV.com* (Pasco, WA), October 6, 2011.

The Walla Walla prison in Washington will be shifting units from medium to minimum custody to match offender population needs and provide a cost savings in units and personnel.

<http://www.keprtv.com/news/local/131285509.html>

"Department of Corrections Wants to Cut Two Thousand Employees." *WTVBAM.com*, (MI), September 29, 2011.

The Michigan Department of Corrections plan to reduce costs of \$50 million in 2012.

<http://wtvbam.com/news/articles/2011/sep/29/departement-of-corrections-wants-to-cut-two-thousand-employees/>

Franzman, Dave. "State Correctional Workers Protest Staffing Levels." *The Gazette* (Cedar Rapids, IA), October 14, 2011.

This article covers a protest by correctional officers at the Iowa State Penitentiary at Fort Madison. Correctional officers are interviewed about staffing reductions and safety.

<http://thegazette.com/2011/10/14/state-correctional-workers-protest-staffing-levels/>

Gendreau, LeAnne and Malini Basu. "Union Case to Reopen Prison Begins." *NBC Connecticut* (CT), September 23, 2011.

The Municipal Employees union has filed a law suit concerning the overcrowding and safety of state prisons, after a minimum-security prison in Mansfield, Connecticut was closed.

<http://www.nbcconnecticut.com/news/local/Prison-Overcrowding-Hearings-Lawsuit-Bergin-130411668.html>

Giles, Ben. "Virginia Taxpayers Bear Burden of Empty Prison." *The Washington Examiner* (Washington, DC), January 3, 2011.

This article covers how the prison population projections that were made in Virginia several years ago significantly differ from reality and have resulted in a new prison being built and not utilized.

<http://washingtonexaminer.com/local/virginia/2011/01/virginia-taxpayers-bear-burden-empty-prison/109052>

Harris, Emily. "CDCR to Release 4,000 Primary Caregivers from Women's Facilities." *San Francisco Bay View* (San Francisco, CA), September 19, 2011.

As part of California's cost cutting plans, over 4,000 female care-givers are planned for release from prison to residential programs.

<http://sfbayview.com/2011/cdcr-to-release-4000-primary-caregivers-from-womens-prisons/>

"IDOC: Rhoades Execution Cost \$53K." *Idaho Press-Tribune* (Nampa, ID), December 30, 2011.

This article details the cost of an execution by lethal injection.

http://www.idahopress.com/news/local/idoc-rhoades-execution-cost-k/article_9cd9431a-3339-11e1-9043-001871e3ce6c.html

Johnson, Carrie. "Budget Crunch Forces a New Approach to Prisons." *National Public Radio*. February 15, 2011.

This National Public Radio news story covers the cost savings, research, current attitudes, and risks of changing prison policies.

<http://www.npr.org/2011/02/15/133760412/budget-crunch-forces-a-new-approach-to-prisons>

Kenney, Tom. "State Prisoners Released Early to Save Money." *WTVQ.com* (Lexington, KY), January 3, 2012.

The article reports the cost savings of early release for about 1,000 prisoners in Kentucky.

http://www.wtvq.com/content/localnews/story/State-Prisoners-Released-Early-to-Save-Money/UqJ_zymnj0u-jDoEi2CpsQ.csp

Lender, Jon. "State Employees Reap \$250M a Year in OT." *Hartford Courant* (Hartford, CT), October 2, 2011.

This article provides examples of Connecticut state employees with significant overtime pay, including corrections.

<http://www.courant.com/news/politics/hc-lender-column-overtime-1002-20111002,0,53984.column>

Monegain, Bernie. "EMR, Telemedicine Save Texas \$1B." *Healthcare IT News*. August 24, 2011.

The Texas statewide electronic medical record (EMR) system and telemedicine service have reduced costs by \$1 billion over 10 years, while serving 145 state corrections facilities.

<http://www.healthcareitnews.com/news/emr-telemedicine-saves-texas-1b>

Reinhart, Mary K. "State, Critics Disagreeing on Impact of Mental-Health Cuts." *The Arizona Republic* (Mesa, AZ), September 21, 2011.

Impact of cuts in drugs and crisis services for mentally ill in Arizona may be seen in emergency rooms, psychiatric hospitals and jails.
<http://www.azcentral.com/arizonarepublic/news/articles/2011/09/21/20110921mental-health-cuts-toll-debated.html>

Rothschild, Scott. "Kansas Prison System Overcrowded and Understaffed, Says Department of Corrections Secretary." *LJWorld.com*, September 20, 2011.

This article reports on staffing cuts in Kansas prisons and the balance of additional cuts with public safety.

<http://www2.ljworld.com/news/2011/sep/20/kansas-prison-system-overcrowded-and-understaffed-/>

Smoot, D.E. "State Inmates Cost Counties Millions." *Muskogee Phoenix* (Muskogee, OK), November 6, 2011.

This article summarizes how costs are shifting from state to local budgets, as state prisoners are housed in jails longer due to overcrowding at the state level.

<http://muskogee phoenix.com/local/x2039722490/State-inmates-cost-counties-millions>

"Solar Panels to Power a California Jail." *Mother Nature Network*, December 28, 2011.

This example of cost savings is projected to reduce electricity spending by \$14 million over 25 years.

<http://www.mnn.com/earth-matters/energy/stories/solar-panels-to-power-a-california-jail>

Stein, Jason. "State Takes 1,200 Milwaukee County Inmates Off FoodShare." *Milwaukee Journal Sentinel* (Milwaukee, WI), September 24, 2011.

This article covers both inmate fraud and invalid participation in Wisconsin's public food assistance program.

<http://www.jsonline.com/news/statepolitics/130511318.html>

Stevick, Eric. "State Prison in Monroe Key to System, Say Officials." *The Herald* (Everett, WA), January 4, 2011.

This article details a variety of ways the Monroe Correctional Complex can be adapted to reduce costs.

<http://heraldnet.com/article/20110104/NEWS01/701049915>

Sullivan, Jennifer. "Budget Woes: Will Parolees Get a Free Pass?" *The Seattle Times* (Seattle, WA), October 10, 2011.

A variety of cuts, including unsupervised release from prison, are considered to meet the Washington DOC budget reductions of 5-10 percent.

http://seattletimes.nwsourc.com/html/localnews/2016465781_doccuts11m.html

Walker, Teri. "Corrections Evaluates Both Private and Public Prisons." *AZJournal.com* (Holbrook, AZ), January 14, 2012.

This article covers a comparison report of the costs and services provided by Arizona's public and privately run prisons.

<http://www.azjournal.com/2012/01/04/corrections-evaluates-both-private-and-public-prisons/>

Blog Posts

Ewing, Maurice. "Cutting Costs without Cutting People." *HBR Blog Network*. Harvard Business Review. (blog), April 4, 2011 (10:00 a.m.).

This blog post on the Harvard Business Review Blog Network focuses on comparing the "operational risks" of cutting people, such as mistakes and accidents, to the actual savings of cutting people. Three broad steps are outlined to help managers make an informed decision between the risk of operational costs and the salary savings.

http://blogs.hbr.org/cs/2011/04/cutting_costs_without_cutting.html

Henrichson, Christian. "Measuring the Benefits to Victims of the Prison Rape Elimination Act." *Cost-Benefit Knowledge Bank for Criminal Justice*. Vera Institute of Justice. (blog), March 30, 2011.

This blog post overviews the Department of Justice's cost-benefit analysis of the Prison Rape Elimination Act standards. The potential benefit of the standards is estimated in terms of legal costs and costs related to the impact on the victim.

<http://cbkb.org/2011/03/measuring-the-benefits-to-victims-of-the-prison-rape-elimination-act/>

Levshin, Valerie. "Perspectives on Crime and Money: Interview with Cost-Benefit Expert Steve Aos." *Current Thinking*. Vera Institute of Justice. (blog), February 10, 2010.

This blog post provides a review of and access to five podcasts interviewing Steve Aos on the topic of how the Washington State Institute for Public Policy (WSIPP) approaches crime reduction and cost savings.

<http://www.vera.org/content/perspectives-crime-and-money-interview-cost-benefit-expert-steve-aos>