



FURTHER THE WORK
Building better justice.

DESIGNING AND OPERATING A
PURPOSE-DRIVEN, REHABILITATIVE CORRECTIONAL FACILITY
IN FRANKLIN COUNTY, OHIO

Produced by Further The Work, LLC

In association with DLZ/HDR

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I. SCOPE, METHODOLOGY, DELIVERABLES, AND CONTEXT

A. SCOPE

In September 2018, Further The Work (FTW) was hired by DLZ/HDR to provide the Franklin County Office of the Sheriff with a methodological design for integrated in-custody rehabilitative programs and practices for Franklin County's proposed new correctional facility.

Committed to partnering with jurisdictions to design and implement rehabilitative, purpose-driven jails™, FTW's goal is to support Franklin County in setting the national standard for excellence in rehabilitative, in-custody programming.

The scope of FTW's contract involved four primary tasks:

1. **Programmatic Design:** Based on analysis of current and anticipated incarcerated populations as provided by the Office of the Sheriff, design a comprehensive in-custody rehabilitative service plan to maximize the benefit of custodial programming and support successful transition out of custody, including consultation on integration of incentivized behavioral plans and housing classifications.
2. **Programmatic Governance:** Outline methods for oversight and coordination to advance rehabilitative goals, enhance benefit of in-custody programming, and foster successful transition.
3. **Programmatic and Facilities Integration:** Provide consultation to enhance alignment of programmatic approach with facilities design, including professional visits, child/parent visitation, and rehabilitative and educational services.
4. **Current Programming:** Review and comment on existing custodial rehabilitative services and capacities to assess incremental needs or variation to achieve intended purposes.

B. METHODOLOGY

To undertake its scope, FTW employed the following methods:

1. **Contextual Document Review:** Reviewed multiple documents produced by or for Franklin County in recent years, including the Comprehensive Five-Year Reentry Strategic Plan, the Comprehensive Strategic Justice Plan 2016-2020, the Opiate Action Plan, the Bail Practices Review produced by Public Performance Partners in December 2018, and materials related to Franklin County's Stepping Up initiative.
2. **Literature Review:** Conducted a literature review of available national sources to inform our understanding, analysis, and eventual recommendations for Franklin County.
3. **Confidential Interviews:** Conducted individual, confidential interviews with multiple stakeholders in Franklin County who collectively hold duties, authorities, and responsibilities for in-custody and non-custodial justice-related administration, operations, and programming.

4. **Specific Document Review:** Requested, reviewed, and analyzed multiple source documents and data sets provided by Franklin County, including in-custody program materials and available utilization statistics.
5. **Data Review:** Requested and analyzed a complex data set of people incarcerated in Franklin County from January 1 to December 21, 2018 (the date on which the data set was extracted).

C. DELIVERABLES

From this data and information, FTW has produced the following deliverables:

1. An analysis of current in-custody scheduling and per-capita program availability
2. An array of data visualizations to illuminate various elements of in-custody populations and jail bed usage
3. A program-specific space-utilization analysis
4. Consultation on facilities design to reflect programmatic purpose
5. Two multi-day program-related training/discussion workshops in October and December 2018 for the Office of the Sheriff and justice leaders. Materials produced for these workshops are included with this report in the Appendix.
6. A resource folder containing relevant subject-matter research and information
7. An interim report, dated January 29, 2019, included with this report in the Appendix
8. A final report, dated March 21, 2019

D. CONTEXT: BECOMING A PURPOSE-DRIVEN, REHABILITATIVE CORRECTIONAL FACILITY

To understand how any system works, it is critical to understand not only the system's components but the interactions among the constituent parts. As with any system, a criminal justice system is comprised of a "group of interacting, interrelated, and interdependent components that form a complex and unified whole."¹

Within this context, it's clear that a community's jail system represents just one component of the overall criminal justice system in which its jail exists. Its operations, including who is brought into the jail, for what reason and purpose, and for how long, are influenced by the policies and practices of other justice system actors, including local law enforcement, prosecutors, defense attorneys, and judges, as well as agencies responsible for pretrial and post-adjudication community supervision.

Thus, it is important to note and recognize that to a large degree, the use of a system's jail is largely a downstream consequence of upstream decisions made by criminal justice policies and agencies beyond the control of a jail's administration.

The cycle of disruptive or criminal conduct, repeated arrest, aimless incarceration, unsupported reentry, and predictable recidivism is costly to every resident of Franklin County. It burdens public systems, disturbs public safety, diverts scarce resources, damages the lives of justice-involved people, their family members, and their neighborhoods, and offers no path forward.

As a consequence, it is imperative to recognize the importance of ensuring that the design and operations of a jurisdiction's jail facilities are consistent with, and advance, the larger system's intentions and strategies. For this reason, a truly progressive jurisdiction must attend to, and invest in, its jail system—not just in the building design, but in its information systems, intake processes, staff training and posting, operational management, programmatic design and delivery, and evaluation.

In any jail construction project, the key question is this: What can you do to ensure that your jail's design, management, and operations reflect and advance a shared strategy for safety, equity, and justice? We believe that a jail without robust programs is like a school without robust classes... a massively expensive missed opportunity.

The economic incentive that seeks to maximize return on every dollar while protecting public safety is supported by the evidence. Research suggests that “at least 40% and up to 60% of the studies of correctional treatment services reported reduced recidivism rates relative to various comparison conditions, in every published review.”² And well-designed and well-managed service systems have the greatest impact.

In the end, new infrastructure is a great opportunity—but a newly designed building without newly designed purpose is too readily just a change of address.

A jail's purpose, design, and operations are not just internal management issues: They constitute and create broader public policy, affecting and being affected by not just the entire criminal justice system but the broader community of which it is a part.

1. Jail Versus Incarceration: A Fundamental Distinction

For more than 100 years, and increasingly during the decades of rising mass incarceration of the late 20th century, criminal justice systems in the United States have used jails principally as methods of incapacitation, deterrence, and punishment.

In recent years, however, as the national conversation has engaged in a more critical analysis of the criminal justice system, the purpose of jails and prisons is increasingly subject to new consideration. In this context, jail construction projects represent important opportunities for local jurisdictions to examine the purpose and use of their jails—not just what happens inside the walls, but how their jails are used by the county's criminal justice strategies and goals.

At FTW, we have become known for drawing the distinction between *jail* and *incarceration*. While a jail is a physical place comprising infrastructure and operations, incarceration is a *criminal justice methodology* used by justice-related stakeholders with authorities and duties outside the jail itself. Thus, we emphasize the importance of examining a jail's use within the context of the policies, practices, strategies, and intentions of the larger criminal justice system.

2. Matching Purpose, People, and Programs

In our work for Franklin County, we are striving to maximize the jurisdiction's opportunity and capacity to right-size and right-purpose its correctional facilities, and to ensure that

their use and operations are consistent with the larger criminal justice system of which it is a part.

When working with jurisdictions engaged in jail assessment or construction projects, we at FTW begin by asking three key questions:

Purpose

What is the deepest purpose of your jail? Is this purpose consistently understood and agreed upon by all criminal justice stakeholders interacting with your jail? What role does rehabilitation hold in your jail?

People

Who are the people in your jail, why are they there, and should they be there? Is the way your criminal justice system uses incarceration consistent with its larger strategies? Is this use of incarceration consistent with what research suggests about public safety, equity, and reducing recidivism?

Programming

Once you've matched the purpose of your jail with the people in your jail, how do you create a purpose-driven, rehabilitative jail? What does it mean for facilities design and operations, staffing, data management, program design and service matching, cross-agency collaboration, and budget? What improvements can be implemented within a jail system, and what improvements require changed policies and practices involving your external stakeholders?

3. Core Values in a Purpose-Driven, Rehabilitative System

At FTW, we encourage jurisdictions to think of incarceration as a method of last resort, and of their jails as educational, vocational, and rehabilitative service organizations. Once a jurisdiction commits to this new approach, becoming a “rehabilitation-centric” jail requires substantial shifts in philosophy, budget, operations, training, partnership, and evaluation, both inside the jail’s administration and among the partners who together comprise its larger criminal justice system.

In order to reduce the harm and maximize the potential benefit of time a person is required to spend in custody, rehabilitative jails start with six intentional, non-negotiable values:

- ✓ Commit to doing no harm.
- ✓ Work to ensure that people are held in custody only when warranted by objective, evidence-based reasons of public safety.
- ✓ Make rehabilitation the primary mission. Set and measure this goal.
- ✓ Infuse human dignity and human-centered practices into the DNA of jail operations.
- ✓ Create policies and procedures that reflect these commitments. (Policies are values-embodied.)

- ✓ Establish, elevate, and invest in evidence-based, data-driven rehabilitative services as a critical and essential engine driving operations.

We believe that if the Office of the Sheriff is to achieve this vision, it must adopt, reinforce, and operationalize these values across all aspects of jail design and operations, including hiring, training, budgeting, internal operational policies, priorities, and practices, and overall system assessment.

Furthermore, we believe that in order to achieve success, this vision must be endorsed, championed, protected, and supported by the County Commissioners, and that the Commissioners and the Office of the Sheriff work hand in hand to ensure that the focus on in-custody rehabilitation receives ongoing incremental funding to underwrite this important work.

We believe that to achieve success, this vision must be endorsed, championed, protected, and supported by both the Sheriff's Office and the County Commissioners.

[Recommendation # 1: Pass County Resolution to Endorse the Implementation of a Purpose-Driven, Rehabilitative Correctional Facility](#)

[Recommendation # 2: Issue Directive to Implement the New Facility as a Purpose-Driven, Rehabilitative Correctional Facility](#)

E. OPERATIONALIZING A PURPOSE-DRIVEN, REHABILITATIVE CORRECTIONAL FACILITY

1. Institutionalize Rehabilitative Programming as the Core of the Facility's Purpose

The Franklin County Office of the Sheriff currently employs a seven-person Social Services department that is responsible for direct service provision and coordinating services provided, at no cost, by outside organizations. The Sheriff's Office is to be commended for operating such a department, which is relatively rare in jail facilities across the country.

However, with the transition to the new facility, and the concomitant opportunities to transform the institution into a purpose-driven, rehabilitative facility, we believe it is necessary for Franklin County to substantially augment and elevate the capacity, authority, and budget associated with the Social Services department.

To that end, we recommend that within the Office of the Sheriff, Franklin County establish, staff, and fund an Office of Justice Programs and Evaluation, reporting to the Sheriff and led by an experienced, masters-level Director with proven expertise in multi-sector strategy and planning, policy development, program design, partnership management, fund development, grants compliance, evaluation, and internal and external communications.

We recommend that within the Office of the Sheriff, Franklin County establish, staff, and fund an Office of Justice Programs and Evaluation led by a Director with deep experience in multi-agency justice-related strategy, planning, and management.

At a minimum, in its initial composition the Office of Justice Programs and Evaluation should be staffed with the Director, a full-time Administrative Analyst (or an equivalent position) to

undertake specialized and technical research and analysis, and a full-time and experienced Administrative Manager.

Absorbing the budget and duties currently assigned to the Social Services Department, this Office of Justice Programs and Evaluation would be specifically charged with responsibility for the design, implementation, and ongoing evaluation of a whole-system rehabilitative approach. This would include responsibility to develop, coordinate, supervise, and evaluate in-custody and transitional programs, operations, services, and staffing. We believe that establishing this in-house capacity is essential to enhancing and stewarding robust, sustained, and integrated programmatic planning and implementation.

Working in partnership with sworn leadership and staff, IT staff, civilian staff, service partners, the Criminal Justice Planning Board, and the Office of Justice Policy and Programs, among others, this Director would be responsible for creating a road map to implement the necessary improvements to budget, operations, information management, program selection, staffing, evaluation, and fund development.

We recommend that this Office, and its Director, have substantial authority to develop and execute policies and procedures that advance the facility's rehabilitative purposes. This would include, among other things, the ability to select in-custody providers, to approve and manage custodial contracts (such as for healthcare), the ability to set rehabilitative policies, to collaborate with other departments (such as information technology) necessary to effect policy and program goals, and managerial authority over all social service staff, including the authority to hire, fire, and evaluate.

This Director should, as a first priority, be tasked with undertaking a phase of learning and planning, to be executed over a span of perhaps six to nine months. This phase would conclude with a written report of findings and recommendations presented to the Sheriff and the County Commissioners.

Mapping the next stages of rehabilitation-related transition planning and readiness preparation, this report should include summary findings on population analysis; current social service program operations, staffing, budget, and evaluations capacities; current information systems and their capacity to meet the program-related needs of data gathering, service matching, and service tracking; necessary changes in inter-agency protocols and information sharing; and a three-year workplan with primary milestones and associated budget, including potential external funding.

Recommendation # 3: Establish, Staff, Support, and Invest in an Office of Justice Programs and Evaluation

Recommendation # 4: Hire Experienced Leader as Director of Justice Programs and Evaluation

2. Staff, Support, and Formalize the Integration of Planning and Transition Duties

Tackling the time-consuming, complex, and interconnected tasks of designing, moving into, and managing a new facility is a daunting prospect under any circumstances. Coupled with that, however, is Franklin County's commitment to ensuring that this new facility is free of

outmoded philosophies. So to ensure that this opportunity offers more than just an expensive change of address, the Franklin County Office of the Sheriff is committed to implementing research-driven, 21st century approaches to reduce harm, foster rehabilitation, and support successful reentry.

Integrated Design and Transition Planning

Recognizing the complexities of this project, the Office of the Sheriff has organized two teams: a Core Team directed by the Chief Deputy for Research & Development and a Transition Team directed by the Chief Deputy for the Corrections Division. Established several years ago, the Core Team has been responsible for conducting extensive research into jail design and philosophy, specifically to inform their collaboration with the team of architects, engineers, and construction managers responsible for designing the new facility. The Transition Team, by contrast, is smaller and more recently formed. Its duties include preparation for the operationalization and management of the new facility.

Given the interlocking nature of design and operations, we strongly recommend that the Office of the Sheriff integrate these two teams and allocate funding to permit them to retain ongoing, highly experienced technical assistance as necessary throughout the project's next stages.

Authorities, Responsibilities, and Change Management

Furthermore, the current structure of project-related duties, in which authorities are allocated somewhat uncertainly between two teams, may lend itself to unnecessary and counter-productive confusions, frustrations, and inefficiencies, while potentially limiting the teams' capacities to maximize the benefits of their collective expertise.

Within the current context, the addition of a new Director of Justice Programs and Evaluation, while necessary, must be carefully and intentionally structured and positioned.

To address these realities, which are not uncommon in a period of organizational transition, we recommend that the Office of the Sheriff allocate funding to allow for technical assistance provided by specialists with expertise in organizational development, justice planning, and change management.

As a priority, this endeavor should provide explicit, shared, and documented clarification of the scope, authorities, and duties along the identified leaders. Once these areas of authority are confirmed, these decisions should be internally communicated to all relevant sworn, civilian, and contracted staff.

As a priority, this endeavor should provide explicit, shared, and documented clarification of the scope, authorities, and duties along the identified leaders. Once these areas of authority are confirmed, these decisions should be internally communicated to all relevant sworn, civilian, and contracted staff.

Multi-Disciplinary Leadership Team

Recognizing the clear distinctions in the authorities held by civilian employees and by sworn staff, and the implications for chains of command, we expect that such technical assistance providers might suggest that the Office of the Sheriff establish and institutionalize a multi-disciplinary leadership team of the Sheriff, the Chief Deputies responsible for corrections and special projects, and the Director of the Office of Justice Programs and Evaluation, along with others as appropriate.

We recommend that the Office of the Sheriff merge the Core and Transition Teams, establish and support a Multi-Disciplinary Leadership Team, and allocate ongoing technical assistance in organizational development, justice planning, and change management.

Recommendation # 5: Integrate and Provide Technical Support for the Core and Transition Teams

Recommendation # 6: Clarify and Formalize Scope, Duties, and Authorities of Chief Deputies

Recommendation # 7: Institute a Multi-Disciplinary Leadership Team to Support Change Management

3. Information Management & Population Analysis in Service Development

Developing a robust array of custodial programs, operated in partnership with both public and nonprofit community agencies, can serve to maximize the opportunity for rehabilitative benefit for people during their time in custody, while also establishing a coordinated, familiar, and consistent system of resources, services, and relationships to support people both during the reentry transition and post-release reintegration.

Internal and inter-agency information management is essential to this work, serving as the foundation on which program design and delivery decisions are made, services are delivered and tracked, and outcomes are assessed.

In most jurisdictions across the country, jails are used to house people according to varying judicial conditions and circumstances. In addition to the most obvious categories—arrestee, pretrial, or sentenced—the list includes a flurry of far more complex and nuanced categories: brought into custody for booking and released on bond or recognizance the same day, or subject to pretrial release on bond or held in custody awaiting arraignment, or held pretrial without bond, or held on a probation or parole violation, or held awaiting determination of competency or held due to court-ordered custodial programming, or held pending placement in a residential treatment facility, or detained on a federal hold, or convicted and awaiting sentencing, or convicted and serving a custodial sentence, or sentenced and awaiting post-conviction transfer to prison, or sentenced and awaiting release to probation or parole.

Each of these categories reflects the larger criminal justice system's use of incarceration as a criminal justice methodology and also has implications for any jail's daily operations and management.

Given the high volume and turnover of people brought into custody, coupled with their highly variable and unpredictable lengths of stay, it is important for jail systems to build the capacity to quickly and efficiently distinguish among people who are likely to cycle out in very short order (ideally, within a day), others who may remain in custody but who present relatively low needs and low risks, and those who warrant more intensive programming and support, due to some combination of high needs and anticipated length of stay.

Typically, during the intake process, jail systems collect data necessary to identify individuals, inform jail housing classification decisions, record judicial status, and screen for medical and mental health risks, suicidality, “keep aways,” or other specific issues.

While this data serves to enable daily custodial operations and management, it is not sufficiently detailed or robust for use in program design or service matching. Further, most jail information management systems do not include case management capacities, including the ability to capture information necessary to determine recidivism risk and needs, to automate service matching or service tracking, to assign individual and collective program schedules, to identify high-priority needs (such as people preparing for imminent release), or to assess service utilization and outcomes.

Good programming requires that jail administrators be able to swiftly develop an informed profile for each individual immediately upon entry to the facility, along with a comprehensive global understanding of the local incarcerated population overall. Through disciplined intake, screening, assessment, and triage systems, jail programming staff can best match valuable jail resources to the individuals who need them most, developing structured custodial case plans customized to the person’s judicial status, potential length of stay, and complexity of needs.

Good programming requires that jail administrators be able to swiftly develop an informed profile for each individual immediately upon entry to the facility.

So, to enable the development, management, and assessment of intentional programming within rehabilitative jails, it is imperative that detention facilities harness the power of information technology systems to accomplish these additional capacities. Equipped with such rich data, detention facilities can better identify where to devote which array of resources, drawing on information gathered not only at the front end of the custodial process but throughout a person’s incarceration.

Together, Franklin County’s relatively new Jail Management System and Northpointe housing classification system represent a promising foundation for developing a more intentional, coordinated, and robust process of intake, assessment, service matching, service tracking, behavioral incentivization, family connection, and transition planning.

[Recommendation # 8: Enhance Data Capacity to Foster Program Design and Delivery](#)

4. Transition from Jail to Community: Reentry Starts at Intake

The analysis found in this section is grounded in the principles developed through the National Institute of Correction’s (NIC) Transition from Jail to Community (TJC) project. Launched by the NIC and the Urban Institute in 2007, the TJC model aims to improve public

safety and reintegration outcomes by instituting collaborative and formalized relationships between jails and community partners.³ TJC seeks to achieve four primary benefits: long-term public safety, cost effectiveness, improved individual outcomes, and resource expansion by improving multi-system efficiencies.

A key premise of the TJC model is that “[detention-related] systems change must be coupled with concrete intervention efforts.”^{4,5} Thus, TJC models require the development of shared vision across multiple agencies; changes in organizational cultures; collaboration and joint ownership; and data-driven understanding of local criminal justice and reentry systems, including the use of incarceration as a criminal justice methodology.

In the TJC model, successful transition, reentry, and reintegration are a primary focus of activity from the moment someone is brought into custody. It stands to reason, therefore, that “reentry” should not be perceived as a brief, discrete, and impromptu set of activities in the final weeks or days of incarceration, but should be infused into each stage of the custodial process: screening, assessment, case planning, progress mapping, family support, and post-release resource identification, taking into account the potential length of stay, acuity of needs and risks, and the presence (or absence) of supportive resources.

While the model’s implementation is more complex, TJC involves three primary elements:

- ✓ Properly assess and match to appropriate and effective in-custody programming, using validated assessment tools and evidence-based approaches matched to the appropriate level of need.
- ✓ Proactively identify and develop plans to address anticipated post-release issues.
- ✓ Develop a reentry-focused, continuum of services inside and outside by operating in coordinated, intentional partnership with community-based providers and public agencies.

[Recommendation # 9: County Commissioners Pass Resolution to Support TJC Framework](#)

II. FOUNDATIONAL PREMISES

A. RISK/NEED/RESPONSIVITY

The TJC model recognizes that if time in custody is to be constructive, it is imperative to swiftly and efficiently identify an individual’s needs in order to develop an appropriate program and reentry plan. Thus, preparation for reentry begins at intake.

Reducing recidivism while enhancing outcomes by effectively matching risks and interventions is at the heart of the principles of the Risk/Need/Responsivity (RNR) framework. First formalized in 1990,⁶ today RNR is widely recognized as a primary method by which to mitigate risk and foster success.⁷

Research demonstrates that positive outcomes are maximized when service concentrations are correlated to RNR scores, so that people with high RNR scores are matched with proper program plans, including type, sequence, and “dosage” (program length, duration,

frequency).^{8,9} To determine the right level of interventions, RNR rests on three critical principles of assessment that can be distilled into three words: Who, What, and How.

Risk Principle

The risk principle asserts the importance of matching the level of service to the person's risk of future criminal justice involvement. It is essential to note that *risk is a dynamic measure*, not a static condition. Risk levels can change over time, depending on the status of a person's underlying criminogenic needs (such as untreated substance use disorder), so it is important both to reassess risk over time and to incentivize and recognize progress.

Need Principle

Rather than defaulting to assessment of static elements of risk (such as age at first arrest, number of arrests, most serious charge), the need principle asserts the importance of assessing criminogenic needs and developing treatment approaches that specifically address these needs. Criminogenic needs include employment, financial issues, housing status, literacy levels, family dynamics, prosocial or antisocial activities, adherence to treatment for substance use disorder or mental illness, and emotional self-regulation.

The Risk/Needs/Responsivity Framework

Risk: *Know who* to target.
Match the level of intensity to the level of risk of recidivism.

Needs: *Know what* to target.
Identify the needs most highly correlated with recidivism outcomes.

Responsivity: *Know how* to target.
Match the service methods to best reach the intended individual.

Responsivity Principle

The responsivity principle posits that service providers can maximize a person's ability to benefit from a rehabilitative intervention by tailoring the intervention to the person's learning style, motivation, abilities, strengths, and cultural framework. Some practitioners have offered a further refinement of the responsivity principle, distinguishing two kinds of responsivity: "General responsivity," or cognitive social learning methods that are effective regardless of the type of individual and offense, such as prosocial modeling, the appropriate use of reinforcement and disapproval, and problem solving; and "specific responsivity," which takes into account an individual's unique combination of strengths, learning style, personality, motivation, and biosocial characteristics.

And to the three legs of the RNR framework, Dr. Edward Latessa of the University of Cincinnati would add a fourth: **Fidelity:** Do it *right, and measure your results*.¹⁰

Recommendation # 10: Develop and Institute Risk/Needs/Responsivity Model

Recommendation # 11: Develop Budget to Enable Implementation of Rehabilitative Programming

B. INITIAL SCREENING, ASSESSMENT, AND SERVICE MATCHING

With the RNR framework, it is essential to efficiently and accurately screen, triage, and assess people upon entry into a jail. In fact, to obtain an optimum level of efficiency and effectiveness, quick screening tools should be used to identify people with medium- and high-risk RNR scores. The key is to match higher risk individuals with more intensive interventions in the jail, during transition, and aftercare in the community.

Just as RNR suggests that program plans should be customized to match the level of needs, and just as reentry starts at intake, it is also true that effective rehabilitative programming requires that jail administrators develop efficient and reliable methods to initially triage the people in their jails.

Therefore, as part of the ordinary booking process, facilities should universally conduct an objective, quick “risk to reoffend” screen; this practice both reflects the principle that reentry planning starts at intake and provides a simple method to triage people who warrant a secondary, more in-depth risk/needs assessment. Such a screen should be used, in part, to triage program access to reflect an individual’s probable duration in custody, the acuity of their challenges, and the urgency of their planning.

It is important to note that screening is not a “one and done” activity. While safety and housing classification screenings provide important information for operational management of a facility, they are not sufficient for maximizing opportunities for rehabilitation during a person’s time in custody, and for proper planning and support during transition out of custody.

It is important to note that screening is not a “one and done” activity.

Among the best-known “quick risk” screening instruments is the Proxy Risk Triage Screener,¹¹ a three-question instrument that is available at no cost and can be completed in five minutes or less. For people who screen at high risk to reoffend, a secondary, somewhat more detailed assessment can help clarify key dynamic criminogenic needs, the results of which can be used to map program duration, dosage, and frequency. Two of the most well recognized secondary screening tools are the Wisconsin State Risk Assessment instrument, an 11-item questionnaire that takes approximately 15-30 minutes to complete and is available at no cost,¹² and the Level of Service Inventory Revised Screening Version (LSI-RSV), an eight-item instrument that takes about 15 minutes to complete.¹³

In addition to these intake screenings—and prior to an individual’s first appearance at court—an objective, validated pretrial release assessment should be conducted to identify the risk of either criminal conduct or failure to appear at court if released from custody. Along with a decision-making matrix, such an assessment should serve as a primary basis for a Court’s decision on pretrial release.

In order to ensure validity and enable data-driven decision making, facilities should develop and train staff on the accurate implementation of these screening protocols, conduct regular quality control, and regularly review data to test the alignment between the Proxy screen and the Assessment results, and between Assessment results and case plan results. Screening information can also be used to facilitate discussion about the general system practices that

might be utilized to ensure the most effective and efficient use of system resources and the best long-term public safety outcomes.

With appropriate screening and assessment protocols and a well-managed triage system, it is possible to develop a core curriculum of appropriate programs using short “modular” units, to allow people to benefit from these resources even in the context of very short stays, unpredictable durations of stay, and high transience.

We recommend that, once hired, the new Director of Justice Programs and Evaluation work with IT staff, custodial staff, custodial social service and medical/mental health care delivery partners, and social service staff on an intensive project to identify, map, and test new data-related practices and capacities to create an information protocol that matches intake, need, service, and evaluation, including pre-release planning and post-release after-care.

[Recommendation # 12: Develop Data Protocols to Advance Program Operations](#)

C. BEST PRACTICES IN PROGRAM DESIGN

1. Evidence-Based Programs

While the term “evidence-based programs” (EBP) has become commonplace, the phrase has developed a misleadingly elastic definition. EBPs are programs or practices whose effectiveness has been measured through rigorous evaluations, has been tested in studies with varied populations in multiple settings, and has demonstrated significant and sustained effects.

In selecting curricula and therapeutic programs, it is imperative that jail administrators consult highly qualified, experienced practitioners with expertise in selecting and supervising EBPs that are appropriate for the setting, purpose, and population. A substantial body of resources is available to support jurisdictions in their efforts to develop and implement evidence-based programming and practices to maximize in-custody rehabilitative opportunities, improve pre-release and transitional practices, and support post-release success. The federal Substance Abuse and Mental Health Services Administration (SAMHSA), for example, has established the Evidence-Based Practices Resource Center, a searchable, online clearinghouse of EBPs for programs that address mental illness and substance use.¹⁴ The Center also provides treatment improvement protocols, resource guides, clinical practice guides, and best-practice standards, along with other resources.

The National Institute of Justice (NIJ) provides a similar online searchable database comprised of two components: a web-based clearinghouse of programs and practices and a process to identify and rate the effectiveness of those programs and practices as Effective, Promising, or No Effects.¹⁵

Literally hundreds of programs have been recognized as Effective or Promising; one of the best known and most widely used is Thinking for a Change (T4C),¹⁶ an integrated cognitive behavioral change program authored by Jack Bush, Ph.D., Barry Glick, Ph.D., and Juliana Taymans, Ph.D., under a cooperative agreement with the National Institute of Corrections (NIC). T4C incorporates research from cognitive restructuring theory, social skills

development, and the learning and use of problem-solving skills. Intended to be delivered by trained facilitators over 30 sessions, T4C is validated for use in prisons, jails, detention centers, community corrections, probation, and parole settings. The NIC has trained more than 10,000 individuals as T4C group facilitators.

But while T4C is increasingly common in both custodial and community settings, jurisdictions should understand that T4C is just one of many EBPs, and that the foundational consideration of choosing any EBP is to ensure that it has been demonstrated as effective for the specific population, in the specific setting, with the specific intent at hand.

2. Trauma-Informed Practices and Institutions

Recognizing that history of trauma is profoundly present in justice-involved populations, with estimates ranging as high as 88 percent of men and 95 percent of women,¹⁷ detention facilities should strive to establish a trauma-informed environment in all aspects and activities. As a core component of their ongoing programmatic array, facilities should provide trauma-specific groups that help clients develop basic awareness of trauma-related

self-care, including techniques of de-escalation and emotion regulation.

A trauma-informed correctional organization...is one in which the administration [has] committed to creating a trauma-informed setting and will facilitate an infrastructure to initiate, support, and guide changes.”

But operating as a trauma-informed institution involves more than simply providing trauma-focused services and curricula. Just as importantly, it also requires attention to staff selection, staff training and supervision, and facilities design and management. The Bureau of Justice Assistance notes that “experts recommend that all systems (e.g., medical, mental health, corrections) be

trauma-informed and that professionals in these systems adopt ‘universal precautions’ when working with individuals. Universal precautions means that we assume a trauma history is present with all individuals we interact with (and that we interact with them in a trauma-informed manner).”¹⁸

“A trauma-informed correctional organization,” according to Kubiak et al., “is one in which administration [has] committed to creating a trauma-informed setting and will facilitate an infrastructure to initiate, support, and guide changes.”¹⁹

Thus, it is important for jurisdictions to train all client-facing stakeholders in the principles and practices of trauma-informed institutions.

This would include training to maintain alertness and sensitivity to environmental triggers and trauma-related behaviors, as well as training in core practices such as motivational interviewing, non-violent communication, and cultural competency. They should also be trained in behavioral crisis response and de-escalation, including the ability to identify and immediately coordinate care with licensed providers to ensure safe stabilization of any client in crisis.

Jails should embed trauma-informed, therapeutic approaches into every aspect of facilities design, training, operations, and evaluation.

3. Behavioral Health

While statistics vary, consensus is clear that incarcerated people have disproportionately high rates of mental illness. A special report issued by the US Department of Justice’s Bureau of Justice Statistics in June 2017 found that of people incarcerated in jails, 64 percent met the threshold for serious psychological distress or had been diagnosed with a mental disorder.²⁰ The Center for State Governments reports that rates of serious mental illness are three to six times the rates in the general population, further reporting that nearly 70 percent of people in local jails (68 percent of men and 69 percent of women) are dependent on alcohol or drugs.²¹ And SAMHSA reports that more than 82 percent of people incarcerated in local jails meet criteria for having either mental health or substance use disorders, and 48 percent meet the criteria for both.²²

Reflecting these important realities, the American Psychiatric Foundation, Bureau of Justice Assistance, the Council of State Governments Justice Center, and National Association of Counties have joined together to form *Stepping Up*, a national initiative to reduce the number of people with mental illnesses in jails.²³ *Stepping Up* provides a wide array of training, resources, and information to counties committed to this effort, including a list of six questions county leaders need to ask²⁴ and an online self-assessment to assist counties interested in evaluating the status of their current efforts to reduce the prevalence of people who have mental illnesses in jails.²⁵ Franklin County joined the *Stepping Up* initiative in 2015, and in May 2018, Franklin County was selected as a *Stepping Up* Innovator County.²⁶

While it is important to recognize and respond to the fact that rates of mental illness and substance use are disproportionately high in jailed populations, it is equally important to recognize that these broad statistics do not differentiate levels of acuity. Mental health disorders, for example, may range from anxiety and mild depression to serious and persistent mental illnesses (SPMI) such as psychosis that, if untreated, substantially impairs daily functioning, self-care, and social functioning.²⁷ Similarly, psychological dependence on marijuana, for example, does not present the same needs—or risks—as physical dependence on far more addictive substances such as opioids or methamphetamine.

It is widely understood that people living with acute behavioral illnesses (such as the “high jail utilizers”) have disproportionately high rates of incarceration, repeated incarcerations, and frequent incarceration. Therefore, jail systems can reap substantial benefits by devoting attention to developing the ability to identify these high utilizers, provide rapid-response planning, and implement transition, reentry, and aftercare partnerships to interrupt this cycle.

Yet in the effort to identify and meet the acute needs of people with SPMI in custody (including attention to suicide prevention, crisis management, restoration of competency, and specialized housing), many custodial facilities, especially local jails, may fail to identify and develop differentiated approaches to meet the array of other needs that—though less acute—affect a larger percentage of the people in custody and represent great opportunities for effective interventions.

Therefore, and notwithstanding the importance of managing the needs of people with SPMI, jurisdictions and jail administrators are well advised to ensure equal attention (of time, money, and professional expertise) to developing appropriate custodial and reentry programming for the majority of the population who do not live with SPMI. The range of such programming should include in-custody substance-use disorder treatment, educational and vocational opportunities, family and parenting contact and support, recreational and expressive outlets, substance use disorder treatment (including Medication Assisted Treatments^{28,29}), therapeutic programs, work-release programs, and coordinated pre-release planning.

Finally, the challenges of diagnosis, acuity, and treatment are further compounded by coexisting disorders (also known as co-occurring disorders or dual diagnosis). According to SAMHSA, “People with mental health disorders are more likely than people without mental health disorders to experience an alcohol or substance use disorder. Co-occurring disorders can be difficult to diagnose due to the complexity of symptoms, as both may vary in severity. In many cases, people receive treatment for one disorder while the other disorder remains untreated.... [T]he consequences of undiagnosed, untreated, or undertreated co-occurring disorders can lead to a higher likelihood of experiencing homelessness, incarceration, medical illnesses, suicide, or even early death.”³⁰

The evidence is clear: “People with co-occurring disorders are best served through integrated treatment. With integrated treatment, practitioners can address mental and substance use disorders at the same time, often lowering costs and creating better

Repeatedly arresting, fining, or incarcerating people for their untreated behavioral health and unmet psychosocial needs too often represents a costly and inefficient approach.

outcomes. Increasing awareness and building capacity in service systems are important in helping identify and treat co-occurring disorders. Early detection and treatment can improve treatment outcomes and the quality of life for those who need these services.”³¹

illness can be a persistent and chronic condition, and relapse is increasingly recognized as a predictable and

normative element of recovery. Repeatedly arresting, fining, or incarcerating people for their untreated behavioral health and unmet psychosocial needs too often represents a costly and ineffective approach. The revolving door from community to jail and back again simply repeats the cycle.

Recognizing this reality, many jurisdictions are working to implement Sequential Intercept Models (SIM),³² in which they develop, coordinate, and integrate an array of new policies and practices to create holistic systems approaches to reduce the persistent criminalization of people with mental illness and substance use disorders. A short summary of the Sequential Intercept Model is included with this report in the Appendix.

Such holistic systems should include community-based prevention, law enforcement assisted diversion, targeted rehabilitative and practical support in custody (including in-reach services and mentoring provided by community-based entities), structured reentry

preparation and service coordination, “at the gate” transition support, and case-managed aftercare.

4. Gender Responsive

It is commonly accepted that the incidence of physical and sexual abuse among justice-involved women is high: 47 percent in some studies³³ and even higher—up to 83 percent in a study conducted in Illinois.³⁴ For many, the path to crime has involved running away from childhood abuse; the use of illegal drugs as a means of coping; and drug selling, prostitution, and other crimes as a means to survive. As adults, many have experienced intimate partner abuse, sexual assault, and the grief of losing custody of their children.

Studies show that treatment of drug-dependent women is more likely to be successful if treatment is provided in a mutually supportive therapeutic environment and addresses issues including psychopathology (e.g., depression), a woman's role as mother, interpersonal relationships, and the need for parenting education.³⁵

It is also increasingly well recognized that many justice-involved men also have high rates of trauma in their lives, including sexual abuse and assault.^{36,37,38} For men, the stigma of being sexual victims, coupled with culturally-shaped expectations for normative masculine behavior, adds extra trauma, anxiety, and confusion to this traumatic history.

But with all of the attention to gender-responsive approaches for women—recognizing that traditional jail environments have exacerbated trauma for women without responding to their needs and strengths—it has become increasingly clear that men also benefit from both trauma-informed and gender-responsive principles. Indeed, it’s now recognized that these principles should be applied for all incarcerated people.

This realization has two primary implications: that not only women, but men—and LGBTQQIS and gender non-conforming people, who are over-represented in the justice system—also benefit from gender-responsive and gender-specific environments and services; and that all people benefit, while incarcerated, from non-traumatizing, responsive, and humane treatment and conditions.

Incarcerated people don't stop being parents during their time behind bars, and children don't stop needing their mothers and fathers during their incarceration.

5. Parents and Children

Research consistently confirms that fostering family connections during a parent’s incarceration benefits children, parents, and the public.³⁹ During a parent’s incarceration, it is important to advance family connections, reduce trauma for children, and support reunification by developing programs and policies that acknowledge that an incarcerated person doesn’t stop being a parent during their time behind bars, and that children don’t stop needing their mothers and fathers during incarceration, whether pretrial or serving a sentence.

This situation is particularly challenging if jail operations, information failures, or service gaps prevent incarcerated parents from participating in mandatory remedial and child-visitation orders issued by the family court.

In emerging recognition of these important considerations, jails across the nation are working to establish inside/outside parenting programs that foster positive relationships (including contact visitation) for children and incarcerated parents; that help incarcerated parents develop skills to manage the complex task of parenting while incarcerated and to prepare for reunification; and that reduce frustration and improve outcomes by working with adults caring for children of incarcerated parents.

An especially invisible and neglected population, justice-involved parents are particularly vulnerable to permanently losing their parental rights, even when incarcerated for minor charges, and even when there are no allegations of child neglect or abuse.

Given the importance of family connections to foster in-custody rehabilitation and post-release family reunification, it is imperative that program staff work with incarcerated parents to build stronger parenting skills; identify and effectively manage their grief, trauma, and loss; develop effective communication skills in dealing with both their children and the children's active caregivers; set goals for each visit with their children; tie in-custody goals and behaviors to their motivations as parents; and build reentry plans that increase their capacities as parents.

An especially invisible and neglected population, justice-involved parents are particularly vulnerable to permanently losing their parental rights, even when incarcerated for minor charges, and even when there are no allegations of child neglect or abuse. According to a recent study of three million cases in America:

“Mothers and fathers who have a child placed in foster care because they are incarcerated — but who have not been accused of child abuse, neglect, endangerment, or even drug or alcohol use — are more likely to have their parental rights terminated than those who physically or sexually assault their kids.... In about 1 in 8 of these cases, incarcerated parents lose their parental rights, regardless of the seriousness of their offenses. Female prisoners, whose children are five times more likely than those of male inmates to end up in foster care, have their rights taken away most often” (emphasis added).⁴⁰

Parenting Inside Out,⁴¹ Parenting From Prison,⁴² Strengthening Families Program,⁴³ and One Family⁴⁴ are just a few examples of programs that embody these practices.

The City and County of San Francisco's Children of Incarcerated Parents Partnership⁴⁵ has become a national leader in developing evidence-based, child-focused values and practices to support successful outcomes for children of incarcerated parents, including in-custody child-parent contact visitation programs and protocols.

In partnership with leading service providers, the Vera Institute has produced a free, online Toolkit for Developing Family-Focused Jail Programs.⁴⁶ A partnership of the Vera Institute, the Urban Institute, and the nonprofit provider Community Works has recently developed funding opportunities to help selected jurisdictions implement such forward-thinking approaches.

Recommendation # 13: Maximize Opportunities for Parents to Maintain Relationships with Their Children

D. CURRENT PROGRAMMATIC ARRAY

To assess Franklin County's current programmatic capacity and operations, Further The Work produced a summary review of the programming now provided in the Franklin County jail system, which is included with this report in the Appendix.

Social Service Staff and Programming

To coordinate or directly deliver existing services, the Franklin County Office of the Sheriff maintains a small Social Services Department, which administratively reports to the Captain who serves as the Professional Services Bureau Commander. That the Sheriff's Office operates a social services department stands it in better stead than some correctional agencies. However, this staff is responsible for both overall program coordination and direct service program delivery. Although the salaries for the Social Service employees are carried as an element of the Sheriff's budget, the Sheriff's Office does not allocate additional funds to underwrite the costs of contracted services that could be provided by outside service agencies. As a result, all services are provided either directly by the Social Services staff or at no cost by outside agencies that volunteer their services inside the facility.

This Social Services staff operates on a schedule of Monday through Friday, 7 AM to 3 PM, with no coverage in late afternoons, weekends, evenings, or holidays. They do not hold responsibility for programming in later afternoons, evenings, or weekends. As a result, and in combination with the shift schedules for correctional staff, Franklin County's in-custody programs generally end no later than 2 PM. Evening programs are limited to volunteer, 12-step self-help groups such as NA, AA, and Living Free, along with a Saturday evening religious service.

Based on our review, the Social Services Department has insufficient capacity to implement evidence-based programs expressly selected for their evidence of success and their alignment with Franklin County's incarcerated population. Rather, Franklin County reflects a somewhat ad hoc approach to in-custody program selection and implementation, depending as it does on identifying entities that are willing to provide in-custody services without institutional funding.

As a result, although some of the programs are provided by established organizations, a substantial portion of programming is provided by self-help groups such as NA and AA. While such groups certainly have a place in supporting incarcerated people, they are not a sufficient substitute for the more robust, manualized, and evidence-based programs that are most highly correlated with positive outcomes.

In the absence of a robust intake process to identify program-related needs and match individuals with the appropriate service array, there are few formal methods for purposefully connecting people with the programs being offered. There appears to be very limited communication or information-sharing between the contracted healthcare provider (NAPHCARE) and the Social Services Department; there is no formal process for fostering multi-disciplinary, cross-agency integration or even coordination.

It should be noted that the Franklin County Office of Justice Policy and Programs, in partnership with the Sheriff's Office, has secured external funding for certain programs—notably, the Pathways program—now being implemented in its jails. Overall, however, the Social Service

Department lacks the infrastructure, evaluation, support, and expertise necessary to provide programming for a population of more than 2,000 incarcerated people.

We believe that the County should dedicate itself to identifying both funders and funded partners to increase the availability of high-quality, evidence-based in-custody programming well matched to the needs of the incarcerated populations.

Program Accessibility

Calculating the current custodial population capacity of 2,318 people⁴⁷ against this current programming, we found that as of January 22, 2019, Franklin County provided an average of 41 minutes of in-custody programming per person, per week. Excluding hours set aside for probation meetings (which involve only a portion of the population), Franklin County provided 34 minutes of programming per person, per week. When we additionally exclude the time set aside for religious services, we found that the per-person program accessibility average was 29 minutes per week.

This average of about half an hour per week in Franklin County's system represents only a tiny fraction of the program "dosage" recommended by justice experts all across the country.^{48, 49} Although very few jurisdictions have developed the robust array called for in national research, evidence indicates that incarcerated people with medium/high risk RNR should be meaningfully engaged in well-designed, well-delivered, and well-matched programming for a minimum of 15 hours per person, per week. Absent that, incarcerated people may be relegated to their cells or day rooms for the great majority of their time in custody, which is inconsistent with individual success and is contrary to public safety and recidivism reduction. While this is not an uncommon reality as jails strive to shift from incapacitation to rehabilitation, we strongly recommend that Franklin County begin to remedy this situation as rapidly as possible.

Furthermore, as is true with many jurisdictions, Franklin County's system currently lacks policies or procedures that would identify the psychosocial needs of incoming individuals— consistent with a risk/need/ responsiveness (RNR) framework—and match these people with programs that best meet their needs. As a result, there is no method by which to identify individuals who would most benefit from supportive services, pre-release planning, or intensive transitional support. Instead, the existing programmatic approach defaults to a largely passive model of service utilization, in which incarcerated individuals self-select to participate in programs. As a result, it is likely that those in greatest need of programmatic support are least likely to engage in programming.

Data Tracking and Evaluation

The Social Services systems produces two manualized reports on its activities, which are provided as Word documents to the Professional Services Bureau Commander. Although staff have access to the electronic Jail Management System, staff report being unfamiliar and uncomfortable with it, and prefer to keep manual records.

- The Department produces an "Annual Program Report." Derived from monthly attendance sheets, this report counts the number of people who "attended" or

“completed” a program during the year, although it lacks definitions for what constitutes completion.

- The Department also produces a “Social Services Annual Tally Sheet,” which summarizes the number of inmates served by each of the Social Services staff.

Given the limitations of the manual approach, these reports cannot distinguish between duplicated and unduplicated participants; they do not describe or quantify the units of service being included; and they provide limited opportunities for analysis.

Conclusions Regarding Core Programming

Findings such as these are not uncommon in local detention facilities, and it should be noted that with its investments and commitments to date, Franklin County is well poised to establish the jurisdiction as a national leader in developing purpose-driven justice.

Within the context of engaged, energized, and data-driven justice partnerships, the construction project represents an ideal moment to align jail design and operations to maximize collective advancement.

[Recommendation # 14: Budget for and Fund Robust Service Delivery Managed by the Office of Justice Programs and Evaluation](#)

[Recommendation # 15: Advance the Service Delivery, Tracking, and Reporting Capacity for In-Custody Programming](#)

E. POPULATION STUDY TO INFORM CURRICULUM SELECTION AND PROGRAM DESIGN

In the absence of a more robust and nuanced data set to enable detailed analysis of the risk/need/responsivity profile for people incarcerated in Franklin County, it is not currently possible to recommend specific modalities, overall programmatic array, or an accurate service schedule.

In order to build this capacity, we recommend that the Sheriff’s Office conduct an intake study to gather a wider array of information regarding all people booked into the facility during a

To better understand the characteristics and program-related needs of people incarcerated in Franklin County, we recommend that the Sheriff’s Office conduct a time-limited intake study to gather a wider array of information regarding all people booked into the facility.

limited time period, such as one month. Given that the Sheriff’s Office booked more than 27,000 people into jail in 2018, a one-month study could be expected to provide opportunities to gather data on approximately 2,250 people.

As a necessary precursor for this study, the Director of Justice Programs and Evaluation should be charged with the formation of a cross-function task force to identify methods necessary to improving information gathering, sharing, and utilization. This

scope would include identifying the array of information that should be gathered during intake in order to inform all necessary functions and information flows including classification, medical and mental health screening, secondary assessments, referrals to urgent services, and psycho-social factors such as parenting status, homelessness, substance use disorder and treatment

needs, sexual orientation and gender identity, literacy levels, primary language, veteran status, and so on. Patterns of length of stay are an essential element of this study.

Once the intake study has been completed, the Director of Justice Programs and Evaluation should be tasked with designing and supervising an analysis and report of the information gleaned from the study. At the same time, the Director of Justice Programs and Evaluation should consult with experts in the identification and utilization of RNR scoring tools in order to develop and institutionalize a consistent approach to assessment and service matching. Finally, this population study, informed by the selected RNR tools and methods, should serve as the basis for identifying appropriate service modalities, dosage, and scheduling to meet the needs of the people incarcerated in Franklin County.

Informed by the population study and having identified appropriate modalities, the Office of Justice Programming and Evaluation should then produce a proposed daily, weekly, and monthly service schedule, complete with utilization expectations, group sizes, classroom quantities and sizes, curricular materials, provider source (in house or external), staffing requirements, and budget.

This service plan should then be vetted by the multi-disciplinary team to assess operational impacts, custodial staffing patterns, transport requirements, and safety issues.

[Recommendation # 16: Conduct Population Study to Support RNR Analysis](#)

[Recommendation # 17: Identify and Institutionalize Risk/Needs/Responsivity Methods and Tools](#)

[Recommendation # 18: Identify Appropriate Service Modalities, Schedules, Staffing, and Budget](#)

[Recommendation # 19: Map Service Schedule Against Operational Needs](#)

F. PROGRAMMATIC CONSIDERATIONS

As discussed, the TJC model recognizes that effective reentry planning begins not a few weeks prior to release but at intake into a jail facility. It is important to remember that depending on the individual circumstance, “reentry” can take on one of a variety of meanings, each presenting associated challenges and opportunities.

1. Cornerstones of Implementing Transition from Jail to Community to Reduce Recidivism

Inadequate diversions, limited in-custody programming and coordination, unsupported reentry planning, gaps in transition management, and inadequate community-based services are a time-tested recipe for predictable recidivism. It is precisely these conditions that the TJC model attempts to rectify, using a three-factor process that starts at intake:

Conduct Consistent Assessment and Implement Appropriate Programming

- ✓ Screen and assess risks, needs, and resources using appropriate assessment instruments for the appropriate decision-making points.

- ✓ Develop capacity to identify and respond to the needs both at the individual level and for the collective population.
- ✓ Based on these assessments, triage level of need, identify the necessary array of relevant programming, and develop structured, individualized customized case planning reflecting RNR.
- ✓ Under the direction of a clinical professional with deep expertise in working with forensic populations, develop and schedule a menu of evidence-based, in-jail programming that addresses the most prevalent needs.
- ✓ Train custodial staff on core principles (like their role in creating trauma-informed, gender-responsive environments) or practices (such as motivational interviewing and stages of change theories) to create a culture of rehabilitation that reinforces and provides opportunities to model constructive problem-solving/responses, etc.

Identify Needs to Foster Reentry Readiness

- ✓ Time inside should not be wasted. Build internal practices and multi-agency relationships to identify and meet the basic needs that are essential for people's success upon release. This would include not only identifying the need for housing, but also using the time in custody to help people identify and complete tasks that take time and are subject to delay or interruption on the outside.
- ✓ This might mean developing protocols to help people apply for state identification or driver's license reinstatement, identify options for health home and to apply for medical insurance or Medicaid, understand their restitution or child support orders, and prepare to apply for public benefits, such Social Security Disability.

Cultivate Reentry-Focused Custodial Culture and Systems

- ✓ As part of the menu of programs, devote substantial attention and investment to in-custody services provided by community-based entities that work both inside and outside the facility, to include inside/outside service planners.
- ✓ Establish a continuity of care that begins inside the facility and continues on the outside to ensure continuity and access to needed resources.
- ✓ Ensure ready access to accessible, easy to read information about primary reentry-related resources. These may include printed booklets, a central information line, or a first-stop reentry center that serves as a hub with facilitated access to multiple public and private agencies.
- ✓ Develop systems that flag and triage high utilizers of public systems, including law enforcement, jail, psychiatric and medical emergency rooms, and the homeless care system. Establish policies and practice agreements among such systems to flag and track utilization by such individuals, permit cross-agency information through Release of Information practices, and develop intervention capacities, both outside of custody and inside the correctional facility.

2. Utilization Rates

It is well recognized that people with the lowest needs and highest capacities may be quickest to seek and accept services.^{50,51} In developing our programmatic recommendations, we assigned the highest estimated utilization rate (90 percent) to women with low RNR scores, who are likeliest to engage in programming. Importantly, though, and notwithstanding this truism, we also assigned relatively high utilization estimations (50 percent) to people often considered the most resistant: men with high RNR scores.

While many jurisdictions would question such estimations, we recognize that this population can and should be actively, patiently, and consistently cultivated, and that utilization rates are enhanced when people have access to an array of well-chosen, well-managed, gender-responsive, trauma-informed, culturally competent, relevant, and well-matched programs. When given the opportunity to participate in such programs, and when the path to programs is forged through trust and relationships, utilization improves.

Given the alternative—that people have few options but the dayroom, their cells, or a cramped exercise yard—it is essential that jails commit to cultivating participation not by those who are likelier to self-select into programming, but by those who might seem withdrawn, recalcitrant, hesitant, or hostile.

3. Structuring Program Services to Reflect Variable Lengths of Stay and RNR

Despite—or because of—the highly variable average lengths of stay (ALOS) that characterize jails, programming should be carefully organized and scheduled to adapt to these highly variable and unpredictable ALOS. To foster the greatest access, the majority of services should be open enrollment. In order to provide meaningful services to as many as possible, activities should be built as short modules—even as short as one to two weeks—maximizing participants’ opportunities to complete modules even during relatively brief periods of detention.

By designing program arrays and schedules into program “tracks,” jails can increase the efficiency of matching needs, risks, custodial status, and resources. Using the RNR scoring process, a “Service Matching Tool”⁵² can be used to create individualized activity schedules. An RNR Simulation Tool is available online at George Washington University’s Center for Advancing Correctional Excellence.⁵³ Together, these can help organizations understand the collective array of needs presented by their overall population, assess their current program capacity to meet these needs, and provide individual service assessments to identify the appropriate programming on a case-by-case basis. Information about the online Risk-Need-Responsivity Simulation Tool produced by the Center for Advancing Correctional Excellence (ACE!) is included with this report in the Appendix.

We recommend that the Sheriff’s Office develop the capacity to measure, triage, and provide service-matched programming based on Risk/Need/Responsivity scores.

Using RNR as a foundational framework that matches services to needs, a three-track system, for example, might be designed as follows:

Track 1: High RNR

Track 1 would be designed for sentenced and unsentenced individuals who score medium to high on the RNR assessment and who are likely to be in custody for up to six months (either because they are serving sentences with predictable release dates or because their high-level charges or ineligibility for bond are likely to result in substantial pretrial detention). Track 1 would provide a robust curriculum of academic education, behavioral health, parenting, workforce readiness, and reentry planning resources, supplemented with parent/child visitation programming. Consistent with best practices for high RNR scores and program dosage and fidelity,⁵⁴ Track 1 should provide each participant at least 300 hours of appropriate behavioral health and transition-planning programming over the course of six months (approximately 12 hours/week), in addition to vocational and educational services.

Track 2: Medium RNR

Offering concentrated services and reentry planning, Track 2 would be designed for medium-risk people who are likely to be in custody for at least 30 days or who have been previously incarcerated in Franklin County. Track 2 should provide each participant with 150 hours of appropriate behavioral health and transition-planning programming over the course of three months (approximately 12 hours/week), in addition to vocational and educational services.

Track 3: Open Enrollment, Medium/Low Risk

An “Open Enrollment” track, Track 3 would be open to all people incarcerated in Franklin County. Program duration, dosage, and frequency would be determined by participant interest, and programs would be open to all, regardless of anticipated length of stay. However, Track 3 should provide each participant with at least 100 hours of appropriate behavioral health and transition-planning programming over the course of two months (approximately 11 hours/week), in addition to vocational and educational services.

4. Identifying Appropriate Program Modalities

Based on the characteristics, trends, and distributions illuminated by the population study, the Director of Justice Programs and Evaluation should be tasked with identifying the appropriate array, frequency, and service methods (group, one-on-one, gender-specific or mixed groups, provided by in-house social service staff or outside providers) to meet the anticipated needs of the people incarcerated in Franklin County.

All therapeutic modalities and interventions should be evidence-based, validated, implemented with fidelity, and regularly reviewed for efficacy.

All therapeutic modalities and interventions should be evidence-based and validated for the populations they are to serve and should be implemented with fidelity to their respective models and regularly reviewed for effectiveness and efficacy, an essential companion to RNR.⁵⁵

While it is premature to propose specific approaches, several well-recognized and validated programs are likely to be important options:

- **Seeking Safety:** Developed by Lisa Najavits, Seeking Safety is a present-focused treatment for clients with a history of trauma and substance abuse. Designed for flexible use, it is appropriate for group or individual format, male and female clients, and a variety of settings (e.g., outpatient, custodial, residential). Seeking Safety addresses trauma in terms of its current impact, symptoms, and related problems (e.g., substance abuse) without requiring individuals to explore distressing memories.
- **Thinking for a Change:** Thinking for a Change (T4C) was developed by the National Institute of Corrections to address and modify criminal thinking patterns, specifically for justice-involved populations. Consisting of 22 group sessions, this curriculum focuses on three cognitive perspectives: Cognitive Restructuring, Social Skills Development, and Development of Problem-Solving Skills.
- **Moving On: A Program for At-Risk Women:** To address and modify criminal thinking patterns for women, Moving On provides women with alternatives to criminal activity by helping them identify and mobilize personal and community resources. Moving On draws on the evidence-based treatment models of relational theory and cognitive-behavioral therapy and can be fully delivered in as few as nine weeks (including supplemental sessions).
- **Skillstreaming: A Guide for Teaching Prosocial Skills:** Designed to enhance interpersonal skills development, Skillstreaming is a manualized approach encompassing 50 specific skills ranging from beginning social skills (listening, starting a conversation, or offering praise) to advanced social skills (such as asking for help, following instructions, apologizing, and convincing others). Alternatives to aggression are also taught in the form of skills such as asking permission, negotiating, and self-regulation. Skills for dealing with stress include responding to failure, dealing with an accusation, dealing with group pressure and embarrassment.
- **Helping Men Recover:** Developed by Dr. Stephanie Covington, Helping Men Recover is the first gender-responsive, trauma-informed treatment program for men, built on the understanding of the impact of male socialization on the recovery process, a consideration of the relational needs of men, and a focus on the issues of abuse and trauma. The Facilitator's Guide for the 18-session program is a step-by-step manual, while the participant's workbook allows men to process and record the therapeutic experience.
- **Helping Women Recover:** The evidence-based Helping Women Recover, also by Dr. Covington, is a recovery education curriculum for women that integrates theories of women's psychological development, trauma, and addiction to meet the needs of women with addictive disorders. This comprehensive 17-session curriculum includes the step-by-step facilitator's guide and participant's journal filled with self-tests, checklists, and exercises to support personalized guided recovery.

- **Parenting Inside Out:** A foundational program to support successful family connections and in-custody child/parent contact visits, Parenting Inside Out (PIO) is an evidence-based parenting skills training program developed for justice-involved parents. A randomized controlled trial demonstrated that PIO reduced parental recidivism; improved parents' participation in the lives of their children; increased the use of positive parenting techniques; reduced parental stress and parental depression; and raised parents' prison adjustment scores.⁵⁶

5. Academic Education, Workforce Readiness, and Specialized Services

In addition to the rehabilitative social services such as those suggested here, it is also essential to ensure that the array of in-custody programming advances both academic and vocational skills, readiness, and opportunities.

The jail system of Orange County, FL, produces an entire course catalogue for incarcerated people; it warrants substantial study.⁵⁷

Academic Education

As it stands now, Franklin County offers no educational services of any kind—Adult Basic Education, GED preparation or testing, English literacy, or any continuing education courses. Similarly, Franklin County lacks capacity for vocational training of any kind, other than a computer lab.

Many jurisdictions, faced with similar conditions, are beginning to fill these voids, recognizing their critical role in supporting successful reentry and reduced recidivism. Many jurisdictions now offer not just secondary but post-secondary education in their jails, whether through computer-enabled remote learning, through educational institutions that provide professors inside the jail, or even through on-site mixed-student classes, in which students and teachers from the outside come into the jail to participate in classes with incarcerated students. In 2015, the United States Department of Education released its *Reentry Education Model Implementation Study, Promoting Reentry Success Through Continuity of Educational Opportunities*,⁵⁸ which outlines the models implemented in three demonstration sites and offers practical, actionable guidance to foster in-custody to in-community education.

Recommendation # 20: Conduct a Survey of Available Adult Basic Education and Secondary Education Resources

Recommendation # 21: Conduct Site Visits to Jurisdictions Implementing Innovative, Robust Programming Practices

Vocational Services

Assessing and enhancing work readiness skills, cultivating soft skills such as time management, building basic financial literacy skills such as budgeting and banking—these provide important tools. While a common misperception is that incarcerated people have limited employment histories and limited interest in gainful, legal employment, employment and educational assessments should routinely identify and document clients'

educational levels, literacy levels, employment histories (however informal or inconsistent), and aptitudes, to help develop case plans to mitigate barriers that may have interfered with sustained employment. The facility should offer certificated programs in Computer Applications (including Microsoft Word, Excel, PowerPoint, and Adobe) as well as web design and coding.

The US Department of Labor's American Job Centers have developed a new initiative to advance workforce development for in-custody populations. Known as Linking to Employment Activities Pre-release (LEAP), the initiative has begun to develop field-tested insights regarding best practices for embedding job centers inside local jail facilities. Substantial information can be found through the DOL's online web resources,⁵⁹ and Mathematica Policy Research has released an issue brief, "Structuring Employment-Based Services Within Jail Spaces and Schedules,"⁶⁰ which offers practical guidance to this approach.

For younger adults ages 18-24, who are often the largest represented age group in jail systems, Transition Coaches and Resource Developers should devote particular attention to helping these young clients cultivate interests, aptitudes, and opportunities to develop transferrable employment or educational skills. To enhance access to post-release resources, Resource Developers should spend substantial time outside the facility, working with community-based organizations and public agencies to identify resources to implement clients' transition and post-release plans. These would include Workforce Centers, community-based service agencies, housing providers, local employers, family members, public benefit agencies, educational institutions, and vocational trade schools along with outreach to local employers to cultivate a willingness to hire people with criminal records.

Specialized Vocational Services

In addition to general education and workforce skills, some jurisdictions are experimenting with developing specialized vocational training capacities, such as in culinary arts, landscape design and maintenance, construction, and computer-aided design. Solano County, California, is building a \$26 million Classroom and Vocational Center as part of its correctional facility. Scheduled to open in 2019, it will offer training in diesel preventive maintenance, auto mechanics, electrical, plumbing, welding and sheet metal, carpentry, and solar installation and other green technologies, along with truck driver's and heavy equipment training.⁶¹

Franklin County has experimented with a few such possibilities, including an aquaponics program and a community-based opportunity for female inmates to volunteer at the local animal shelter, and such opportunities could be beneficially explored again.

Recommendation # 22: Develop Capacity to Provide Vocational and Specialized Vocational Services

III. FRANKLIN COUNTY: ANALYSES OF INCARCERATED POPULATIONS

As suggested throughout this report, any jail's purpose requires careful understanding and alignment among purpose, programs, and people. Thus far in this report, we have provided observations and recommendations regarding the first two of these: purpose and programs.

In this section, we review our findings related to the third element of this equation: People. By analyzing available data, in this section we strive to illuminate population-specific characteristics and patterns that can aid Franklin County in two ways: understanding how the system's stakeholders use incarceration as a criminal justice methodology, and gaining some insight into the potential program-related needs of people held inside the facility.

To allow us to conduct this study, the Franklin County Office of the Sheriff extracted and provided FTW a data set regarding all people booked into custody in Franklin County between January 1, 2018, and December 21, 2018 (354 days inclusive), containing information on 21,165 bookings. The data set included inmate ID (a unique identifier), booking ID, booking date, release date (if released), age at booking, gender, case number, criminal charge per the Ohio Revised Code or respective municipal codes, crime class (e.g. felony 1-4, misdemeanor 1-4, minor misdemeanor, federal), and custodial housing classification (based on the Northpointe system).

This data reported each person's judicial status and housing classification as of the date of the data extraction (12/21/18) but did not provide information on any change in those elements during the time of incarceration, such as change from pretrial to sentenced or from one housing classification to another. Although Franklin County does conduct medical screening assessments at intake, it does not currently implement a standardized, quantifiable RNR protocol.

These types of data-related limitations are not uncommon in criminal justice agencies. With its relatively new Jail Management System and Northpointe Housing Classification system, Franklin County is better positioned than many to improve the detail and utility of its data capacities, as discussed earlier in this report.

In the absence of the global data that would be available from the standardized use of such assessments, FTW used the available data set to provide proxy analyses—such as of housing classifications, commitment crimes (the conduct for which a person has been brought into custody), and lengths of stay—in an effort to quantify and estimate possible levels of programmatic need and program-related space implications.

Although 69 percent of the people incarcerated in Franklin County are held pretrial,⁶² people who cannot be released pretrial or who are serving custodial sentences derive substantial benefit from intentional release-readiness supports.

Detailed review of population data is beyond the scope of this contract or report, but we encourage its careful analysis and discussion by the Office of the Sheriff and the Criminal Justice Planning Board as a useful tool to examine the ways in which Franklin County's criminal justice system uses incarceration as a criminal justice methodology.

For the purposes of this report, we offer here a few key observations, focusing on the use of the jail by the larger criminal justice system; the potential needs for people incarcerated in the jail (based on charges and lengths of stay, as proxy for RNR); and charge-related jail-use patterns, such as charges with the highest average length of stay (ALOS), ALOS for most common charges, charges with highest total bed days, ALOS for most common misdemeanor (M1) charges, M1 charges with highest total bed days in the period surveyed.

Finally, we examined patterns related to individuals who are frequently and repeatedly incarcerated which we defined, based on the data set, as people who had been booked into custody at least eight times in the period by jail bed days.

We make special note that we have also produced a rich data-visualization of Franklin County's incarcerated population, which is included with this report in the Appendix. It provides illuminating insights into jail utilization, lengths of stay, commitment crimes, bed utilization by commitment crime, arrest patterns for the 18 people who had been arrested at least eight times during the sampled period, and lengths of stay by charge class.

Note that all vocabulary, definitions, and classifications used in our analysis reflect the vocabulary, definitions, and classifications used in the data set provided to us.

A. AVERAGE LENGTHS OF STAY FOR THE MOST COMMON CHARGES

As indicated in Table 1, thirteen of the most common charges reported in the data set were associated with average lengths of stay of more than 15 days.

Table 1: Average Lengths of Stay for the Most Common Charges

Commitment crime	ALOS	Total # of bookings	Total bed days	Beds used per day
Aggravated robbery	98.9	157	15,527	44
Felonious assault	55.5	386	21,423	61
Federal felony	54.9	260	14,274	40
Robbery	50.2	173	8,685	25
Felony probation violation	48.0	1,240	59,520	168
Burglary	43.8	327	14,323	40
Receiving stolen property (felony)	34.6	328	11,349	32
Failure to appear	34.2	246	8,413	24
Weapons while under disability	26.4	296	7,814	22
Soliciting for prostitution	22.6	501	11,323	32
Sex offense (not rape)	22.5	172	3,870	11
Possession of drugs	17.8	1,524	27,127	77
Drug abuse	17.0	578	9,826	28

B. MOST COMMON CHARGES AND IMPACT ON DAILY JAIL BED USE

By sorting the same data set by beds used per day, as shown in Table 2, we can more readily perceive which of the most common commitment crimes have the greatest impact on daily jail bed use.

Table 2: Most Common Charges and Impact on Daily Jail Beds

	Commitment Crime	ALOS	Total # of bookings	Total bed days	Beds used per day
1	Felony probation violation	48.0	1,240	59,520	168
2	Possession of drugs	17.8	1,524	27,127	77
3	Felonious assault	55.5	386	21,423	61
4	Aggravated robbery	98.9	157	15,527	44
5	Burglary	43.8	327	143,23	40
6	Federal felony	54.9	260	14,274	40
7	Receiving stolen property (felony)	34.6	328	11,349	32
8	Soliciting for prostitution	22.6	501	11,323	32
9	Drug abuse	17.0	578	9,826	28
10	Robbery	50.2	173	8,685	25
11	Failure to appear	34.2	246	8,413	24
12	Weapons while under disability	26.4	296	7,814	22
13	Sex offense (not rape)	22.5	172	3,870	11

Of particular note are felony probation violations, which reported both a high ALOS (48 days) and a very high number of bookings (1,240), together representing a total of 59,520 bed days. Measured against the 354 days contained in the data set, felony probation violations required 168 beds per day (59,520/354).

By comparison, misdemeanor probation violations (not shown) had an ALOS of 38 days, and only 33 were reported in the data set.

C. OPPORTUNITIES TO REDUCE JAIL USE THROUGH ALTERNATIVES TO INCARCERATION

In Table 3, we take the opportunity to note commitment charges that may be more effectively and efficiently addressed through alternative solutions provided in non-custodial settings. As measured on a daily basis, possession of drugs required 77 beds; solicitation required 32 beds; drug abuse required 28 beds; and failure to appear required 24 beds, for a total of 161 beds per day.

Changes in justice-related policies and practices for these charges may improve public safety outcomes, increase system efficiencies, and reduce the demand for jail bed days.

Table 3: Opportunities to Reduce Jail Use through Alternatives to Incarceration

Commitment crime	ALOS	Total # of bookings	Total bed days	Beds used per day
Possession of drugs	17.8	1,524	27,127	77
Soliciting for prostitution	22.6	501	11,323	32
Drug abuse	17.0	578	9,826	28
Failure to appear	34.2	246	8,413	24
Total beds required per day				161

To address this array of crimes, many jurisdictions have instituted policies and practices to create alternatives to incarceration. For example, the Law Enforcement Assisted Diversion (LEAD) model⁶³ first developed in Seattle establishes multi-agency partnerships among law enforcement and behavioral health agencies to provide new solutions for prostitution and drug-related charges such as possession, abuse, and intent to sell (at subsistence levels).

To reduce the system-wide ripple effects associated with failures to appear, some jurisdictions across the country have developed highly successful, community-based solutions by providing reminders and procedural navigation to help people understand and better comply with the judicial process. For example, the Misdemeanor Early Representation project in Contra Costa, CA,^{64,65,66} which was designed by Further The Work for the Office of the Public Defender, has reduced failures to appear by 54%-70% since it was initially implemented in 2016.

D. HIGH-VOLUME MISDEMEANOR BOOKINGS AND IMPACT ON DAILY JAIL BEDS

In addition to those commitment charges whose long average lengths of stay result in substantial bed days, our data analysis revealed several misdemeanor charges that have lower ALOS but which, due to their very high volume of bookings, impose substantial burden on jail beds per day, as shown in Table 4.

Table 4: Very High-Volume Misdemeanor Bookings and Impact on Daily Jail Bed Use

Commitment crime (misdemeanor)	ALOS	Total # of bookings	Total bed days	Beds used per day
Domestic violence	9.4	2,577	24,146	68
Operating motor vehicle under influence	7.4	2,281	16,954	48
Theft	13.0	1,571	20,499	58
Burglary	43.8	327	14,323	41
Driver license violations	5.2	2274	11750	33
Total beds required per day				248

We note that moving violations were not included in the calculation of driver license violations here; instead, in calculating “driver license violations,” we included only such status violations such as “financial law suspension,” “driving under license suspension,” “failure to reinstate,” and “forfeiture or support suspension.”

E. HOLDS FOR OTHER INSTITUTIONS

In Table 5, we take the opportunity to report the 2,141 bookings, 30,957 total bed days, and 87 daily beds related to people held for other institutions. Of these, by far the largest classification was reported as “APA Parole Hold,” at 993 bookings. Fifteen other jurisdictions (all of them counties) had at least 20 “hold” bookings each.

Table 5: Holds for Other Institutions

Commitment crime	ALOS	Total # of bookings	Total bed days	Beds used per day
Holds for other institutions	14.5	2,141	30,957	87
APA Parole Hold		993		
Fairfield County		104		
Delaware County		72		
Richland County		57		
Madison County		52		
Athens County		47		
Marion County		43		
Licking County		42		
Pickaway County		38		
Montgomery County		36		
Muskingum County		32		
Morrow County		30		
Ross County		29		
Cuyahoga County		22		
Clark County		20		
Scioto County		20		
All other holds		504		
TOTAL		2,141		

F. HIGH UTILIZERS: BOOKINGS, COMMITMENT CRIMES, AND TOTAL BED DAYS

To illuminate various patterns related to people frequently booked into custody (variously referred to as “high utilizers,” “familiar faces,” or the disfavored term “frequent flyers”), we sorted the data to identify unduplicated people who had been booked into custody at least eight times within the data set.

Eighteen people had been booked into custody at least eight times during the period of study. Of these 18 individuals, we analyzed their commitment crimes, numbers of arrest per commitment crime type, and total length of stay in custody during the period January 1-December 21, 2018. Detailed results for this population are richly illustrated on page 14 of the Data Visualization, included with this report in the Appendix. However, we note some key findings here.

Most Common Charges for Familiar Faces as a Group

We began by analyzing the number of bookings and days in custody by commitment charges. For these 18 people, we calculated 76 bookings and an aggregate of 2,441 days in custody, as shown in Table 6.

Table 6: Familiar Faces: Number of Bookings and Days in Custody by Commitment Charges

Commitment charge	Number of bookings	Total days in custody	Average days in custody
Trespass	11	435	40
Disorderly conduct	10	279	28
Misdemeanor theft	7	541	77
Possession of drugs	5	187	37
Drug abuse	5	90	18
Persistent disorderly conduct	5	79	16
Open container	4	9	2
Possession of drug abuse instruments	3	47	16
Pedestrian violations	3	42	14
Discarding litter or garbage	3	15	5
Breaking and entering	2	166	83
Misdemeanor assault	2	50	25
Criminal mischief	2	37	19
Aggravated menacing	1	99	99
Forgery/uttering	1	90	90
Holds	1	90	90
Misconduct	1	50	50
Operating motor vehicle under influence	1	30	30
Counterfeiting drugs	1	28	28
Failure to comply	1	24	24
Public indecency	1	17	17
Menacing	1	17	17
Tampering with drugs or evidence	1	9	9
Driver license violation	1	5	5
Moving violation	1	3	3
Resisting arrest	1	2	2
Riding outside of vehicle	1	2	2
Totals	76	2,441	NA

Individual Incarceration Patterns for Familiar Faces as Individuals

Having examined the most common charges for the familiar faces as a group, we then examined the patterns specific to each of these 18 individuals.

Although each of these people was booked into custody at least eight times, in many cases the person was booked for the same type of commitment charge (e.g. drug possession) on multiple separate occasions, as shown in Table 7.

For example, from January 1-December 21, 2018, the person known by inmate number 0133706 was booked into custody 22 times, but on only two charges: drug abuse (once, for three days) and possession of drugs (21 times, for a total of 63 days). In contrast, the person known by inmate number 0036703 was booked into custody 16 times, on four different charges, the most common of which were disorderly conduct (five times) and persistent disorderly conduct (five times). Additional detail on each of these people can be found on page 14 of the Data Visualization, included with this report in the Appendix.

Table 7: Familiar Faces: Number of Bookings, Commitment Charges, and Days in Custody by Individual

Person by inmate number	Number of bookings	Number of differing charges	Most common charge	Total days in custody
0133706	22	2	Possession (21)	66
0036703	16	4	Disorderly conduct (5) and persistent DC (5)	169
0061538	14	7	Disorderly conduct (6)	119
0069111	13	5	Pedestrian violations (6)	204
0105557	12	4	Disorderly conduct (4) and trespass (4)	333
0135540	10	6	Trespass (5)	185
0110851	10	6	Trespass (3)	99
0048416	10	6	Disorderly conduct (4)	68
0081045	10	4	Disorderly conduct (4)	148
0163041	9	5	Disorderly conduct (3)	90
0066987	9	4	Trespass (5)	260
0051979	9	3	Misdo theft (5)	255
0109364	9	2	Failure to comply (8)	26
0158786	8	5	Drugs/ Possession (3)	67
0116471	8	5	Disorderly conduct (3)	42
0151397	8	2	Trespass (5)	118
0386690	8	1	OMVI (8)	30
0050255	5	5	Misdo theft (6)	162
Total	190			2,441

Breaking the Cycle of Repeated, Ineffective, and Costly Criminalization

As our analysis of Franklin County’s “familiar faces” suggests, the use of incarceration for this population is inefficient and ineffective. It places substantial burden on law enforcement and the Sheriff’s Office at substantial public expense and without clear purpose or benefit, while missing opportunities to adequately address the underlying conditions that propel this revolving door between incarceration and the streets.

Expanding on the LEAD model mentioned above, some jurisdictions have widened the array of diversion-eligible charges to interrupt this cycle of repeat incarceration. In Contra Costa County, CA, for example, CoCo LEAD Plus⁶⁷ provides point-of-arrest diversion for people with behavioral health disorders who have been arrested not only for drug or prostitution offenses, but for low-level theft, burglary, forgery, vandalism, trespass, and various disorderly conduct charges, among others.

Additional Opportunities for Study and Intentional System Change

Further examination of this data set could yield additional useful insights, such as which law enforcement agencies generate the greatest number of bookings, the greatest number of bookings on charges such as disorderly conduct or trespass, or the number of such cases (and the referring agencies) for which the District Attorney’s Office declines to file charges, suggesting opportunities to replace revolving incarceration with intervention and support.

Such insights could and should be of great interest not only in determining true jail bed need, but in examining the ways in which the larger criminal justice system in Franklin County uses jail as a criminal justice methodology.

[Recommendation # 23: Establish and Institutionalize Methods for Continuous Data-Driven Learning and Evaluation](#)

IV. CONCLUSION

Smart justice requires jurisdictions to develop, implement, and assess a strategic, consistent, and system-wide plan to achieve multiple interlocking goals: improve public safety, advance both efficacy and equity in the local criminal justice system; reduce the cycle of criminalization, arrest, incarceration, and unsupported reentry; invest scarce resources not in what's familiar or traditional but in what has been proven to work; and develop jail policies and practices that are consistent with and advance the jurisdiction's explicit criminal justice intentions.

In recent years, Franklin County has earned widespread recognition for its commitment to effective criminal justice reform, undertaking a demanding, complex process that reflects and is made possible by the collective commitment, attention, support of many leaders throughout the jurisdiction.

In the context of these longstanding and robust efforts to reform the local justice system, we believe that the current construction project offers a singular opportunity for the county to carry its rehabilitative reform efforts inside the correctional facility, rather than leaving them at the door.

Forward-thinking leaders recognize that a jail's purpose, design, and operations are not just internal management issues: They constitute and create broader public policy, affecting and being affected by not just the entire criminal justice system but the broader community of which it is a part.

With this report, we encourage Franklin County to reimagine the new correctional facility as one of your most important vocational, educational, and rehabilitation institutions. By building purpose-driven design and operations into the DNA of the new facility, Franklin County and the Office of the Sheriff can springboard the cause of justice reform and set the national standard for excellence in rehabilitative, consistent, holistic justice practices.

V. SUMMARY LIST OF RECOMMENDATIONS

Recommendation # 1: Pass County Resolution to Endorse the Implementation of a Purpose-Driven, Rehabilitative Correctional Facility

Recommendation # 2: Issue Directive to Implement the New Facility as a Purpose-Driven, Rehabilitative Correctional Facility

Recommendation # 3: Establish, Staff, Support, and Invest in an Office of Justice Programs and Evaluation

Recommendation # 4: Hire Experienced Leader as Director of Justice Programs and Evaluation

Recommendation # 5: Integrate and Provide Technical Support for the Core and Transition Teams

Recommendation # 6: Clarify and Formalize Scope, Duties, and Authorities of Chief Deputies

Recommendation # 7: Institute a Multi-Disciplinary Leadership Team to Support Change Management

Recommendation # 8: Enhance Data Capacity to Foster Program Design and Delivery

Recommendation # 9: County Commissioners Pass Resolution to Support TJC Framework

Recommendation # 10: Develop and Institute Risk/Needs/Responsivity Model

Recommendation # 11: Develop Budget to Enable Implementation of Rehabilitative Programming

Recommendation # 12: Develop Data Protocols to Advance Program

Recommendation # 13: Maximize Opportunities for Parents to Maintain Relationships with Their Children

Recommendation # 14: Budget for and Fund Robust Service Delivery Managed by the Office of Justice Programs and Evaluation

Recommendation # 15: Advance the Service Delivery, Tracking, and Reporting Capacity for In-Custody Programming

Recommendation # 16: Conduct Population Study to Support RNR Analysis

Recommendation # 17: Identify and Institutionalize Risk/Needs/Responsivity Methods and Tools

Recommendation # 18: Identify Appropriate Service Modalities, Schedules, Staffing, and Budget

Recommendation # 19: Map Service Schedule Against Operational Needs

Recommendation # 20: Conduct a Survey of Available Adult Basic Education and Secondary Education Resources

Recommendation # 21: Conduct Site Visits to Jurisdictions Implementing Innovative, Robust Programming Practices

Recommendation # 22: Develop Capacity to Provide Vocational and Specialized Vocational Services

Recommendation #23: Establish and Institutionalize Methods for Continuous Data-Driven Learning and Evaluation

VI. A NOTE: INFORMING FACILITIES DESIGN THROUGH PROGRAM UTILIZATION ANALYSIS

To estimate the facilities design and spatial implications of the programmatic approaches recommended in this report, the consultant team engaged in a multi-step process to estimate the number of physical spaces would be needed in the facility, of what kinds, and in what proximity to one another.

A. RISK/NEED/RESPONSIVITY ESTIMATIONS

To examine operationalize and spatial implications of the programmatic approach detailed in this report, it was necessary to estimate the potential number of people who might be appropriate for each of the three program tracks. Using our analysis of the data set provided by the Sheriff's office as a proxy for RNR, we arrayed these results into three rehabilitative programming intensities. The analytic spreadsheet is included with this report in the Appendix.

- Level 1: We estimated 45 percent of the incarcerated population (including special acute or step-down behavioral health needs) as High RNR. Reflecting nationally recognized recommendations regarding programmatic dosage (length, frequency, and duration), we assigned this population a goal of 300 hours of targeted programming over six months (50 hours/month).
- Level 2: We estimated 19 percent of the incarcerated population as Medium RNR. For this population, we assigned a goal of 150 hours of targeted programming over three months (50 hours/month)
- Level 3: We estimated 22 percent of the incarcerated population as Low RNR. For this population, we assigned a goal of 100 hours of targeted programming over two months (50 hours/month)
- The remaining 14 percent of the population are identified as in "Orientation" status: This is the percentage of people who are released from custody less than 72 hours after being brought in, for whom programming is generally not applicable. However, Orientation provides a critical opportunity to identify and triage important needs and opportunities, such as eligibility for pretrial release, identification and intervention for frequent utilizers, and identification and development of specialized plans for parents with minor children at home, the homeless, the medically fragile, and people with unmanaged behavioral health disorders.

B. PROGRAMMATIC UTILIZATION AND DOSAGE

Using this population analysis, we then estimated program utilization rates to estimate how many people at each level of need would reasonably become engaged in services. Depending on the sub-population, we estimated these utilization rates at varied levels from 50 percent to 90 percent. Having calculated estimated programmatic utilization per RNR level, we next calculated the number of program spaces necessary on a daily and weekly basis, considering per capita program frequency (number of groups per person per week), each group's duration in hours, and the programmatic term (the number of weeks a given person is estimated to remain in custody); together, these yielded the per-person program "dosage."

Using these estimates, we then calculated each group's size (total number of people and staff per group), and the number of hours that groups could be held per day. This set of calculations then yielded an estimate of the number of classrooms needed for programmatic operations. For the purposes of estimation, we assumed a programmatic week of eight hours per day, five days per week.

C. SPATIAL IMPLICATIONS

From this multi-step analysis, we estimated spatial requirements to support rehabilitative, vocational, and educational services.

Rehabilitative service spaces

Our calculations call for 17 rooms for rehabilitative services (therapy, counseling, social/emotional/cognitive skills-building). Each of these rooms should be scaled to hold 12 students and two program staff people, along with storage space for materials, supplies, and audio/video capacity. These rooms should be designed for flexible set-up to allow small group work, large group work, "circle" work, and floor-based work (such as mindfulness/body-based practice).

Educational/vocational services

Our calculations call for 10 rooms for educational and vocational services. Each of these rooms should be scaled to hold 26 students and two program staff people, along with storage space for materials, supplies, and audio/video capacity. Though primarily designed for classroom style/lecture seating, the tables and chairs in these rooms should permit easy rearrangement.

It remains to be determined to what degree Franklin County may choose to offer specialized vocational training opportunities, such as construction, drug and alcohol counseling certifications, culinary/food preparation, business skills certifications, landscape maintenance, aquaponics, dog training, and so on. However, such decisions should inform specific interior design, fixtures, furnishing, and equipment appropriate to the areas of focus.

Additional program-related considerations

Supporting these rehabilitative, educational, and vocational rooms, our spatial design also accounts for the array of ancillary spaces necessary to implement this model. These include offices, storage spaces, restrooms, and so on, to support program administration and staff. Finally, our program approach also includes a parent/child contact visitation center, to allow children to have physical contact with their parents while participating in supervised, evidence-based, and well-structured family support services.

D. CENTRALIZED SERVICE CENTER

Consistent with our emphasis on designing jails to serve as purpose-driven, rehabilitative facilities, we have encouraged Franklin County and its design consultants to embed trauma-informed, therapeutic approaches into every aspect of facilities design. This includes ensuring that the facility enables incarcerated people to engage in a rich array of rehabilitative, vocational, and educational programs.

To this end, we emphasize the importance of creating a large, well-lit, flexible Service Center offering a varied collection of co-located service spaces and program administrative offices. These spaces would include flexible room set-up to allow classroom style, group meeting, and hybrid groups, along with one-on-one meeting rooms and a dedicated child-parent contact visitation center and associated program. The Service Center would provide ample administrative space for external organizations that provide in-custody programming, allowing such staff to “embed” within the correctional facility and readily interact with each other, with the Office of Reentry and Rehabilitation, and with medical staff, as appropriate, including through the use of multidisciplinary teams.

While we believe that the Service Center should serve as the heart of the rehabilitative functions, we also recommend that the facilities design include multi-purpose program spaces within each of the housing units, *as adjuncts to* (but not substituting for) the Service Center. In-unit program space extends the curricular schedule to morning and evenings, or while a unit is on lockdown, or for sensitive/ vulnerable people such as in the special mental health unit. In-unit program space also supports the therapeutic community model, permitting daily “house meetings,” unit-specific events, and communitarian programming (such as NA/AA). In-unit program space also fosters individual or small group self-study, to reinforce educational, vocational, and rehabilitative training.

However, in-unit program space is not sufficient on its own or in the main to provide robust, efficient, appropriate, or cost-effective services. Although dozens of people may be housed together, they do not have identical programmatic needs or goals, and need access to an array of services that can be appropriately customized. As with a college, people gather in the dorms at night, but separate in the morning, heading for their respective classrooms. For this reason, we propose that Franklin County design in-unit program spaces that complement and support, but do not displace, a larger collective Service Center.

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APPENDIX



FURTHER THE WORK
Building better justice.

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APPENDIX 1:

DATA VISUALIZATION OF FRANKLIN COUNTY JAIL POPULATION

APPENDIX 1A:

SOURCE DATA FOR DATA VISUALIZATIONS

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Data Visualization of Franklin County Jail Population Analysis

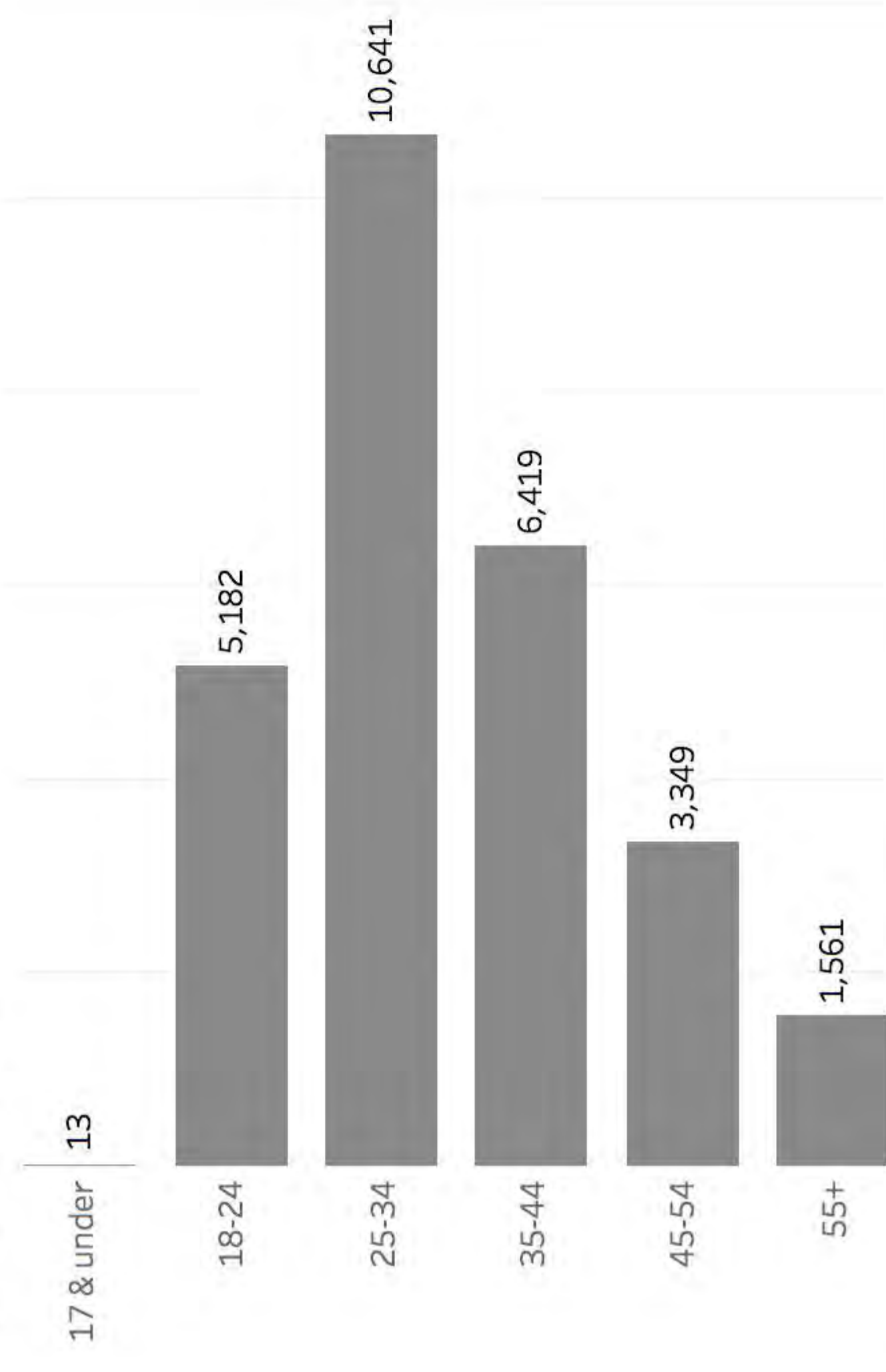
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Produced by Further The Work, LLC
in association with DLZ/HDR

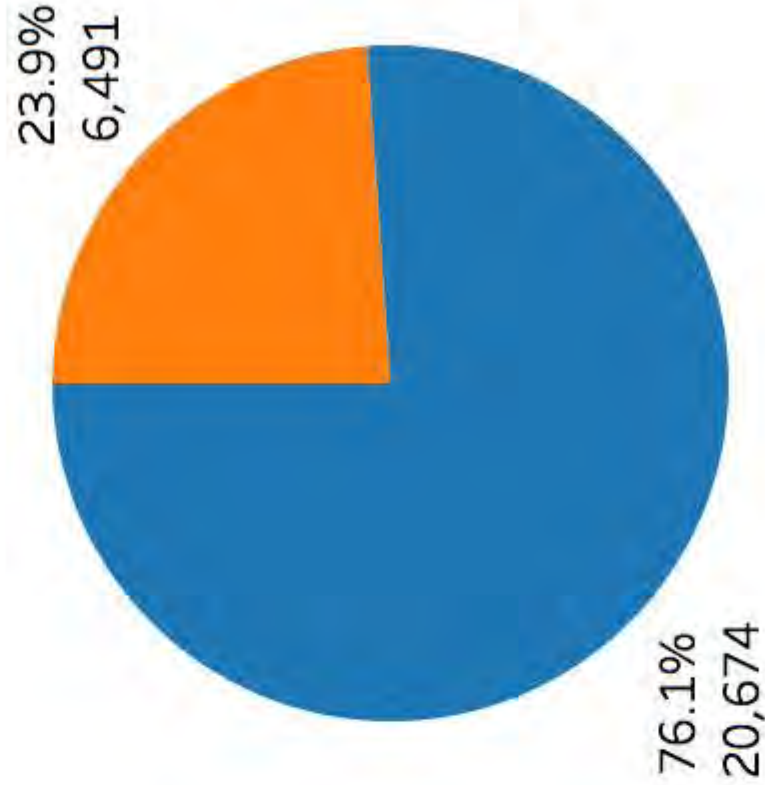
February 5, 2019

Source data provided by Franklin County Office of the Sheriff,
data extracted 12/21/18

Age at Booking

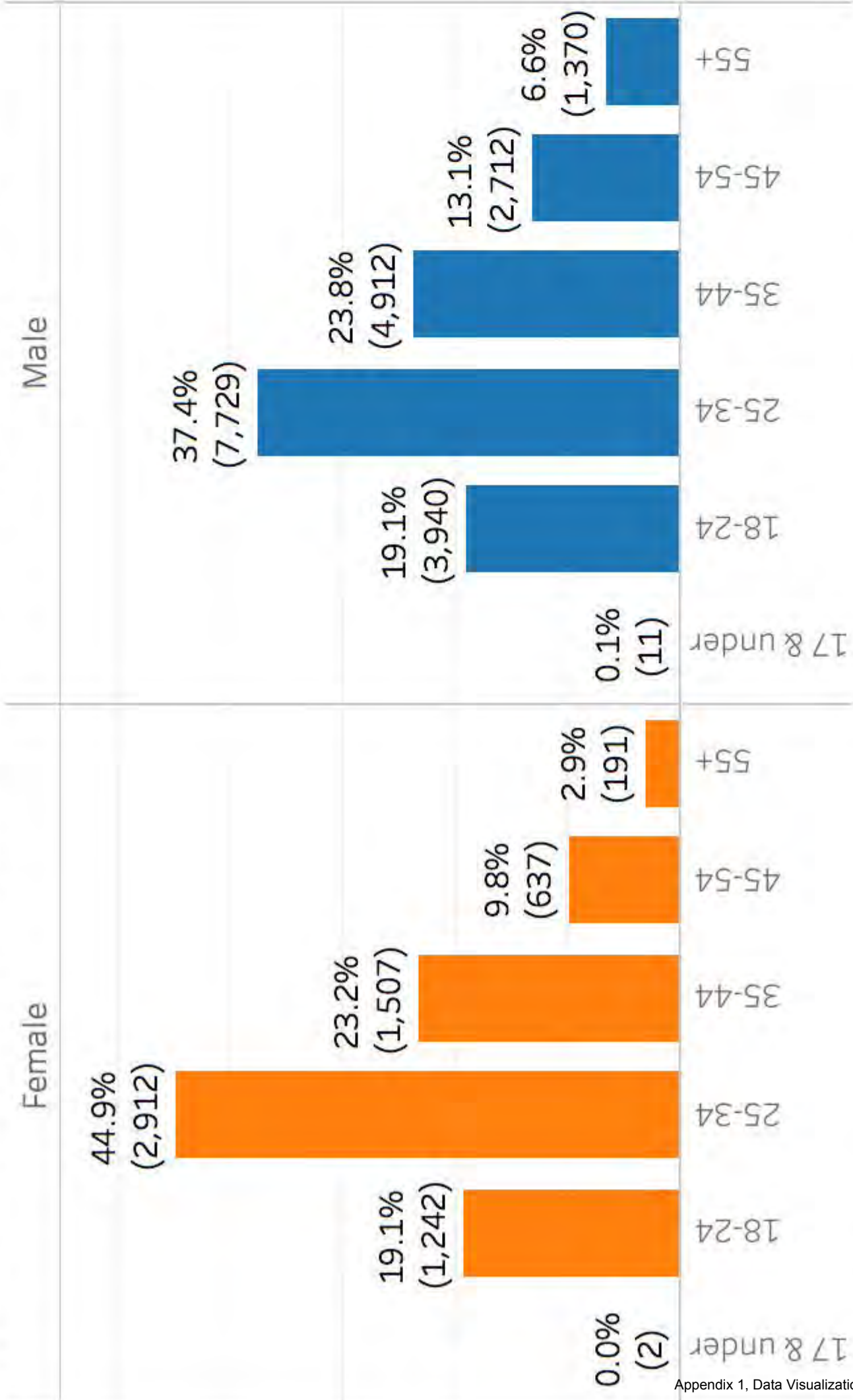


Gender



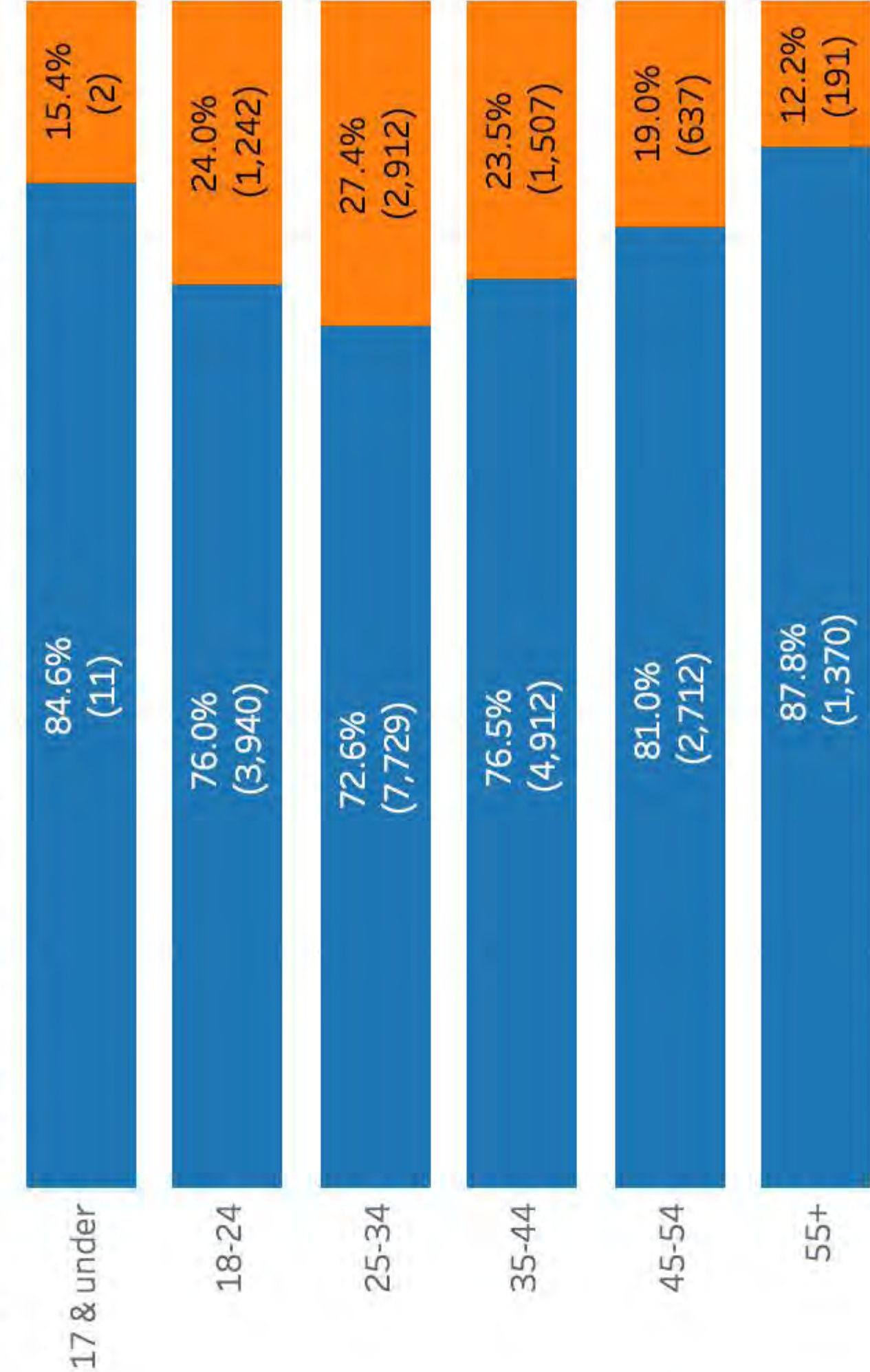
Gender, by Age at Booking

(as a percentage of each gender, number of records indicated in parentheses)



Age at Booking, by Gender

(as a percentage of each age group, number of records indicated in parentheses)



Note: data fields are computed per booking ID, rather than by inmate ID. Results do not represent an unduplicated count of individuals.
Data source: Franklin County JMIS, extract on 12/21/2018. Used with permission.



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Average Length of Stay in Days for Individuals <= 17, by Age
(number of records indicated in parentheses)

	0	13	16	17
3-High Medium			12.0 (1)	204.4 (5)
4-Medium				9.0 (1)
5-Medium Pre	23.0 (1)			491.0 (1)
6-Minimum Pre				61.5 (2)
NEW		3.0 (1)		2.0 (1)

Average Length of Stay in Days for Individuals <= 17, by Charge and
Custody Status (number of records indicated in parentheses)

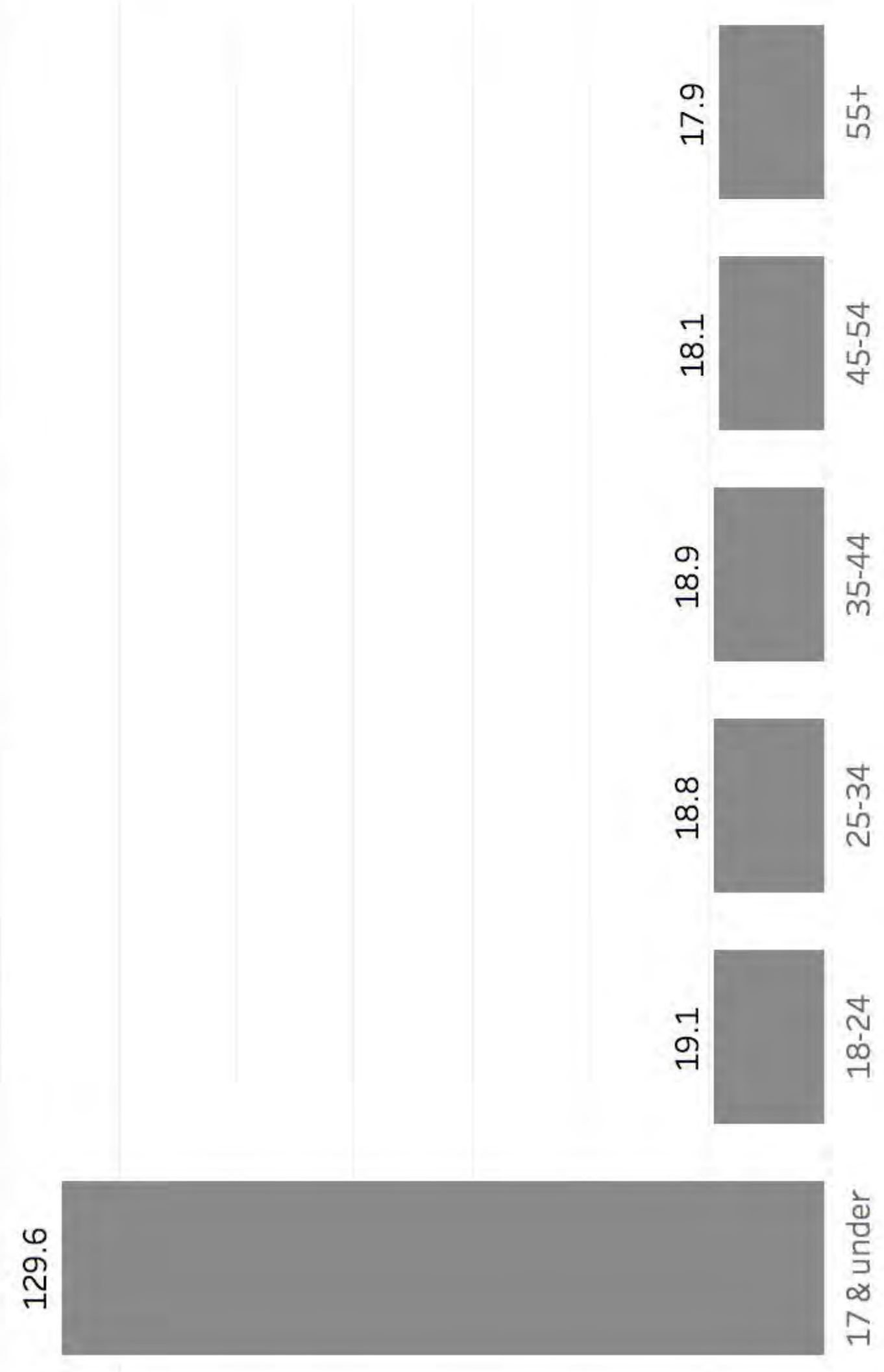
	3-High Medium	4-Medium	5-Medium Pre	6-Minimum Pre	NEW
AGG TRAFFICKING IN DRUGS			23.0 (1)		
AGGRAVATED MURDER	154.5 (2)				
AGGRAVATED ROBBERY	150.0 (1)				
ATTEMPTS	12.0 (1)				
BURGLARY			491.0 (1)		
CONSPIRACY TO COMMIT A CRIME		9.0 (1)			
DOMESTIC VIOLENCE				111.0 (1)	3.0 (1)
FELONIOUS ASSAULT	547.0 (1)				
RECEIVING STOLEN PROPERTY (MISDO)				12.0 (1)	
TRESPASS					2.0 (1)
WEAPONS U/DISABILITY	16.0 (1)				

Average Length of Stay in Days for Individuals <= 17, by Custody
Level and Judicial Status (number of records indicated in parentheses)

	Felony	Juvenile	Misdemeanor
3-High Medium	237.7 (3)	107.0 (3)	
4-Medium	9.0 (1)		
5-Medium Pre	257.0 (2)		
6-Minimum Pre	12.0 (1)		111.0 (1)
NEW			2.5 (2)

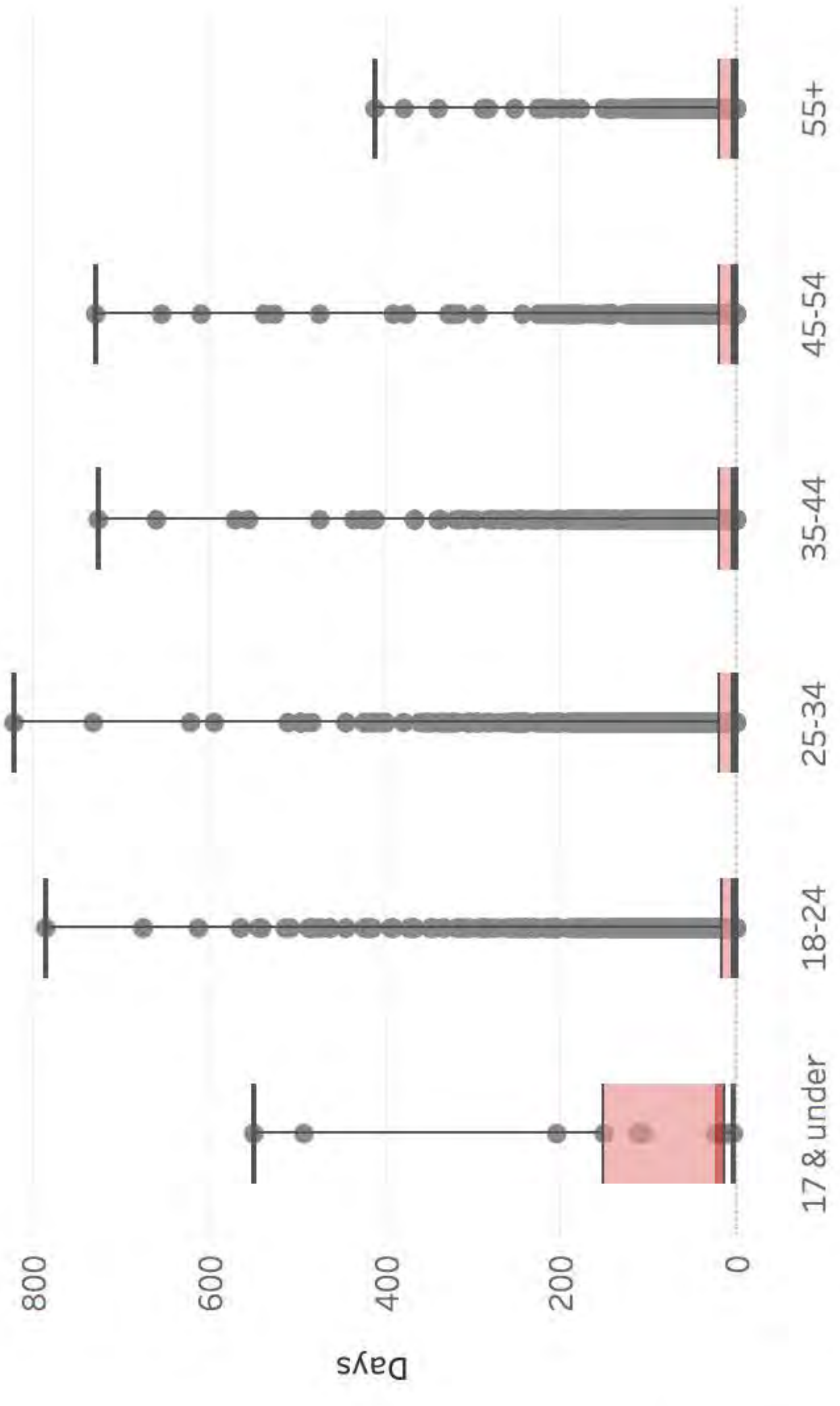
Note: excludes individuals with a booking date of 12/21/2018, the censor date of the data source.
Data source: Franklin County JMIS, extract on 12/21/2018. Used with permission.

Average Length of Stay in Days, by Age at Booking

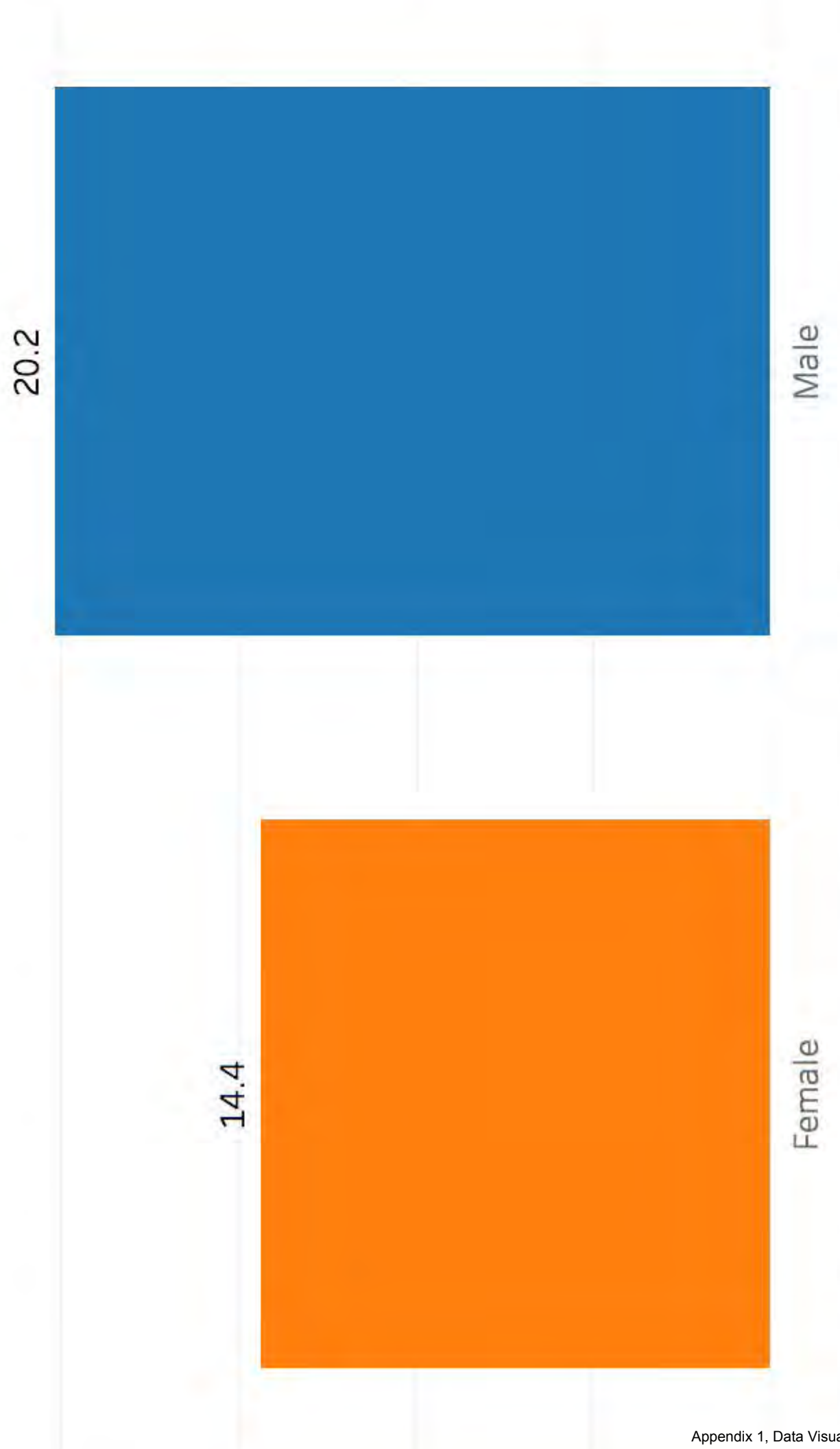


Range in Length of Stay, by Age at Booking

(25th-75th percentile indicated by red shaded box; each dot represents one booking)

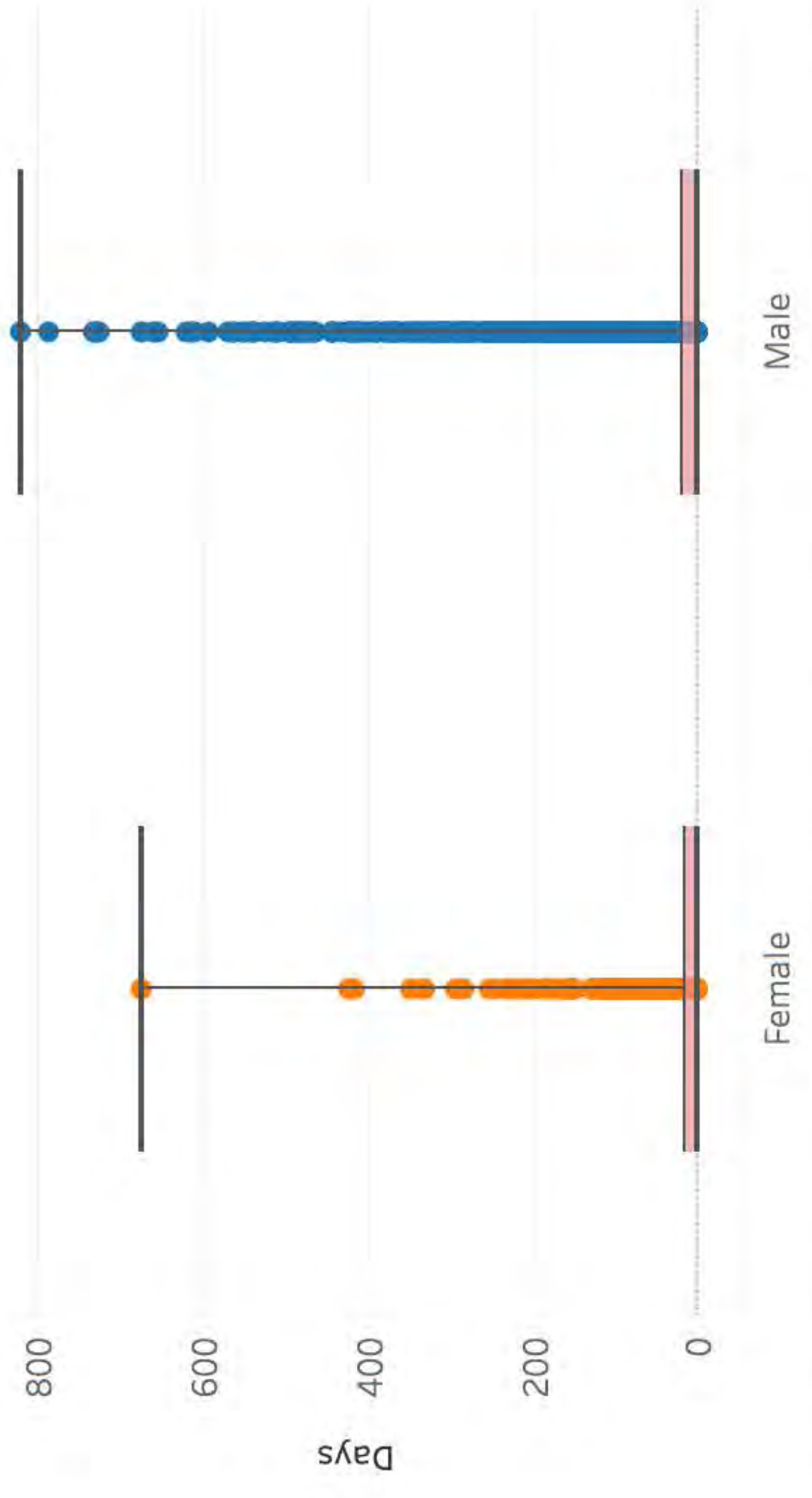


Average Length of Stay in Days, by Gender



Range in Length of Stay, by Gender

(25th-75th percentile indicated by red shaded box; each dot represents one booking)

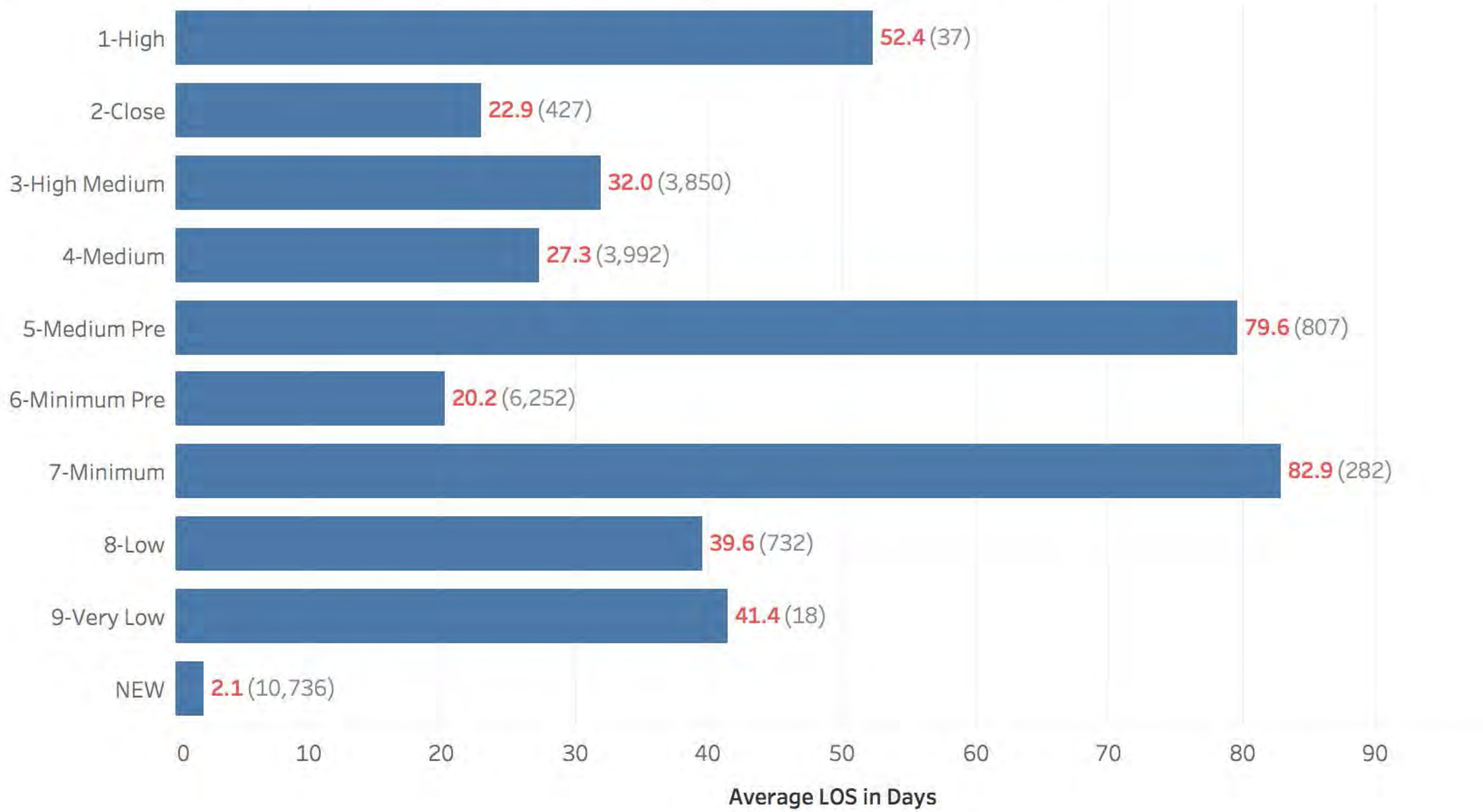


Note: excludes individuals with a booking date of 12/21/2018, the censor date of the data source. Data fields are computed per booking ID, rather than by inmate ID. Results do not represent an unduplicated count of individuals.

Data source: Franklin County JMIS, extract on 12/21/2018. Used with permission.

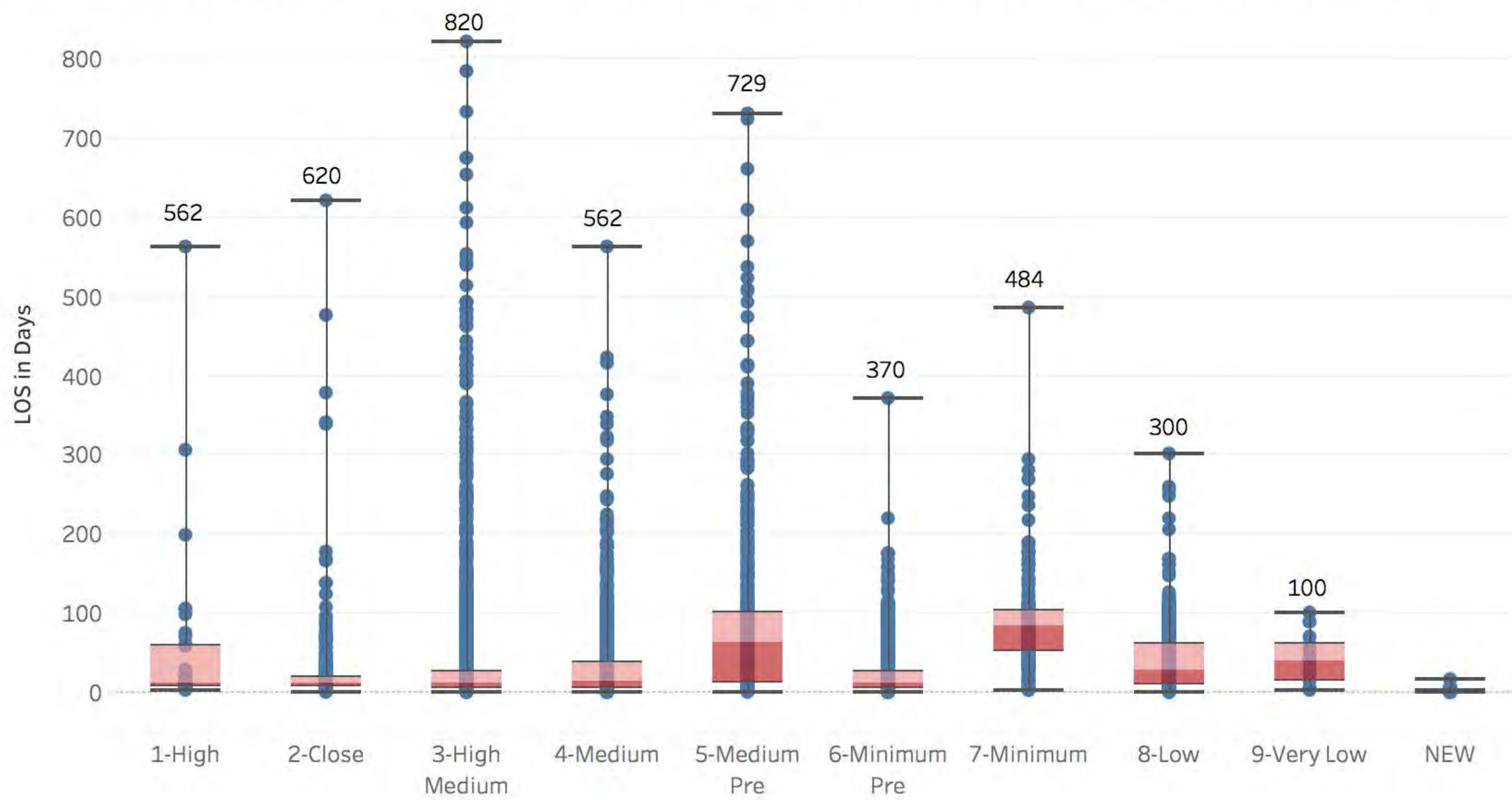
Average Length of Stay in Days, by Custody Level

(custody level as assigned on date of extract; number of booking records included in parentheses)



Range in Length of Stay, by Custody Level

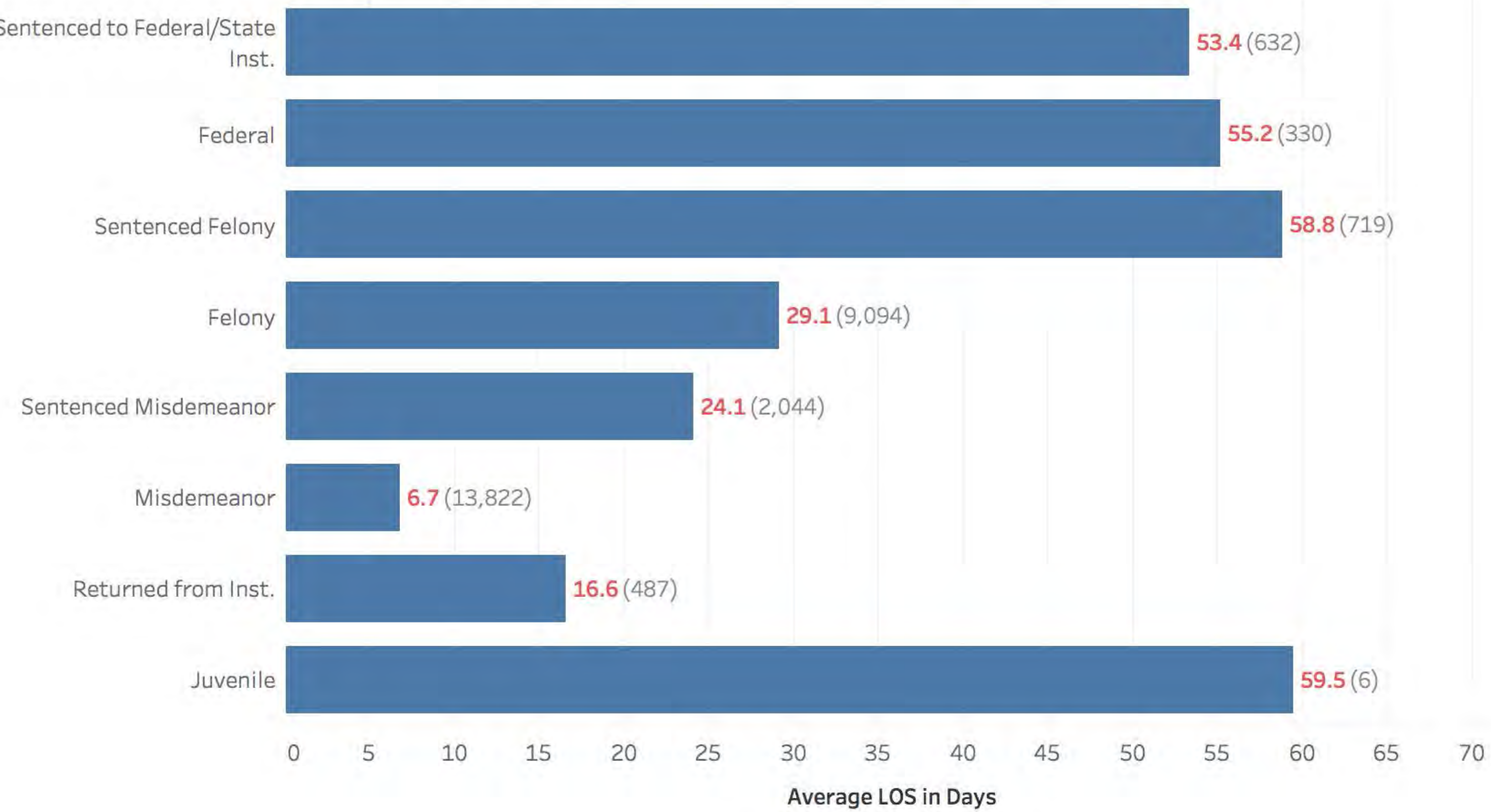
(custody level as assigned on date of extract; 25th-75th percentile indicated by red shaded box, each dot represents one booking)



Note: excludes individuals with a booking date of 12/21/2018, the censor date of the data source.
Data source: Franklin County JMIS, extract on 12/21/2018. Used with permission.

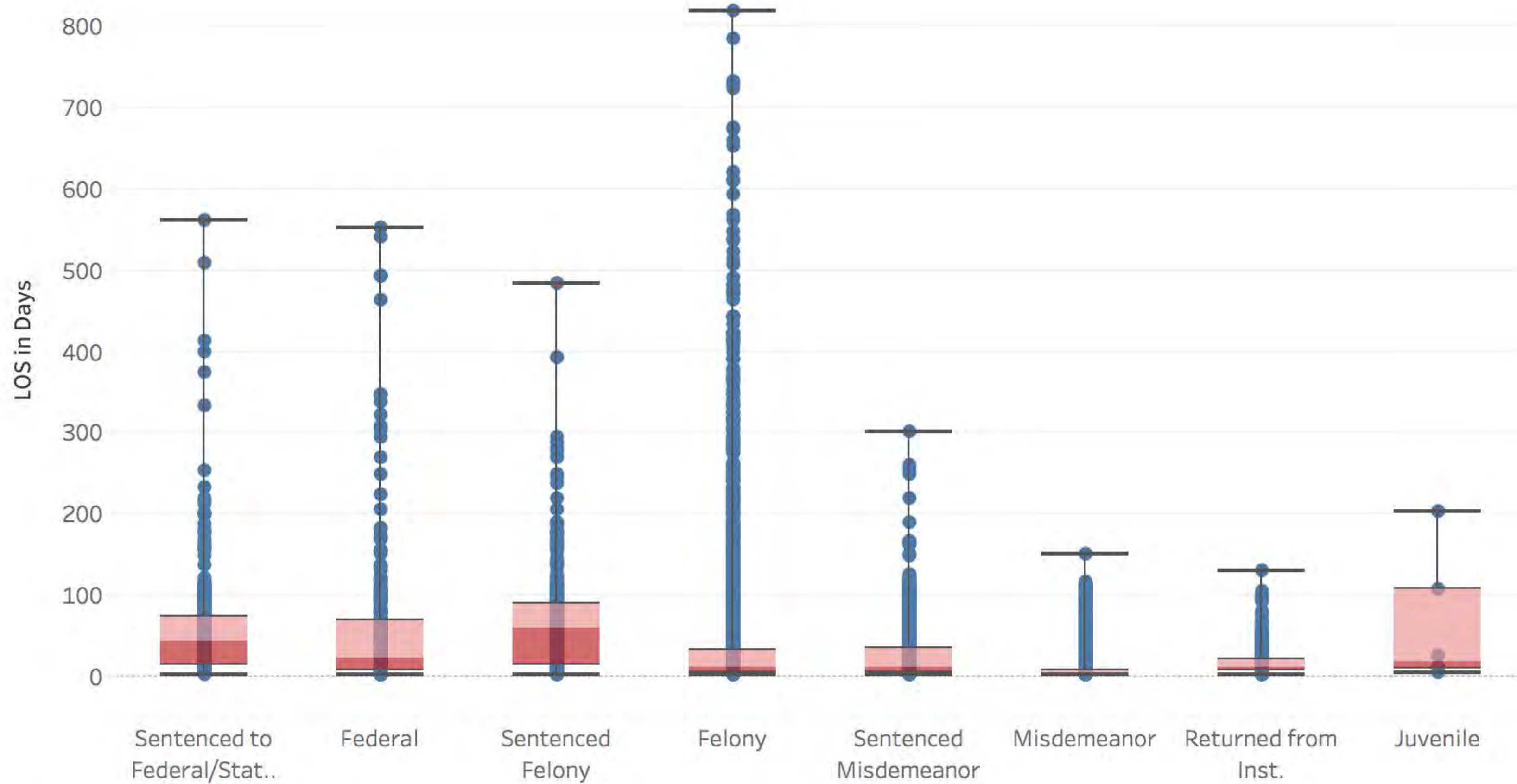
Average Length of Stay in Days, by Judicial Status

(number of booking records included in parentheses)



Range in Length of Stay, by Judicial Status

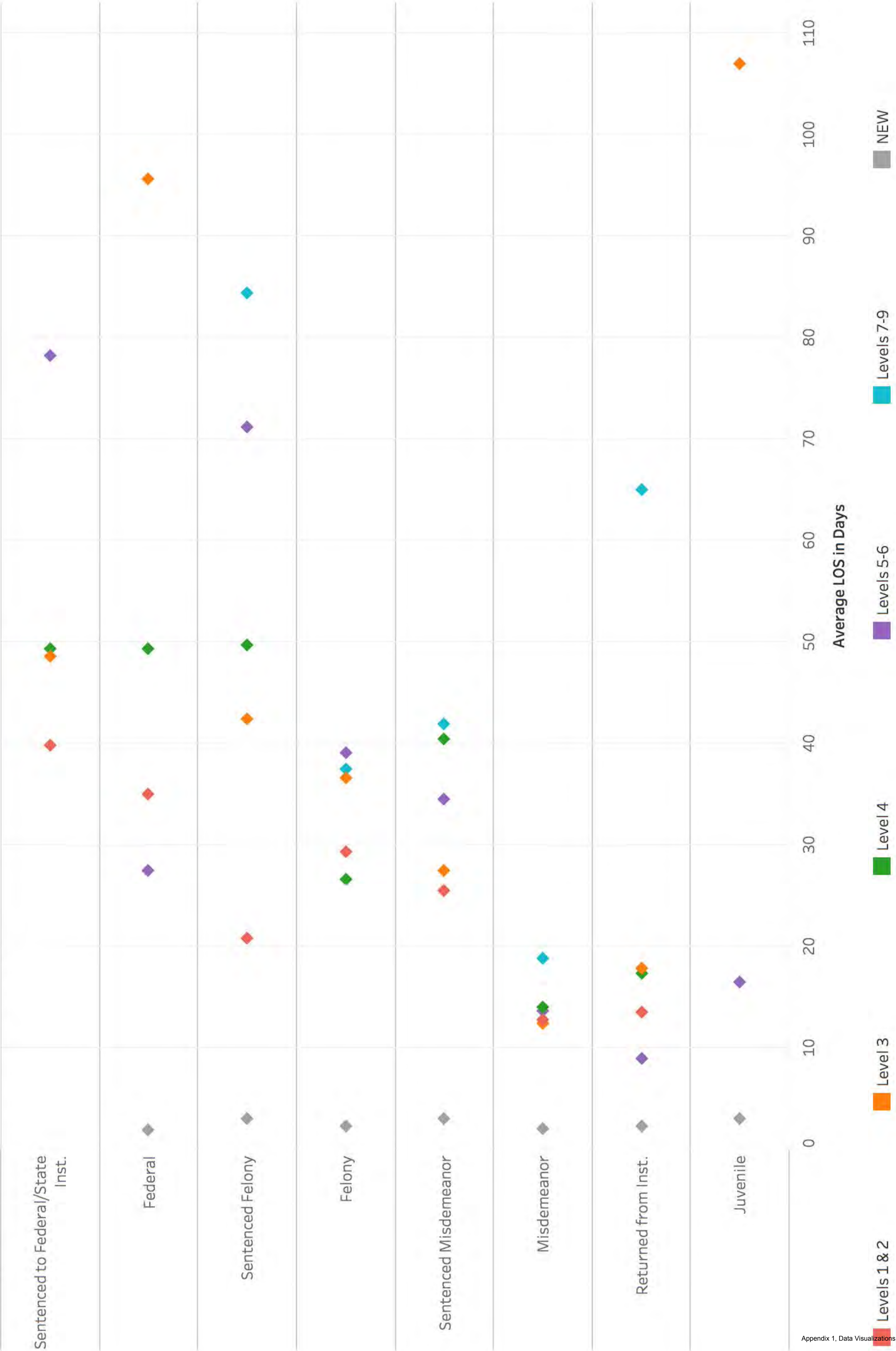
(25th-75th percentile indicated by red shaded box; each dot represents one booking)



Note: excludes individuals with a booking date of 12/21/2018, the censor date of the data source.
Data source: Franklin County JMIS, extract on 12/21/2018. Used with permission.

Average Length of Stay in Days, by Judicial Status and Custody Level
(custody level as assigned on date of extract)

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Note: excludes individuals with a booking date of 12/21/2018, the censor date of the data source.
Data source: Franklin County JMIS, extract on 12/21/2018. Used with permission.

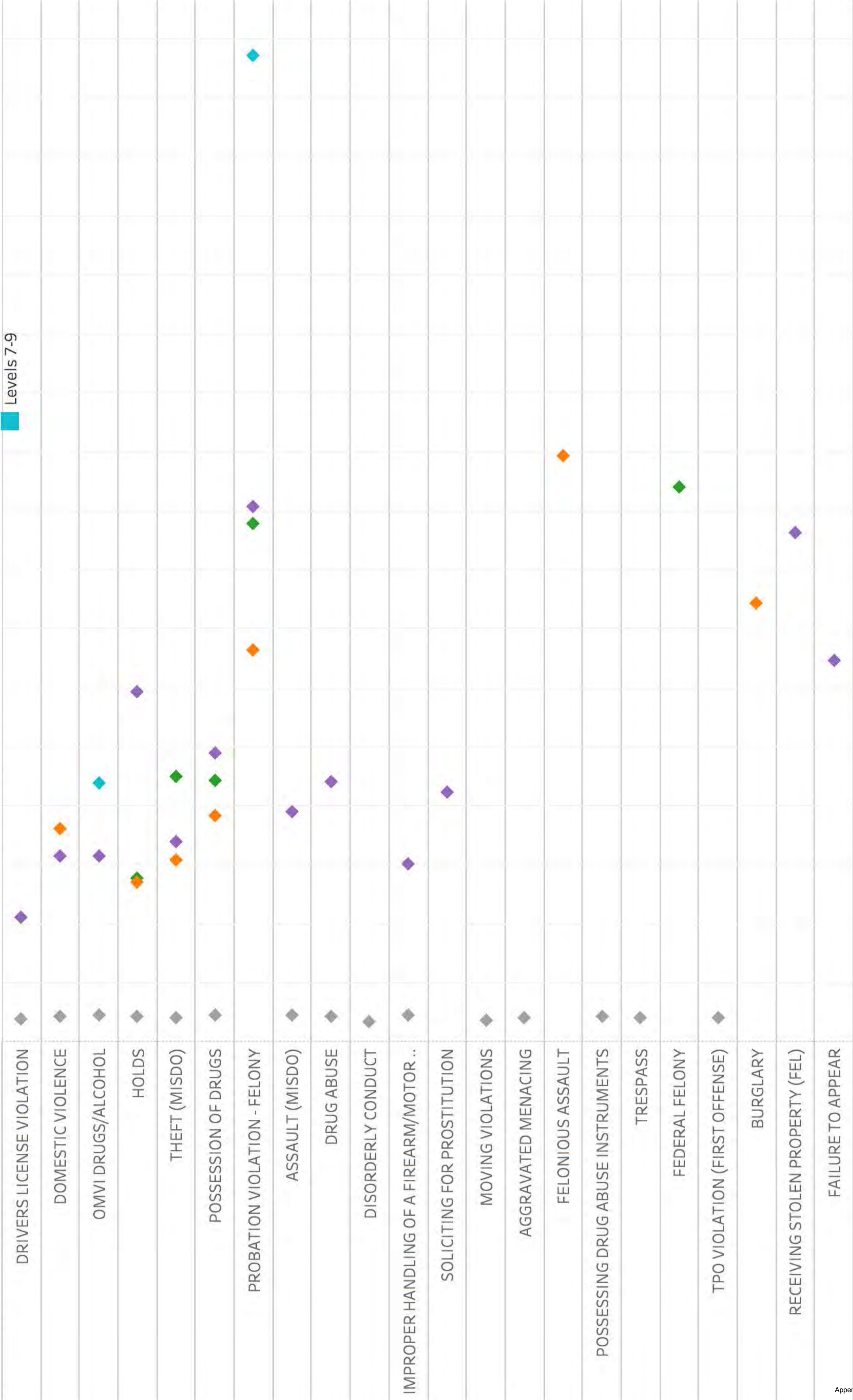
LOS for Most Common Charges, by Custody Level

(custody level assigned as of date of extract; includes charge descriptions with 150+ unique records)

- Level 3
- Level 4
- Levels 5-6
- Levels 7-9

NEW

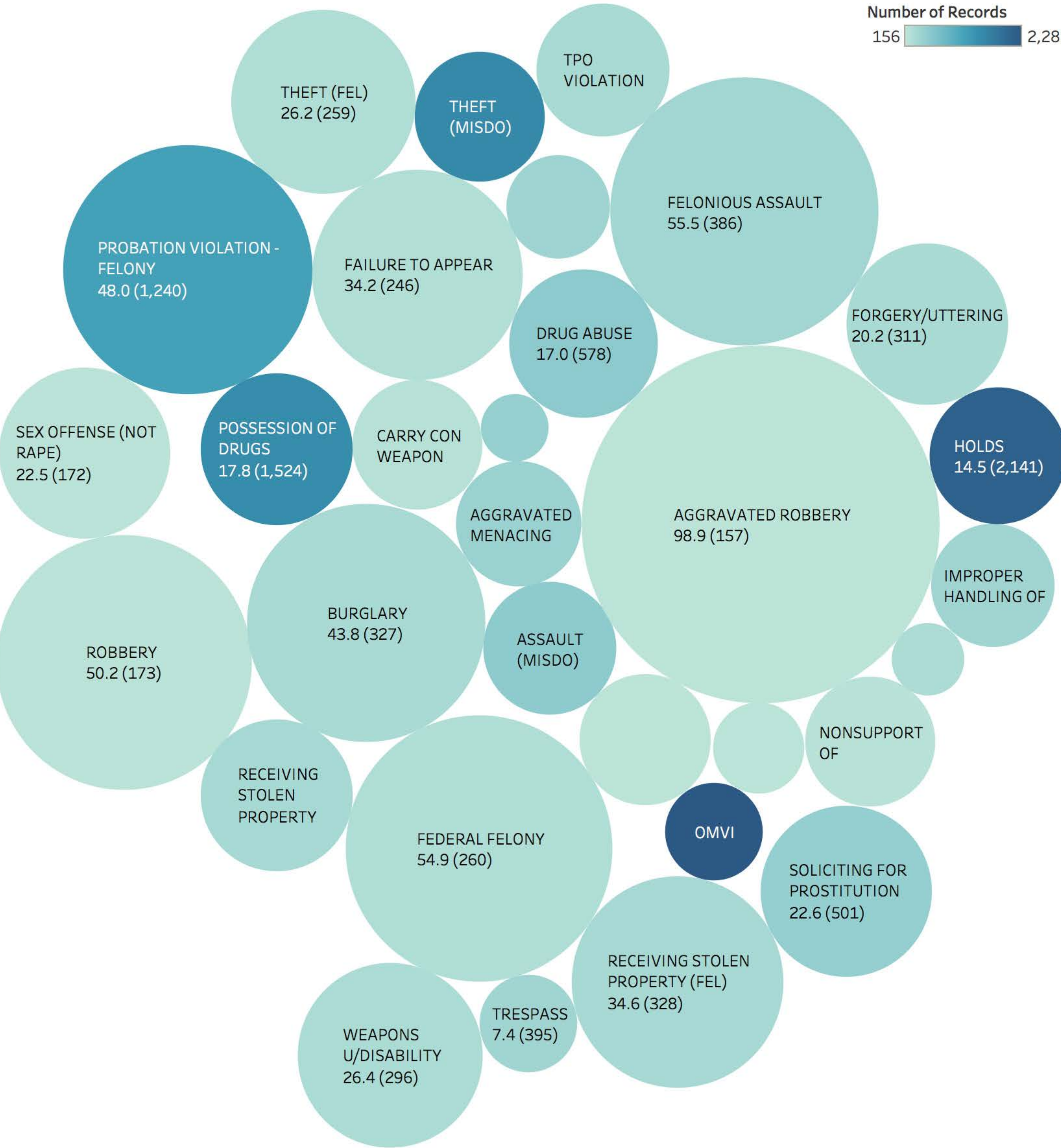
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Note: excludes individuals with a booking date of 12/21/2018, the censor date of the data source.
Data source: Franklin County JMIS, extract on 12/21/2018. Used with permission.

Average LOS for Most Common Charges

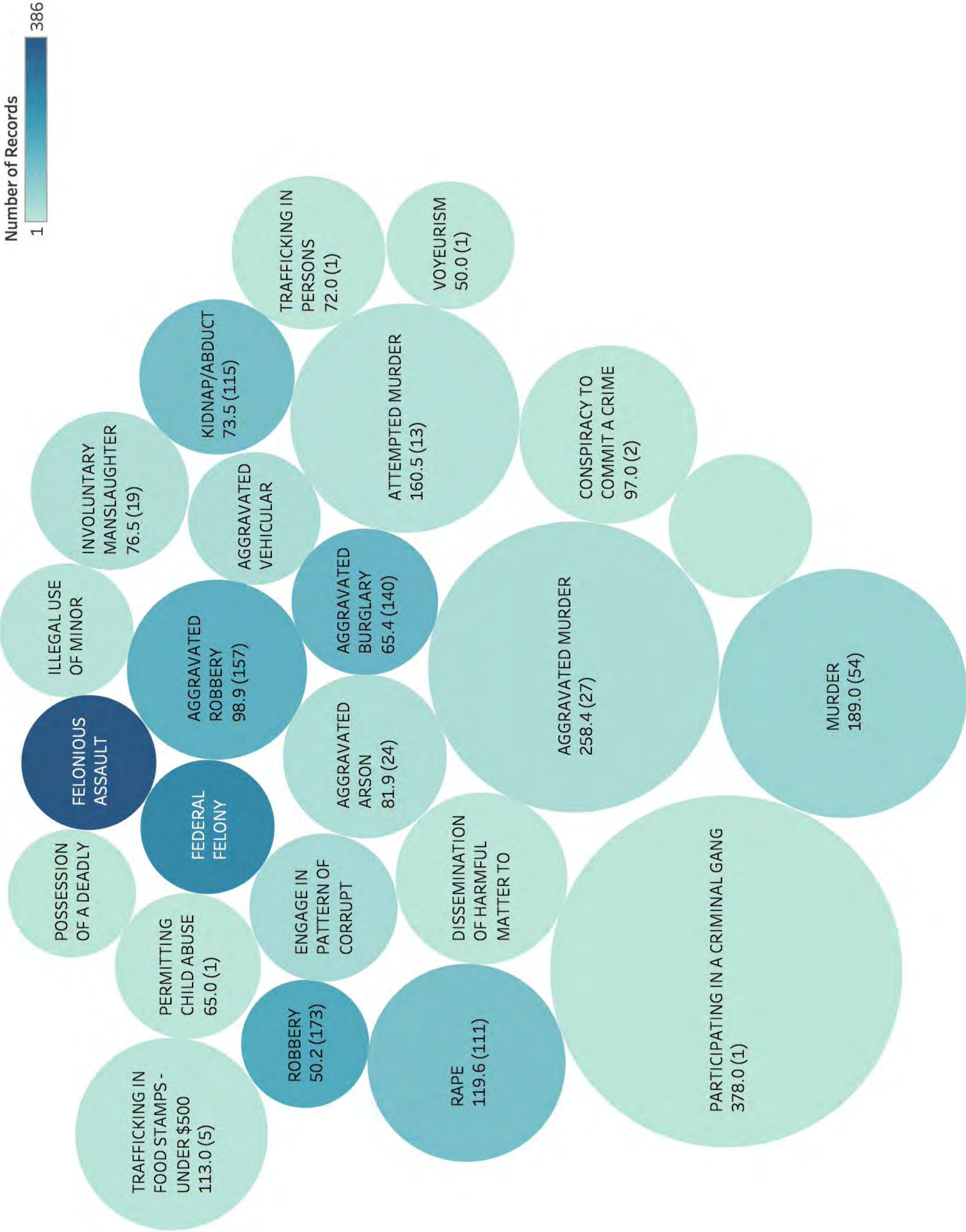
(average length of stay indicated by circle size; number of records included in parentheses where space permits)



Note: includes charge descriptions with 150+ records; excludes individuals with a booking date of 12/21/2018, the censor date of the data source.
Data source: Franklin County JMIS, extract on 12/21/2018. Used with permission.

Charges with Highest Average LOS

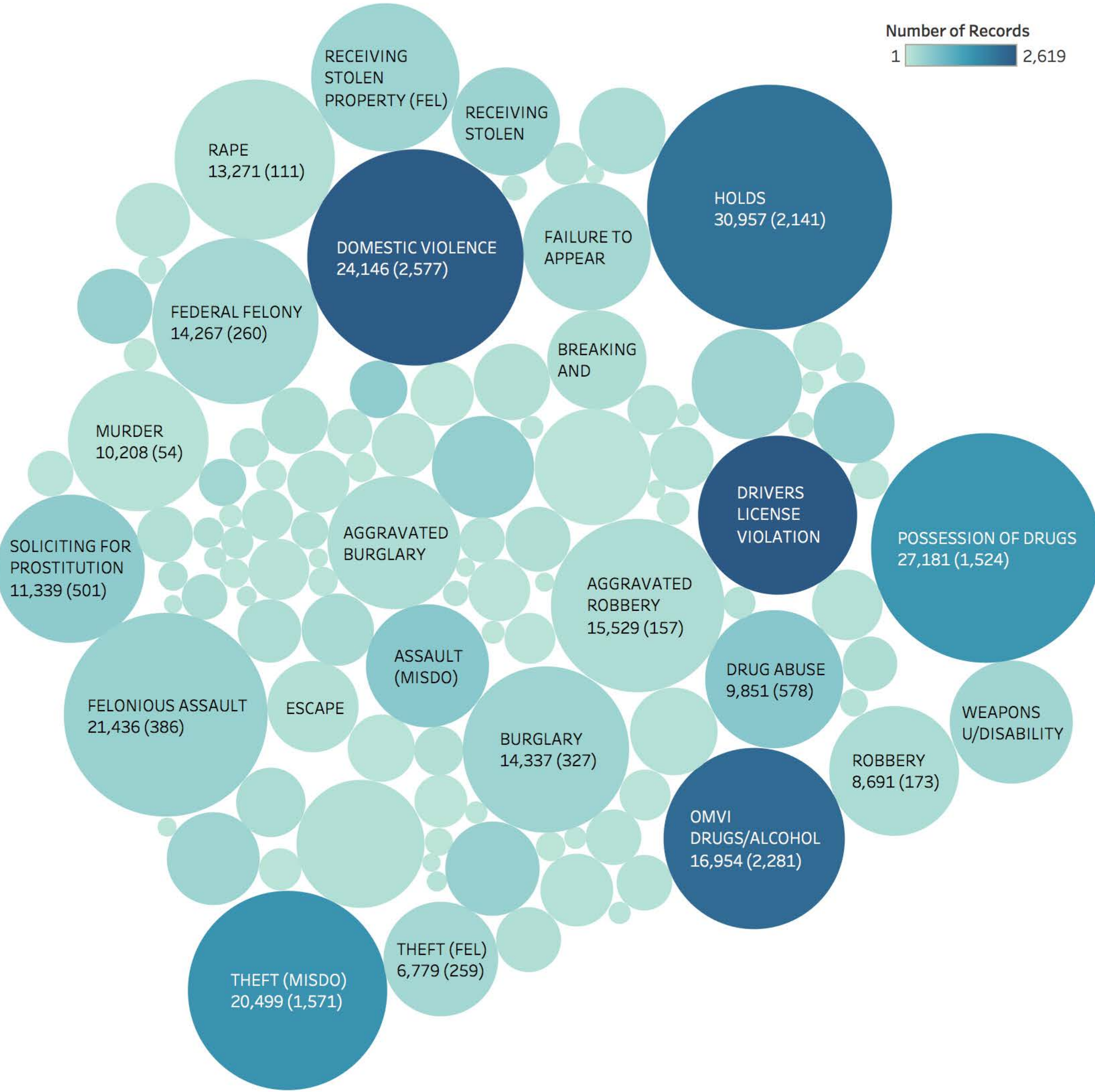
(average length of stay indicated by circle size; number of records included in parentheses where space permits)



Note: includes charge descriptions with average LOS of 50+ days; excludes individuals with a booking date of 12/21/2018, the censor date of the data source.
Data source: Franklin County JMIS, extract on 12/21/2018. Used with permission.

Charges by Total Bed Days

(total bed days indicated by circle size; number of records included in parentheses where space permits)



Note: includes charges with 150+ total bed days; excludes individuals with a booking date of 12/21/2018, the censor date of the data source.
Data source: Franklin County JMIS, extract on 12/21/2018. Used with permission.

Average and Total Bed Days, by Charge Class



	Average LOS	Total Bed Days	Number of Bookings
AC	5	1,050	198
AF1	193	17,538	91
AF2	78	6,150	79
CC	360	5,407	15
F1	74	58,145	788
F2	41	46,445	1,121
F3	27	27,658	1,031
F4	26	69,309	2,642
F5	17	34,270	1,973
F/M	9	954	111
FEDERAL	55	13,964	256
FELONY	24	70,489	2,885
FSA	54	17,649	327
M1	9	105,389	11,240
M2	10	4,941	518
M3	13	2,310	182
M4	6	9,797	1,550
MISDEMEANOR	7	6,762	906
MM	4	3,848	874
MSA	54	542	10
SA	20	7,150	360
Z	14	97	7

M1 Charge Class LOS, by Judicial Status

	Average LOS	Total Bed Days	Number of Bookings
Sentenced to Federal/State Inst.	68	1,228	18
Federal	46	647	14
Sentenced Felony	62	2,527	41
Felony	20	6,883	351
Sentenced Misdemeanor	22	33,874	1,556
Misdemeanor	7	60,137	9,250
Returned from Inst.	11	78	7
Juvenile	6	12	2

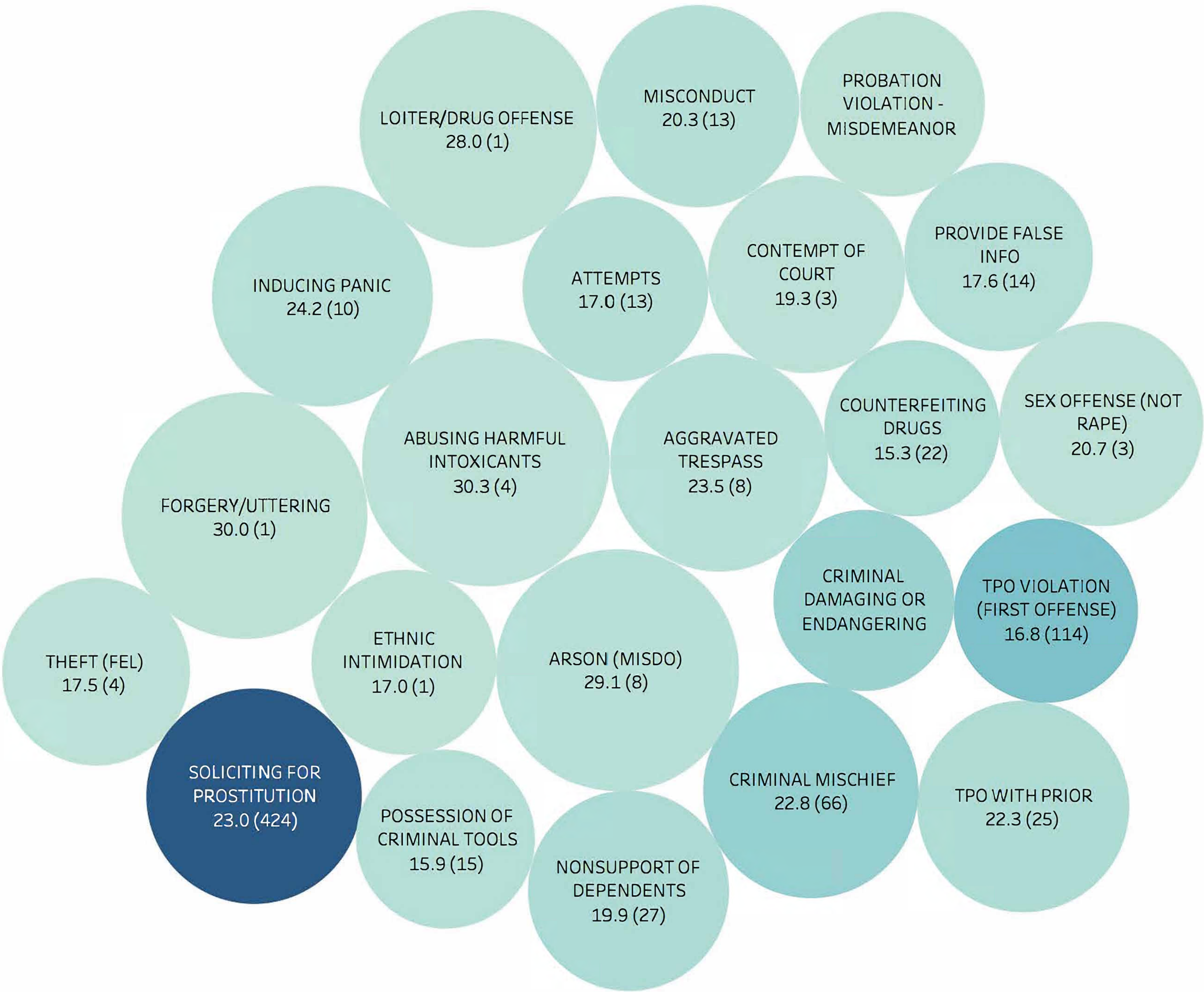
M1 Charge Class LOS, by Custody Level

	Average LOS	Total Bed Days	Number of Bookings
1-High	9	18	2
2-Close	17	775	46
3-High Medium	15	8,554	587
4-Medium	22	16,215	745
5-Medium Pre	41	907	22
6-Minimum Pre	16	43,580	2,801
7-Minimum	71	1,212	17
8-Low	38	19,796	522
9-Very Low	50	546	11
NEW	2	14,467	6,487

Note: excludes individuals with a booking date of 12/21/2018, the censor date of the data source.
Data source: Franklin County JMIS, extract on 12/21/2018. Used with permission.

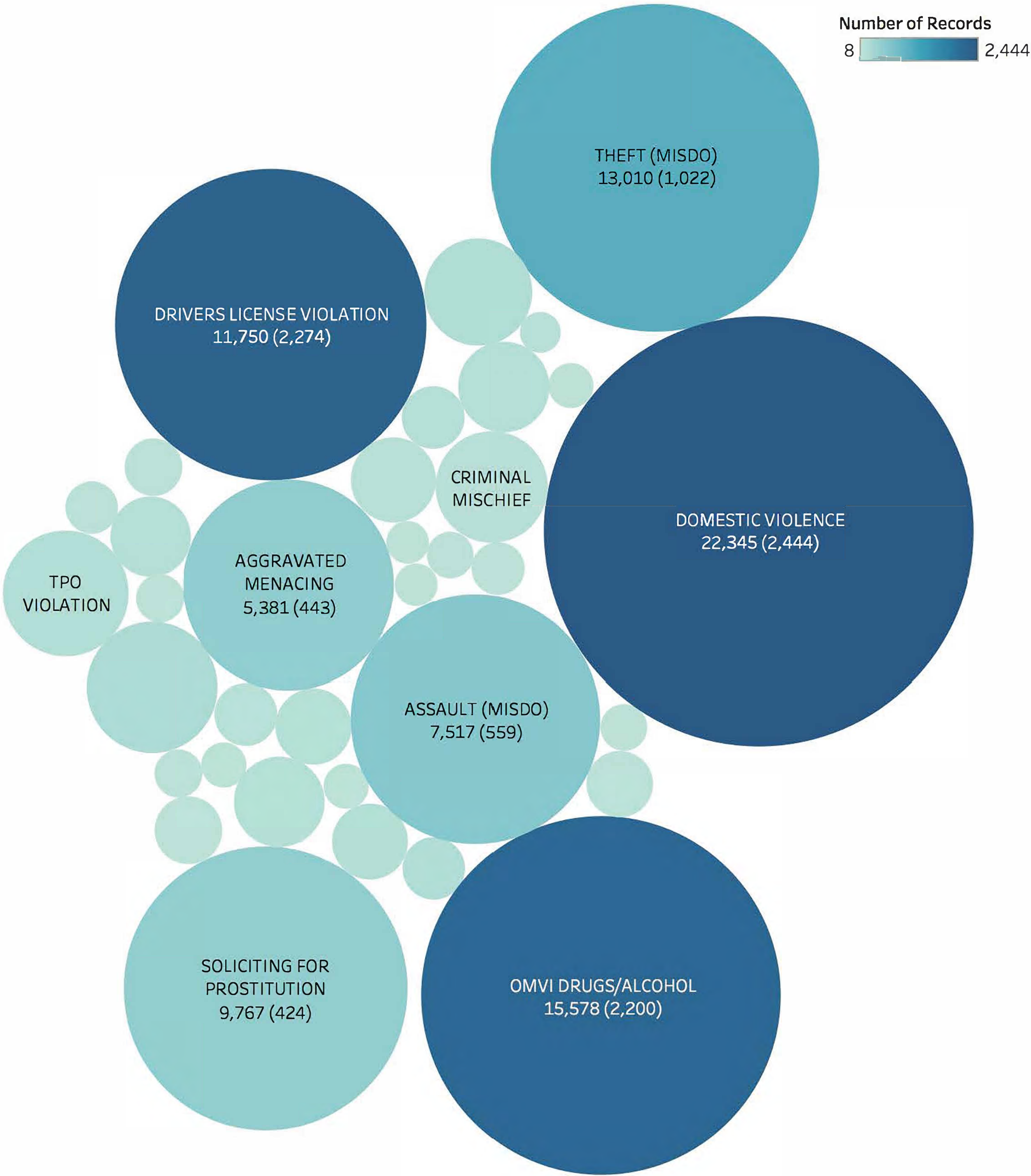
Charge Class Misdemeanor 1: Average LOS for Common Charges

(average length of stay indicated by circle size; number of records included in parentheses where space permits)



Charge Class Misdemeanor 1: Total Bed Days by Charge

(total bed days indicated by circle size; number of records included in parentheses where space permits)



Note: Includes charges with 200+ total bed days. Excludes individuals with a booking date of 12/21/2018, the censor date of the data source.
Data source: Franklin County JMIS, extract on 12/21/2018. Used with permission.

Charges and Length of Stay for Familiar Faces

CONFIDENTIAL

(includes individuals with 8+ unique booking IDs; cells include length of stay for each charge code)



	Inmate Id																			
	0262743	0133706	0036703	0061538	0069111	0105557	0048416	0050255	0081045	0110851	0135540	0051979	0066987	0109364	0163041	0116471	0151397	0158786	0386690	
AGGRAVATED MENACING						99														
ASSAULT (MISDO)				32			18													
BREAKING AND ENTERING										24			142							
COUNTERFEITING DRUGS																		28		
CRIMINAL MISCHIEF										22			15							
DISCARDING LITTER OR GARBAGE				2			2									11				
DISORDERLY CONDUCT			57	55		82	8	2	11	16		2			26	18				
DRIVERS LICENSE VIOLATION																		5		
DRUG ABUSE		3			62			12			2							11		
FAILURE TO COMPLY/OBEY														24						
FORGERY/UTTERING											90									
HOLDS																	90			
MENACING					17															
MISCONDUCT									50											
MOVING VIOLATIONS																3				
OMVI DRUGS/ALCOHOL																			30	
OPEN CONTAINER										2	2				3	2				
PEDESTRIAN VIOLATIONS				20	14											8				
PERSISTENT DISORDERLY COND..			45	3				2			8	21								
POSSESSING DRUG ABUSE INSTR..					22						15				10					
POSSESSION OF DRUGS		63	8		89										13			14		
PUBLIC INDECENCY							17													
RESISTING ARREST														2						
RIDING OUTSIDE OF VEHICLE/HIT..				2																
SEX OFFENSE (NOT RAPE)	134																			
TAMPERING WITH DRUGS OR EVI..																		9		
THEFT (MISDO)						79	14	132	23	5		232	56							
TRESPASS			59	5		73	9	14	64	30	68		47		38		28			
Grand Total	134	66	169	119	204	333	68	162	148	99	185	255	260	26	90	42	118	67	30	

Note: excludes individuals with a booking date of 12/21/2018, the censor date of the data source.
Data source: Franklin County JMIS, extract on 12/21/2018. Used with permission.

Familiar Faces Highest Length of Stay for M1 Charges

(includes individuals with 120+ bed days; cells contain the total bed days for each charge, with the number of bookings per charge in parentheses)

[illegible]

Note: excludes individuals with a booking date of 12/21/2018, the censor date of the data source.
Data source: Franklin County JMIS, extract on 12/21/2018. Used with permission

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APPENDIX 1A:

SOURCE DATA FOR DATA VISUALIZATIONS

DATA SET FROM JANUARY 1-DECEMBER 21, 2018



FURTHER THE WORK

Building better justice.

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Charge Description	Total Bed Days	Average LOS	Number of Bookings
ADULT PAROLE AUTHORITY VIOL. ORC (SEE BELOW)	1,020	12.4	82
AGG TRAFFICKING IN DRUGS	2,209	18.0	123
AGGRAVATED ARSON	1,966	81.9	24
AGGRAVATED ASSAULT	187	20.8	9
AGGRAVATED BURGLARY	9,160	65.4	140
AGGRAVATED MENACING	5,383	12.1	444
AGGRAVATED MURDER	6,977	258.4	27
AGGRAVATED ROBBERY	15,529	98.9	157
AGGRAVATED TRESPASS	188	23.5	8
AGGRAVATED VEHICULAR HOMICIDE/ASSAULT	1,399	53.8	26
ANIMAL VIOLATIONS	354	5.8	61
ARSON (MISDO)	281	28.1	10
ASSAULT (MISDO)	7,732	13.5	571
ASSAULT ON OFFICER/RESPONDER	2,127	35.5	60
ATTEMPTED MURDER	2,086	160.5	13
ATTEMPTS	3,010	29.8	101
BICYCLE VIOLATIONS	287	13.7	21
BREAKING AND ENTERING	5,090	35.3	144
BURGLARY	14,337	43.8	327
CARRY CON WEAPON	2,697	13.2	204
COMPLICITY	413	10.9	38
CONSPIRACY TO COMMIT A CRIME	194	97.0	2
CONTEMPT OF COURT	724	6.5	111
CONVEYANCE INTO A DETENTION FACILITY	1,994	29.3	68
CORRUPT WITH DRUGS	475	43.2	11
COUNTERFEITING DRUGS	1,050	16.7	63
CRIMINAL DAMAGING OR ENDANGERING	1,291	15.7	82
CRIMINAL MISCHIEF	2,057	22.9	90
DISCHARGING FIREARM (MISDO)	160	14.5	11
DISCHARGING FIREARM AT/INTO HABITATION/SCHOOL	565	31.4	18
DISORDERLY CONDUCT	1,708	3.5	484
DOMESTIC VIOLENCE	24,146	9.4	2,577
DRIVERS LICENSE VIOLATION	13,051	5.0	2,619
DRIVING UNDER OVI SUSPENSION	504	5.5	92
DRUG ABUSE	9,851	17.0	578
DRUG TRAFFICKING	3,966	42.6	93
DV WITH PRIOR	1,371	37.1	37
ENDANGERING CHILDREN	1,211	12.2	99
ENGAGE IN PATTERN OF CORRUPT ACTIVITY	2,344	67.0	35
ESCAPE	4,297	44.3	97
FAILURE TO APPEAR	8,419	34.2	246
FAILURE TO COMPLY/OBEY	2,285	15.8	145
FAILURE TO REGISTER	1,925	41.0	47
FALSIFICATION	2,073	13.3	156
FEDERAL FELONY	14,267	54.9	260
FELONIOUS ASSAULT	21,436	55.5	386
FLEE & ELUDING	266	11.1	24
FORGERY/UTTERING	6,272	20.2	311
FUGITIVE(SEE REMARKS)	1,339	17.4	77
HARASSMENT BY INMATE	477	29.8	16
HIT SKIP (MISDO)	785	8.4	94
HOLDS	30,957	14.5	2,141

IDENTITY THEFT	1,596	20.7	77
ILL PROC DRUG DOC	239	18.4	13
ILLEGAL USE OF MINOR	438	54.8	8
IMPROPER HANDLING OF A FIREARM/MOTOR VEHICLE	4,596	11.8	391
INDUCING PANIC	247	20.6	12
INVOLUNTARY MANSLAUGHTER	1,453	76.5	19
KIDNAP/ABDUCT	8,457	73.5	115
LICENSE PLATE VIOLATIONS	234	3.2	73
MANUFACTURING DRUGS/MARIJUANA	447	26.3	17
MENACING	532	8.1	66
MISCONDUCT	275	13.8	20
MOVING VIOLATIONS	1,163	4.1	286
MURDER	10,208	189.0	54
NONSUPPORT OF DEPENDENTS	2,489	13.2	188
NOTICE OF CHANGE OF ADDRESS	2,577	32.6	79
OBSTRUCT OFFICIAL BUSINESS	1,075	6.4	167
OMVI DRUGS/ALCOHOL	16,954	7.4	2,281
OMVI(3 PREV CONVICTIONS<5 YRS)	1,593	23.8	67
OPEN CONTAINER	240	3.9	61
OPERATOR LICENSE	475	3.9	123
PAROLE VIOLATION	1,596	14.3	112
PARTICIPATING IN A CRIMINAL GANG	378	378.0	1
PASSING BAD CHECKS	175	8.8	20
PEDESTRIAN VIOLATIONS	416	3.5	119
PERSISTENT DISORDERLY CONDUCT	343	3.1	111
POSSESSING DRUG ABUSE INSTRUMENTS	3,404	8.3	411
POSSESSION OF CRIMINAL TOOLS	787	23.8	33
POSSESSION OF DRUGS	27,181	17.8	1,524
PROBATION VIOLATION - MISDEMEANOR	1,258	38.1	33
PROVIDE FALSE INFO	247	17.6	14
PUBLIC INDECENCY	443	9.4	47
RAPE	13,271	119.6	111
RECEIVING STOLEN PROPERTY (FEL)	11,345	34.6	328
RECEIVING STOLEN PROPERTY (MISDO)	6,045	17.8	339
REOCCUPANCY OF BUILDING	336	8.4	40
RESISTING ARREST	903	8.7	104
RETURNED FOR RECONSIDERATION	1,537	10.6	145
RIDING OUTSIDE OF VEHICLE/HITCH-HIKING	397	6.1	65
ROBBERY	8,691	50.2	173
SAFECRACKING	158	26.3	6
SEX OFFENSE (NOT RAPE)	3,865	22.5	172
SOLICITING CONTRIBUTIONS	176	6.3	28
SOLICITING FOR PROSTITUTION	11,339	22.6	501
SUBPOENA	2,737	30.1	91
SUSPENSION	211	3.1	68
TAMPERING WITH DRUGS OR EVIDENCE	2,181	18.2	120
TELECOMMUNICATIONS HARASSMENT	257	10.7	24
THEFT (FEL)	6,779	26.2	259
THEFT (MISDO)	20,499	13.0	1,571
THEFT OF VEHICLE	921	38.4	24
TPO VIOLATION (FIRST OFFENSE)	4,454	13.7	326
TPO WITH PRIOR	1,076	30.7	35
TRAFFICKING IN FOOD STAMPS - UNDER \$500	565	113.0	5

TRESPASS	2,908	7.4	395
UNAUTH USE OF VEHICLE	402	10.6	38
VERIFICATION OF CURRENT RESIDENCE ADDRESS	2,845	45.2	63
WEAPONS U/DISABILITY	7,812	26.4	296
WORKERS COMPENSATION FRAUD	190	31.7	6

Charge Description	Custody Level													Grand Total
	1-High	2-Close	3-High Medium	4-Medium	5-Medium Pre	Minimum Pr	7-Minimum	8-Low	9-Very Low	00.00.00	NEW			
Charge Description														
ABUSING HARMFUL INTOXICANTS			3	1		1					1	6		
ADULT PAROLE AUTHORITY VIOL. ORC (SEE BELOW)		5	53	11		8					5	82		
AGG TRAFFICKING IN DRUGS		1	11	24	26	20		1			40	123		
AGGRAVATED ARSON	1	2	8	4	9							24		
AGGRAVATED ASSAULT		1	5	3								9		
AGGRAVATED BURGLARY	1	7	77	15	25						15	140		
AGGRAVATED MENACING		1	39	22	1	138		15	1		227	444		
AGGRAVATED MURDER	6		21									27		
AGGRAVATED RIOT			3								1	4		
AGGRAVATED ROBBERY	1	14	86	22	28		1				5	157		
AGGRAVATED THEFT			2	1		2					1	6		
AGGRAVATED TRESPASS				1		3		2			2	8		
AGGRAVATED VEHICULAR HOMICIDE/ASSAULT			2	5	10	4	1				4	26		
ANIMAL VIOLATIONS			3	1		13		2			42	61		
ARSON (FEL)		1	2									3		
ARSON (MISDO)			2	2		3		1			2	10		
ASSAULT (MISDO)		6	45	34	1	180	2	34	1		268	571		
ASSAULT ON OFFICER/RESPONDER		3	27	6	6	4					14	60		
ATTEMPTED MURDER			13									13		
ATTEMPTS	1	3	20	18	2	33	2	10	1		11	101		
BICYCLE VIOLATIONS				1		4	1				15	21		
BREAKING AND ENTERING		1	24	37	3	54	2				23	144		
BURGLARY	1	29	155	49	48	11	1	1			32	327		
CARRY CON WEAPON		1	6	32	4	85					76	204		
CASINO GAMING OFFENSE						2			2			2		
CERTAIN ACTS PROHIBITED						1					7	8		
COMPLICITY			7	5		8		3			15	38		
CONSPIRACY TO COMMIT A CRIME			1	1								2		
CONTEMPT OF COURT			10	5		28	1	22	2		43	111		
CONTRIBUTING TO UNRULINESS/DELIQUENCY OF MINOR											1	1		
CONVEYANCE INTO A DETENTION FACILITY	1	3	12	11	4	22	1	1			13	68		
CORRUPT WITH DRUGS		1	1	3	5						1	11		
COUNTERFEITING DRUGS				7		47		5			4	63		
CRIMINAL DAMAGING OR ENDANGERING		1	8	9		24		5			35	82		
CRIMINAL MISCHIEF			13	14		41		7			15	90		
CRIMINAL SIMULATION				1							1	2		
DECEPTION TO OBT DANGERS DRUGS				1		2	1				2	6		
DEFRAUDING LIVERY		1				1					6	8		
DISCARDING LITTER OR GARBAGE				1		2					18	21		
DISCHARGING FIREARM (MISDO)			1		1	2					7	11		
DISCHARGING FIREARM AT/INTO HABITATION/SCHOOL		3	8	3	2						2	18		
DISORDERLY CONDUCT		6	24	19		78		8			349	484		
DISRUPTING PUBLIC SERVICES				1		4					1	6		
DISSEMINATION OF HARMFUL MATTER TO JUVENILES							1					1		
DOMESTIC VIOLENCE	1	18	166	134	4	677	3	62	2		1510	2577		

	Charge Description	Custody Level											Grand Total
		1-High	2-Close	-High Medium	4-Medium	5-Medium Pre	Minimum Pr	7-Minimum	8-Low	9-Very Low	00.00.00	NEW	
	DRIVERS LICENSE VIOLATION		6	80	144	2	413	4	21		1949	2619	
	DRIVING UNDER OVI SUSPENSION				6	1	11		2		72	92	
	DRUG ABUSE	1	9	74	122	29	166	6	6		165	578	
	DRUG TRAFFICKING		1	10	25	27	12				18	93	
	DV WITH PRIOR	1	2	18	6	2	7				1	37	
	ENDANGERING AIRCRAFT - RISK OF HARM					1	1				1	3	
	ENDANGERING CHILDREN		1	5	6	1	27	2	1		56	99	
	ENGAGE IN PATTERN OF CORRUPT ACTIVITY			5	7	20					3	35	
	ESCAPE		4	27	34	15	12	1	1		3	97	
	ETHNIC INTIMIDATION						1					1	
	FAIL TO PAY CITY INCOME TAX						1				1	2	
	FAILURE TO APPEAR			31	49	5	147	5	5		4	246	
	FAILURE TO COMPLY/OBEY	1	2	17	20	2	33		1		69	145	
	FAILURE TO REGISTER		1	14	10	5	7		1		9	47	
	FAILURE YIELD-PUBLIC SAFETY VEH RED FLASHING LIGHT										2	2	
	FALSIFICATION			12	14		51	1	3	1	74	156	
	FEDERAL FELONY	1	2	52	184		2				19	260	
	FEDERAL MISDEMEANOR				2							2	
	FELONIOUS ASSAULT	2	29	213	55	35	3	2			47	386	
	FIREARM IN LIQUOR PERMIT PREMISES										2	2	
	FISHING W/O A LICENSE			1								1	
	FLEE & ELUDING			1	2		5		1		15	24	
	FORGERY/UTTERING		4	37	53	3	120	6	3		85	311	
	FRA SUSP IMMOB.				1						1	2	
	FUGITIVE(SEE REMARKS)		2	25	49		1					77	
	FURNISH LIQUOR TO MINORS						1					1	
	GOVERNOR'S WARRANT				1							1	
	HANDICAPPED PARKING						1				1	2	
	HARASSMENT BY INMATE		1	3	1		8	1			2	16	
	HEALTH VIOL						1					1	
	HIT SKIP (MISDO)		1	5	7		26		6	1	48	94	
	HIT SKIP--FELONY					1					1	2	
	HOLDS	3	84	757	931	58	118		16		174	2141	
	HOUSING CODE VIOLATION						1					1	
	IDENTITY THEFT			5	19		26	1	2		24	77	
	ILL CONVEY OR POSS OF DEADLY WEAP ON SCHOOL PROP				1		1				2	4	
	ILL PROC DRUG DOC			2	1		4	1			5	13	
	ILLEGAL USE OF MINOR				3	3		1			1	8	
	IMPONERATE/FACILITATING COMMISSION OF OFFENSE						1					1	
	IMPONERATING OFFICER/PRIV POLICEMAN				1							1	
	IMPROPER HANDLING OF A FIREARM/MOTOR VEHICLE		11	28	35	13	139	5			160	391	
	IMPROPER USE/911				1		1		1		11	14	
	INDUCING PANIC			2	2		3				5	12	
	INTERFERENCE WITH CUSTODY						3				6	9	
	INTERFERING WITH CRIMINAL INVESTIGATION						2					2	

Charge Description	Custody Level										
	1-High	2-Close	High Medium	4-Medium	5-Medium Pre	7-Minimum	8-Low	9-Very Low	00.00.00	NEW	Grand Total
INTIMIDATING CRIME VICTIM/WITNESS		1			1	4				3	9
INVOLUNTARY MANSLAUGHTER	1		10	1	6					1	19
JUVENILE OFFENSE			1								1
KEEPER OF A PLACE FOR SALE OF LIQUOR						1				2	3
KIDNAP/ABDUCT		9	71	14	13					8	115
LAB REPORT/EVIDENCE REQUIREMENT						2				3	5
LICENSE PLATE VIOLATIONS			2	2		13				56	73
LICENSE REQUIRED (PEDDLERS)										1	1
LICENSE TO CARRY BUT FAIL TO KEEP HANDS IN SIGHT										1	1
LIGHTED LIGHTS REQD										1	1
LOITER/DRUG OFFENSE			1								1
MAKING A TERRORISTIC THREAT										1	1
MAKING FALSE ALARMS										10	10
MAKING FALSE ALLEGATION OF PEACE OFFICE MISCONDUCT										1	1
MANUFACTURING DRUGS/MARIJUANA				2	6	7				2	17
MEDICAL FRAUD			1	1		4				2	8
MENACING		1	6	6		16	1			36	66
MISCELLANEOUS OFFENSES						1					1
MISCONDUCT			1	7		3				9	20
MISUSE OF CREDIT CARD (MISDO)				1						2	3
MISUSE OF CREDIT CARD \$300-\$5000			1	1							2
MOVING VIOLATIONS			4	8	2	28	3	11		230	286
MURDER	2	6	45							1	54
NEGLIGENT ASSAULT						1		1		1	3
NO OPERATOR'S LICENSE						7				6	13
NONSUPPORT OF DEPENDENTS		1	12	30	1	126	1	4		13	188
NOTICE OF CHANGE OF ADDRESS		2	23	23	10	14				7	79
NUISANCE ABATEMENT										1	1
OBSTRUCT OFFICIAL BUSINESS		1	22	9		28	1	5		101	167
OBSTRUCTING INTERSECTION, SIDEWALK OR GRADE XING										1	1
OBSTRUCTION OF JUSTICE		1			1	4		1		5	12
OWVI DRUGS/ALCOHOL		1	68	82	9	333	6	238	1	1543	2281
OWVI(3 PREV CONVICTIONS<5 YRS)			7	15	3	24	5			13	67
OPEN CONTAINER		1	7	1		11		1		40	61
OPERATION IN VIOLATION OF IMMOBILIZATION ORDER											1
OPERATOR LICENSE		1	4	5		31		6	1	75	123
OWNER/OPR ALLOWING ANOTHER TO DRIVE						1				1	2
PANDERING OBSCENITY - MINOR				2	3	1				1	7
PARKING VIOLATION										2	2
PAROLE VIOLATION	1	3	78	12	6	10				2	112
PARTICIPATING IN A CRIMINAL GANG		1									1
PASSING BAD CHECKS			2	5		6				7	20
PATIENT ABUSE/NEGLECT						1				1	2
PEDDLING/SOLICITING						1				1	2
PEDESTRIAN VIOLATIONS		1		8	1	18				91	119

Charge Description	Custody Level											
	1-High	2-Close	3-High Medium	4-Medium	5-Medium Pre	6-Minimum Pr	7-Minimum	8-Low	9-Very Low	00.00.00	NEW	Grand Total
PERMITTING CHILD ABUSE					1							1
PERMITTING DRUG ABUSE			2								3	5
PERSISTENT DISORDERLY CONDUCT		1	4	2	2	21		2			79	111
POSS DANG ORDNANCE						2					1	3
POSSESSING DRUG ABUSE INSTRUMENTS		2	30	51	2	112		8	2		204	411
POSSESSION OF A DEADLY WEAPON WHILE UNDER DETENTIO	1				1							2
POSSESSION OF CRIMINAL TOOLS			6	3	1	11		1			11	33
POSSESSION OF DRUGS		9	160	263	124	475	18	13			462	1524
PROBATION VIOLATION - FELONY		28	192	343	66	432	159	15			5	1240
PROBATION VIOLATION - MISDEMEANOR		1	1	4		19		6	2			33
PROHIBITION-UNDER 21 YEARS											3	3
PROVIDE FALSE INFO				2		9					3	14
PUBLIC INDECENCY			4	2	2	14					27	47
RAPE	1	6	68	9	24	1					2	111
RECEIVING PROCEEDS OF AN OFFENSE SUBJECT TO FORFEITURE PROCEEDINGS						1						1
RECEIVING STOLEN PROPERTY (FEL)		5	43	80	13	142	2	2			41	328
RECEIVING STOLEN PROPERTY (MISDO)		7	42	58	3	118	3	2			106	339
RECKLESS HOMICIDE			1									1
REFUSAL TO DISCLOSE PERSONAL INFO IN PUBLIC PLACE											1	1
REOCUPANCY OF BUILDING			4	2		13					21	40
RESISTING ARREST			11	5		26		1			61	104
RETALIATION	2					1					1	4
RETURNED FOR RECONSIDERATION	1	7	56	60			1	1			19	145
RIDING OUTSIDE OF VEHICLE/HITCH-HIKING			2	3		16		3			41	65
ROBBERY	4	9	92	24	22		3	1			18	173
SAFECRACKING			4		1	1						6
SALE TO UNDERAGE						3		1			12	16
SELLING DRUG PARAPHENALIA FOR USE TO JUVENILES						1						1
SEX OFFENSE (NOT RAPE)		1	37	15	23	17	3				76	172
SOLICIT WITHOUT A PERMIT						1						1
SOLICITING CONTRIBUTIONS				3		3		1			20	28
SOLICITING FOR PROSTITUTION	1	2	19	59	2	242	1	56	2		117	501
SUBPOENA	1	7	21	25		22	2	8			5	91
SUSPENSION			3	6		10		2			47	68
TAMPERING WITH COIN MACHINES							1					1
TAMPERING WITH DRUGS OR EVIDENCE		4	16	18	8	34	1	2			37	120
TELECOMMUNICATIONS FRAUD											1	1
TELECOMMUNICATIONS HARASSMENT		1		3		10					10	24
THEFT (FEL)		7	32	59	7	102	5	4			43	259
THEFT (MISDO)		13	151	211	11	505	3	59	1		617	1571
THEFT OF DRUGS W/O THREATS OR USE OF FORCE											1	1
THEFT OF VEHICLE			5	4	1	12	1				1	24
TORTURING/NEGLECTING MINORS						1					2	3
TPO VIOLATION (FIRST OFFENSE)		3	25	13	2	109		12			162	326
TPO WITH PRIOR			5	5	1	12		1			11	35

	Custody Level											
Charge Description	1-High	2-Close	3-High Medium	4-Medium	5-Medium Pre	6-Minimum Pr	7-Minimum	8-Low	9-Very Low	00.00.00	NEW	Grand Total
TRADEMARK COUNTERFEITING		1										1
TRAFFICKING IN FOOD STAMPS - UNDER \$500			2			3						5
TRAFFICKING IN PERSONS			1									1
TRESPASS		5	43	35	1	115		10	1		185	395
TWELVE POINT SUSPENSION			2	2		3					23	30
UNAUTH PERSONS SELL/PURCHASE/POSS DANGEROUS DRUGS			1								1	2
UNAUTH USE OF PROPERTY						8					4	12
UNAUTH USE OF VEHICLE		1	4	5		10		1			17	38
UNAUTHORIZED POSSESSION OF FIREWORKS											1	1
UNDERAGE CONSUMPTION											6	6
UNDETERMINED MISDEMEANOR				1		2					10	13
UNIFORM CODE OF MILITARY JUSTICE				1								1
UNLAWFUL RESTRAINT			1	1		1					4	7
UNLAWFUL TRANSACTION IN WEAPONS						1						1
UNLICENSED SECURITIES SALES					1	2						3
USING WEAPONS WHILE INTOXICATED						2					4	6
VANDALISM				1		1					4	6
VANDALISM - OVER \$5000 BUT LESS THAN \$100,000						1						1
VEHICLE VIOLATIONS				2		2					14	18
VEHICULAR HOMICIDE; VEHICULAR MANSLAUGHTER;											1	1
VERIFICATION OF CURRENT RESIDENCE ADDRESS			22	16	12	9					4	63
VOYEURISM						1						1
WEAPONS U/DISABILITY	1	9	90	64	15	32	7	1			77	296
WINDSHIELDS/WIPERS/VIEW OBSTRUCTIONS											1	1
WORKERS COMPENSATION FRAUD						3	2				1	6
WRONGFUL ENTRUSTMENT						1					2	3
YIELD PARTY LINES IN EMERGENCY			1			2						3
ZONING VIOLATION						1		1			1	3
Grand Total	38	427	3851	3992	807	6252	282	732	18	1	10763	27163

	Judicial Status								
Charge Description	Sentenced to Federal/State Inst.	Federal	Sentenced Felony	Felony	Sentenced Misdemeanor	Misdemeanor	Returned from Inst.	Juvenile	Grand Total
ABUSING HARMFUL INTOXICANTS						1	3		6
ADULT PAROLE AUTHORITY VIOL. ORC (SEE BELOW)						80	2		82
AGG TRAFFICKING IN DRUGS	9	1	4	95	2	4	8		123
AGGRAVATED ARSON	5		1	16		1	1		24
AGGRAVATED ASSAULT	5	1	1	2					9
AGGRAVATED BURGLARY	6		1	125			3		140
AGGRAVATED MENACING	1	1		4	41	397			444
AGGRAVATED MURDER		1		20			4	2	27
AGGRAVATED RIOT				4					4
AGGRAVATED ROBBERY	16		3	136			2		157
AGGRAVATED THEFT		1		4			1		6
AGGRAVATED TRESPASS					2	6			8
AGGRAVATED VEHICULAR HOMICIDE/ASSAULT	7		2	15		1	1		26
ANIMAL VIOLATIONS				1	3	57			61
ARSON (FEL)	1			2					3
ARSON (MISDO)	1			2	2	5			10
ASSAULT (MISDO)	1	1	6	15	59	489			571
ASSAULT ON OFFICER/RESPONDER	3			51		6			60
ATTEMPTED MURDER	1			10		1	1		13
ATTEMPTS	7		4	17	23	43	6	1	101
BICYCLE VIOLATIONS	1		1	2		17			21
BREAKING AND ENTERING	9		4	116	2	8	5		144
BURGLARY	28	1	8	244	2	13	31		327
CARRY CON WEAPON	6		1	150	2	40	5		204
CASINO GAMING OFFENSE				2					2
CERTAIN ACTS PROHIBITED						8			8
COMPLICITY				11	3	24			38
CONSPIRACY TO COMMIT A CRIME				2					2
CONTEMPT OF COURT			1	2	49	59			111
CONTRIBUTING TO UNRULINESS/DELIQUENCY OF MINOR						1			1
CONVEYANCE INTO A DETENTION FACILITY	5		2	44	2	10	5		68
CORRUPT WITH DRUGS	3			8					11
COUNTERFEITING DRUGS				1	10	52			63
CRIMINAL DAMAGING OR ENDANGERING			1	3	8	70			82
CRIMINAL MISCHIEF				2	22	66			90
CRIMINAL SIMULATION					1	1			2
DECEPTION TO OBT DANGRS DRUGS	1		1	4					6
DEFRAUDING LIVERY				1	4	3			8
DISCARDING LITTER OR GARBAGE						21			21
DISCHARGING FIREARM (MISDO)	1			3		7			11

	Judicial Status								
Charge Description	Sentenced to Federal/State Inst.	Federal	Sentenced Felony	Felony	Sentenced Misdemeanor	Misdemeanor	Returned from Inst.	Juvenile	Grand Total
DISCHARGING FIREARM AT/INTO HABITATION/SCHOOL	5			13					18
DISORDERLY CONDUCT	1			1	12	470			484
DISRUPTING PUBLIC SERVICES				6					6
DISSEMINATION OF HARMFUL MATTER TO JUVENILES			1						1
DOMESTIC VIOLENCE	5	1	8	48	130	2381	4		2577
DRIVERS LICENSE VIOLATION	5	8	8	100	92	2405	1		2619
DRIVING UNDER OVI SUSPENSION				2	41	49			92
DRUG ABUSE	26	1	18	410	9	80	34		578
DRUG TRAFFICKING	12	3	1	68		4	5		93
DV WITH PRIOR	4		2	28		1	2		37
ENDANGERING AIRCRAFT - RISK OF HARM				3					3
ENDANGERING CHILDREN	2		4	5	11	77			99
ENGAGE IN PATTERN OF CORRUPT ACTIVITY	5		3	23	1		3		35
ESCAPE	20		5	46	4	3	19		97
ETHNIC INTIMIDATION						1			1
FAIL TO PAY CITY INCOME TAX						2			2
FAILURE TO APPEAR	14	1	13	131	14	73			246
FAILURE TO COMPLY/OBEY	8	1		39	11	85	1		145
FAILURE TO REGISTER	6		1	28	1	8	3		47
FAILURE YIELD-PUBLIC SAFETY VEH RED FLASHING LIGHT						2			2
FALSIFICATION	1	1	1	11	19	123			156
FEDERAL FELONY	1	256		2		1			260
FEDERAL MISDEMEANOR		2							2
FELONIOUS ASSAULT	36	2	11	317	1	8	11		386
FIREARM IN LIQUOR PERMIT PREMISES				2					2
FISHING W/O A LICENSE						1			1
FLEE & ELUDING	1			1	3	19			24
FORGERY/UTTERING	7	3	9	266	3	13	10		311
FRA SUSP IMMOB.						2			2
FUGITIVE(SEE REMARKS)		2		70	1	4			77
FURNISH LIQUOR TO MINORS						1			1
GOVERNOR'S WARRANT				1					1
HANDICAPPED PARKING						2			2
HARASSMENT BY INMATE			1	15					16
HEALTH VIOL					1				1
HIT SKIP (MISDO)			1	5	17	71			94
HIT SKIP--FELONY				2					2
HOLDS	4	8	4	1556	40	529			2141
HOUSING CODE VIOLATION						1			1
IDENTITY THEFT	3		6	52	3	6	7		77

		Judicial Status							
Charge Description	Sentenced to Federal/State Inst.	Federal	Sentenced Felony	Felony	Sentenced Misdemeanor	Misdemeanor	Returned from Inst.	Juvenile	Grand Total
ILL CONVEY OR POSS OF DEADLY WEAP ON SCHOOL PR	1				3				4
ILL PROC DRUG DOC			1	12					13
ILLEGAL USE OF MINOR	1		2	5					8
IMPONSONATE/FACILITATING COMMISSION OF OFFENSE						1			1
IMPONSONATING OFFICER/PRIV POLICEMAN						1			1
IMPROPER HANDLING OF A FIREARM/MOTOR VEHICLE	5	2	9	330	2	29	14		391
IMPROPER USE/911					1	13			14
INDUCING PANIC				2		10			12
INTERFERENCE WITH CUSTODY						9			9
INTERFERING WITH CRIMINAL INVESTIGATION						2			2
INTIMIDATING CRIME VICTIM/WITNESS				6		3			9
INVOLUNTARY MANSLAUGHTER	5		3	10			1		19
JUVENILE OFFENSE							1		1
KEEPER OF A PLACE FOR SALE OF LIQUOR						3			3
KIDNAP/ABDUCT	6			104		4	1		115
LAB REPORT/EVIDENCE REQUIREMENT						5			5
LICENSE PLATE VIOLATIONS	1			1	2	69			73
LICENSE REQUIRED (PEDDLERS)						1			1
LICENSE TO CARRY BUT FAIL TO KEEP HANDS IN SIGHT						1			1
LIGHTED LIGHTS REQD						1			1
LOITER/DRUG OFFENSE						1			1
MAKING A TERRORISTIC THREAT				1					1
MAKING FALSE ALARMS						10			10
MAKING FALSE ALLEGATION OF PEACE OFFICE MISCONDUCT						1			1
MANUFACTURING DRUGS/MARIJUANA	2			15					17
MEDICAL FRAUD	1		1	5	1				8
MENACING	1		1	6	4	54			66
MISCELLANEOUS OFFENSES				1					1
MISCONDUCT					2	18			20
MISUSE OF CREDIT CARD (MISDO)					1	2			3
MISUSE OF CREDIT CARD \$300-\$5000				2					2
MOVING VIOLATIONS			3	7	20	256			286
MURDER	2			51			1		54
NEGLIGENT ASSAULT					1	2			3
NO OPERATOR'S LICENSE				1	4	8			13
NONSUPPORT OF DEPENDENTS		1	7	158	3	18	1		188
NOTICE OF CHANGE OF ADDRESS	6	1	1	71					79
NUISANCE ABATEMENT						1			1
OBSTRUCT OFFICIAL BUSINESS	1		1	14	13	138			167
OBSTRUCTING INTERSECTION, SIDEWALK OR GRADE XING						1			1

		Judicial Status							
Charge Description	Sentenced to Federal/State Inst.	Federal	Sentenced Felony	Felony	Sentenced Misdemeanor	Misdemeanor	Returned from Inst.	Juvenile	Grand Total
OBSTRUCTION OF JUSTICE					8	1	3		12
OWM1 DRUGS/ALCOHOL	13	2	13	84	826	1341	2		2281
OWM1(3 PREV CONVICTIONS<5 YRS)	11		5	46		2	3		67
OPEN CONTAINER						1	60		61
OPERATION IN VIOLATION OF IMMOBILIZATION ORDER.							1		1
OPERATOR LICENSE			1	1	8	113			123
OWNER/OPR ALLOWING ANOTHER TO DRIVE					1	1			2
PANDERING OBSCENITY - MINOR			1	4			2		7
PARKING VIOLATION							2		2
PAROLE VIOLATION		2		109		1			112
PARTICIPATING IN A CRIMINAL GANG					1				1
PASSING BAD CHECKS				6		14			20
PATIENT ABUSE/NEGLECT				1		1			2
PEDDLING/SOLICITING						2			2
PEDESTRIAN VIOLATIONS			1	2		116			119
PERMITTING CHILD ABUSE				1					1
PERMITTING DRUG ABUSE				3		2			5
PERSISTENT DISORDERLY CONDUCT					3	108			111
POSS DANG ORDNANCE				3					3
POSSESSING DRUG ABUSE INSTRUMENTS	2	2	3	32	27	344	1		411
POSSESSION OF A DEADLY WEAPON WHILE UNDER DETENTIO				1			1		2
POSSESSION OF CRIMINAL TOOLS				14	3	15	1		33
POSSESSION OF DRUGS	45	5	54	1135	29	215	41		1524
PROBATION VIOLATION - FELONY	116	3	310	763	10	26	11	1	1240
PROBATION VIOLATION - MISDEMEANOR			1	1	10	21			33
PROHIBITION-UNDER 21 YEARS						3			3
PROVIDE FALSE INFO				1		13			14
PUBLIC INDECENCY				1	3	42	1		47
RAPE	8	1	1	87	1	1	12		111
RECEIVING PROCEEDS OF AN OFFENSE SUBJECT TO FORFEITURE PROCEEDINGS				1					1
RECEIVING STOLEN PROPERTY (FEL)	13		12	253	4	34	12		328
RECEIVING STOLEN PROPERTY (MISDO)	7		8	212	10	97	5		339
RECKLESS HOMICIDE				1					1
REFUSAL TO DISCLOSE PERSONAL INFO IN PUBLIC PLACE						1			1
REOCCUPANCY OF BUILDING				1		39			40
RESISTING ARREST			1	5	10	88			104
RETALIATION				2			2		4
RETURNED FOR RECONSIDERATION	1	1	11	23			109		145
RIDING OUTSIDE OF VEHICLE/HITCH-HIKING					5	60			65
ROBBERY	27	1	20	112	2	3	8		173

	Judicial Status								
Charge Description	Sentenced to Federal/State Inst.	Federal	Sentenced Felony	Felony	Sentenced Misdemeanor	Misdemeanor	Returned from Inst.	Juvenile	Grand Total
SAFECRACKING	1			2			3		6
SALE TO UNDERAGE					1	15			16
SELLING DRUG PARAPHENALIA FOR USE TO JUVENILES						1		1	1
SEX OFFENSE (NOT RAPE)	10	1	55	88	5	6	7		172
SOLICIT WITHOUT A PERMIT						1		1	1
SOLICITING CONTRIBUTIONS				1	3	24			28
SOLICITING FOR PROSTITUTION			2	13	111	375			501
SUBPOENA		3	2	9	16	31	30		91
SUSPENSION				1	3	64			68
TAMPERING WITH COIN MACHINES					1			1	1
TAMPERING WITH DRUGS OR EVIDENCE	5		6	95	2	9	3		120
TELECOMMUNICATIONS FRAUD				1					1
TELECOMMUNICATIONS HARASSMENT					1	23			24
THEFT (FEL)	9	1	13	183	11	33	9		259
THEFT (MISDO)	8	1	17	210	158	1167	8	2	1571
THEFT OF DRUGS W/O THREATS OR USE OF FORCE				1					1
THEFT OF VEHICLE	1		1	19		2	1		24
TORTURING/NEGLECTING MINORS						3			3
TPO VIOLATION (FIRST OFFENSE)			1	6	25	294			326
TPO WITH PRIOR	1			7	4	23			35
TRADEMARK COUNTERFEITING						1		1	1
TRAFFICKING IN FOOD STAMPS - UNDER \$500		1		4					5
TRAFFICKING IN PERSONS				1					1
TRESPASS				4	26	365			395
TWELVE POINT SUSPENSION				1	7	22			30
UNAUTH PERSONS SELL/PURCHASE/POSS DANGEROUS DRUGS						2			2
UNAUTH USE OF PROPERTY					2	10			12
UNAUTH USE OF VEHICLE				13	3	20	2		38
UNAUTHORIZED POSSESSION OF FIREWORKS						1		1	1
UNDERAGE CONSUMPTION					1	5			6
UNDETERMINED MISDEMEANOR					1	12			13
UNIFORM CODE OF MILITARY JUSTICE		1							1
UNLAWFUL RESTRAINT						7			7
UNLAWFUL TRANSACTION IN WEAPONS						1			1
UNLICENSED SECURITIES SALES				3					3
USING WEAPONS WHILE INTOXICATED						6			6
VANDALISM			1	5					6
VANDALISM - OVER \$5000 BUT LESS THAN \$100,000				1					1
VEHICLE VIOLATIONS				1		17			18
VEHICULAR HOMICIDE; VEHICULAR MANSLAUGHTER.						1			1

	Judicial Status								
Charge Description	Sentenced to Federal/State Inst.	Federal	Sentenced Felony	Felony	Sentenced Misdemeanor	Misdemeanor	Returned from Inst.	Juvenile	Grand Total
VERIFICATION OF CURRENT RESIDENCE ADDRESS	4	1	2	52	1		3		63
VOYEURISM						1			1
WEAPONS U/DISABILITY	35	4	8	215	1	14	19		296
WINDSHIELDS/WIPERS/VIEW OBSTRUCTIONS						1			1
WORKERS COMPENSATION FRAUD			2	4					6
WRONGFUL ENTRUSTMENT						3			3
YIELD PARTY LINES IN EMERGENCY						3			3
ZONING VIOLATION					1	2			3
Grand Total	632	330	719	9106	2044	13839	487	6	27163

Charge Description (group)	Charge Description	Number of Bookings
ABUSING HARMFUL INTOXICANTS	ABUSING HARMFUL INTOXICANTS	6
ADULT PAROLE AUTHORITY VIOL. ORC (SEE BELOW)	ADULT PAROLE AUTHORITY VIOL. ORC (SEE BELOW)	82
AGG TRAFFICKING IN DRUGS	AGG TRAFF IN DRUGS	33
	AGG TRAFF IN DRUGS W/SPECS	6
	AGGRAVATED TRAFFICKING IN DRUG	84
AGGRAVATED ARSON	AGGRAVATED ARSON	24
AGGRAVATED ASSAULT	AGGRAVATED ASSAULT	9
AGGRAVATED BURGLARY	AGGRAVATED BURGLARY	117
	AGGRAVATED BURGLARY W/SPECS	23
AGGRAVATED MENACING	AGG MEN THREATS	48
	AGGRAVATED MENACING	396
AGGRAVATED MURDER	AGGRAVATED MURDER	16
	AGGRAVATED MURDER W/SPECS	11
AGGRAVATED RIOT	AGGRAVATED RIOT	3
	AGGRAVATED RIOT, ALL SECTIONS	1
AGGRAVATED ROBBERY	AGGRAVATED ROBBERY	125
	AGGRAVATED ROBBERY W/SPECS	32
AGGRAVATED THEFT	AGGRAVATED THEFT - \$500 OR MORE LESS THAN \$5000	5
	AGGRAVATED THEFT-\$5000 OR MORE LESS THAN \$100,000	1
AGGRAVATED TRESPASS	AGGRAVATED TRESPASS	8
AGGRAVATED VEHICULAR HOMICIDE/ASSAULT	AGG VEH HOMICIDE(PREVIOUS CONVICTION)	1
	AGGRAVATED VEHICULAR ASSAULT	14
	AGGRAVATED VEHICULAR HOMICIDE	11
ANIMAL VIOLATIONS	ABANDONING ANIMAL	1
	CONFINEMENT OF DOGS	2
	DOG CONFINEMENT	9
	DOG REGISTRATION	6
	F.T.D. DOG LICENSE	1
	FAILURE TO REGISTER DOG	5
	HUMANE CONFINEMENT AND TREATMENT OF DOGS.	1
	PIT BULL INSURANCE	1
	PROHIBITIONS CONCERNING COMPANION ANIMALS	11
	RABIES QUARANTINE	24
ARSON (FEL)	ARSON	2
	ARSON CAUSE OR CREATE SUBSTANTIAL HARM FOREST WILD	1
ARSON (MISDO)	ARSON / UNDER \$300	6

Charge Description (group)	Charge Description	Number of Bookings
	ARSON / UNDER \$500	4
ASSAULT (MISDO)	ASSAULT	571
ASSAULT ON OFFICER/RESPONDER	ASSAULT ON A FIRST RESPONDER	1
	ASSAULT ON A POLICE OFFICER	59
ATTEMPTED MURDER	ATTEMPTED MURDER	13
ATTEMPTS	ATTEMPT	7
	ATTEMPTS	3
	ATTEMPTS	91
BICYCLE VIOLATIONS	BICYCLE YIELDS RIGHT-OF-WAY TO PEDESTRIANS.	2
	EQUIP OF BIKE-BELL	16
	EQUIPMENT OF BICYCLES	1
	RIDE-SIDEWALK-BIKE	2
BREAKING AND ENTERING	BREAKING AND ENTERING	144
BURGLARY	BURGLARY	266
	BURGLARY TRESPASS IN AN OCCUPIED STRUCTURE	23
	BURGLARY TRESPASS IN OCCUPIED HABITATION	30
	BURGLARY W/SPECS	8
CARRY CON WEAPON	C C W/O SAFETY	4
	C L W/O SAFETY	1
	CARRY CONCEALED WEAPON	3
	CARRYING CONCEALED FIREARMS	54
	CARRYING CONCEALED WEAPON - SECOND OFFENSE	2
	CARRYING CONCEALED WEAPONS	51
	CARRYING CONCEALED WEAPONS W/SPECS	4
	CCW (SEE FURTHER DEFINITIONS)	85
CASINO GAMING OFFENSE	CASINO GAMING OFFENSE	2
CERTAIN ACTS PROHIBITED	CERTAIN ACTS PROHIBITED	8
COMPLICITY	COMPLICITY	11
	COMPLICITY TO(SPECIFY IN REM)	27
CONSPIRACY TO COMMIT A CRIME	CONSPIRACY TO COMMIT A CRIME	2
CONTEMPT OF COURT	CONTEMPT OF COURT	3
	CONTEMPT OF COURT ORDERS	108
CONTRIBUTING TO UNRULINESS/DELIQUENCY OF MINOR	CONTRIBUTING TO UNRULINESS/DELIQUENCY OF MINOR	1
CONVEYANCE INTO A DETENTION FACILITY	CONVEYANCE INTO A DETENTION FACILITY	29
	CONVEYING CONTRABAND INTO A DETENTION FACILITY	39
CORRUPT WITH DRUGS	CORRUPT WITH DRUGS	11

Charge Description (group)	Charge Description	Number of Bookings
COUNTERFEITING DRUGS	COUNTERFEITING DRUGS	63
CRIMINAL DAMAGING OR ENDANGERING	CRIM DAMAGING OR ENDANGERING	8
	CRIMINAL DAMAGE/ENDANGER	20
	CRIMINAL DAMAGING OR ENDANGERING	1
	CRIMINAL DAMAGING OR ENDANGERING OF PROPERTY	4
	CRIMINAL DAMAGING/ENDANGERING	49
	CRIMINAL MISCHIEF	89
CRIMINAL MISCHIEF	CRIMINAL MISCHIEF; SAFETY DEVICES DEFINED	1
	CRIMINAL SIMULATION	2
DECEPTION TO OBT DANGERS DRUGS	DECEPTION TO OBT DANGERS DRUGS	1
	DECEPTION TO OBTAIN DANGEROUS DRUGS	5
DEFRAUDING LIVERY	DEFRAUDING A LIVERY OR HOSTELRY	2
	DEFRAUDING A LIVERY/HOSTELRY	1
	DEPARTURE FROM BUSINESS W/OUT PAYING	5
	DEPOSITING GARBAGE OR RUBBISH IN PARK.	1
DISCARDING LITTER OR GARBAGE	DISCARDING LITTER PROHIBITED	6
	LITTERING	1
	LITTERING FROM MOTOR VEHICLE	2
	LITTERING; UNAUTHORIZED USE OF LITTER RECEPTACLE	11
DISCHARGING FIREARM (MISDO)	DISCHARGING FIREARMS	2
	DISCHARGING WEAPON ON/NEAR PROHIBITED PREMISES	6
	DISCHARGING WEAPONS	3
DISCHARGING FIREARM AT/INTO HABITATION/SCHOOL	DISCHARGING FIREARM AT/INTO HABITATION/SCHOOL	18
DISORDERLY CONDUCT	DISORDERLY CONDUCT	387
	DISORDERLY CONDUCT (INTOX)	2
	DISORDERLY CONDUCT (SEE BELOW)	48
	DISORDERLY CONDUCT AND PUBLIC ORDER	1
	DISORDERLY CONDUCT INTOX	11
	DISORDERLY CONDUCT, PEACE DISTURBANCE	1
	DISORDERLY CONDUCT; INTOXICATION.	9
	DISORDERLY CONDUCT; INTOXICATION	18
	DISORDERLY CONDUCT(INTOX)	6
	DISTURBING QUIET	1
	DISRUPTING PUBLIC SERVICES	1
	DISRUPTION OF PUBLIC SERVICES	5
DISSEMINATION OF HARMFUL MATTER TO JUVENILES	DISSEMINATION OF HARMFUL MATTER TO JUVENILES	1

Charge Description (group)	Charge Description	Number of Bookings
DOMESTIC VIOLENCE	DOMESTIC VIOLENCE - INTIMATE PARTNER	9
	DOMESTIC VIOLENCE BY ASSAULT	2433
	DOMESTIC VIOLENCE BY ASSAULT (SEE BELOW)	134
	DOMESTIC VIOLENCE WITH PREGNANT VICTIM	1
DRIVERS LICENSE VIOLATION	DRIVER LICENSE LAW VIOLATION	3
	DRIVERS LICENSE/COMMERCIAL DRIVERS LICENSE REQUIRE	4
	DRIVING LICENSE FORFEITURE OR SUPPORT SUSPENSION	5
	DRIVING UNDER A PREPEAT OFFENDER POINTS SUSPENSION	10
	DRIVING UNDER FINANCE RESPONSE SUSP OR CANCELLATIO	3
	DRIVING UNDER FINANCIAL LAW SUSP OR CANCELLATION	145
	DRIVING UNDER FINANCIAL LAW SUSPENSION OR CANCELL	292
	DRIVING UNDER FINANCIAL REAPONSIBILITY LAW SUSP	3
	DRIVING UNDER FINANCIAL RESP. LAW SUSP OR CANCEL	12
	DRIVING UNDER FINANCIAL RESPON SUSP OR CANCELATION	208
	DRIVING UNDER FINANCIAL RESPONSE LAW SUSP OR CANCE	29
	DRIVING UNDER FINANCIAL RESPONSIBILITY LAW SUSP	31
	DRIVING UNDER FINANCIAL RESPONSIBLE LAW SUSP/CANCE	4
	DRIVING UNDER LICENSE FORFEITURE SUPPORT SUSPENSIO	3
	DRIVING UNDER SUSP OR IN VIOL OF LICENSE RESTRICT	693
	DRIVING UNDER SUSPENDED LICENSE	3
	DRIVING UNDER SUSPENSION	352
	DRIVING UNDER SUSPENSION LICENSE RESTRICTION.	16
	DRIVING UNDER SUSPENSION OR LICENSE RESTRICTION	11
	DRIVING UNDER SUSPENSION, REVOCATION, RISTRATION	5
	DRIVING W/O COMPLYING WITH LICENSE REINSTAT REQUIR	6
	DRIVING W/O COMPLYING WITH LICENSE REINSTATE REQ	1
	DRIVING W/O COMPLYING WITH LICENSE REINSTATEMENT	2
	DRIVING W/O COMPLYING WITH LICENSE REQUIREMENTS	2
	FAILURE TO ERINSTATE	2
	FAILURE TO REINSTATE	52
	FAILURE TO REINSTATE A LICENSE	46
	FAILURE TO REINSTATE LICENSE	68
	FAILURE TO REINSTATE LICENSE.	2
	OPERATE WITHOUT A VALID DRIVERS LICENSE	1
	OPERATING A MOTOR VEHICLE WITHOUT A VALID LICENSE	251
	OPERATING A MOTOR VEHICLE WITHOUT VALID LICENSE	233

Charge Description (group)	Charge Description	Number of Bookings
	OPERATING MOTOR VEHICLE WITHOUT VALID LICENSE	11
	OPERATING MOTOR VEHICLE OR MOTORCYCLE W/O LICENS	6
	OPERATING MOTOR VEHICLE OR MOTORCYCLE W/O LICENSE	8
	TEMP PERMIT WITHOUT LIC DRIVER	2
	TEMP PRMT W/O LIC DR	1
	TEMPORARY INSTRUCTION PERMIT	12
	TEMPORARY INSTRUCTION PERMIT; PROBATIONARY LICENSE	1
	TEMPORARY PERMIT (NO LICENSED DRIVER)	1
	TEMPORARY PERMIT REQUIRED	10
DRIVING UNDER OVI SUSPENSION	DRIVING UNDER OVI SUSPENSION	86
	DRIVING UNDER OVI SUSPENSION.	4
	DRIVING UNDO OVI SUSPENSION	2
	DRUG ABUSE	11
DRUG ABUSE	DRUG ABUSE - CRACK/COCAINE	104
	DRUG ABUSE (OBTAIN,POSSESS OR USE)(SCHED.I OR II)	386
	DRUG ABUSE (OBTAIN,POSSESS OR USE)(SCHED.III,IV,V)	2
	DRUG ABUSE (OBTN,POSS,USE) W/SPECS (SCHED.I OR II)	42
	DRUG ABUSE; CONTROLLED SUBSTANCE	30
	DRUG ABUSE;CONTROLLED SUBSTANCE POSSESSION OR USE	3
	TRAFF IN MARIHUANA	7
DRUG TRAFFICKING	TRAFF IN MARIHUANA W/SPECS	1
	TRAFFICKING IN DRUGS	63
	TRAFFICKING IN DRUGS (SEE DIVISIONS BELOW)	1
	TRAFFICKING IN DRUGS W/SPECS	18
	TRAFFICKING IN MARIHUANA (SEE DIVISIONS BELOW)	3
DV WITH PRIOR	DOM VIOL BY ASSAULT(PREVIOUS CONVICTION)	35
	DOMESTIC VIOLENCE WITH 1 PREVIOUS CONVICTION	2
	ENDANGERING AIRCRAFT - RISK OF HARM	3
ENDANGERING CHILDREN	ENDANGERING CHILDREN	46
	ENDANGERING CHILDREN - PHYS HARM	2
	ENDANGERING CHILDREN (SEE BELOW)	50
	ENDANGERING CHILDREN PHYS HARM W/SPECS	1
ENGAGE IN PATTERN OF CORRUPT ACTIVITY	ENGAGE IN PATTERN OF CORRUPT ACTIVITY	35
ESCAPE	ESCAPE	97
ETHNIC INTIMIDATION	ETHNIC INTIMIDATION	1

Charge Description (group)	Charge Description	Number of Bookings
FAIL TO PAY CITY INCOME TAX	FAIL TO PAY CITY INCOME TAX	1
	FAIL/PAY CITY INCOME TAX	1
FAILURE TO APPEAR	FAIL TO APPEAR ON R.O.R.	94
	FAILURE TO ANSWER SUMMONS	1
	FAILURE TO APPEAR - FELONY	78
	FAILURE TO APPEAR - MISDEMEANOR	73
	COMPLIANCE W/ORDER OF OFFICER; FLEEING	1
FAILURE TO COMPLY/OBEY	COMPLY W/OFFICER ORDER	1
	FAIL TO OBEY OFFICERS SIGNAL	25
	FAILURE TO COMPLY WITH OFFICERS ORDERS/SIGNALS	5
	FAILURE TO COMPLY WITH ORDER OR SIGNAL OF POLICE	92
	FAILURE TO DISCLOSE PERSONAL INFORMATION	21
	FAIL TO REGISTER	7
	FAILURE TO REGISTER	29
FAILURE TO REGISTER	FAILURE TO REGISTER AS AN ARSON OFFENDER	11
	FAILURE YIELD-PUBLIC SAFETY VEH RED FLASHING LIGHT	2
FAILSIFICATION	FALSIFICATION	156
FEDERAL FELONY	FEDERAL FELONY	260
FEDERAL MISDEMEANOR	FEDERAL MISDEMEANOR	2
FELONIOUS ASSAULT	FELONIOUS ASSAULT	352
	FELONIOUS ASSAULT W/SPECS	34
FIREARM IN LIQUOR PERMIT PREMISES	FIREARM IN LIQUOR PERMIT PREMISES	2
FISHING W/O A LICENSE	FISHING W/O A LICENSE	1
FLEE & ELUDING	FLEE & ELUDING	2
	FLEEING	22
FORGERY/UTTERING	FORGERY/UTTERING	252
	FORGERY/UTTERING-POSSESS W/PURPOSE TO UTTER (250)	59
FRA SUSP IMMOB.	FRA SUSP IMMOB.	2
FUGITIVE(SEE REMARKS)	FUGITIVE(SEE REMARKS)	77
FURNISH LIQUOR TO MINORS	FURNISH LIQUOR TO MINORS	1
GOVERNOR'S WARRANT	GOVERNOR'S WARRANT	1
HANDICAPPED PARKING	HANDICAPPED PARKING	2
HARASSMENT BY INMATE	HARASSMENT BY INMATE	11
	HARASSMENT BY INMATE W-BODILY FLUID TO LAW ENFORCE	5
HEALTH VIOL	HEALTH VIOL	1
HIT SKIP (MISDO)	HIT SKIP (PRIVATE PROPERTY)	9

Charge Description (group)	Charge Description	Number of Bookings
	HIT SKIP RESULTING IN DAMAGE TO REAL PROPERTY	2
	HIT SKIP--MISD	10
	HIT SKIP-PRIV PROP	1
	HIT SKIP-PUBLIC HWY	63
	STOP AFTER ACCIDENT (PRIV PROP)	3
	STOPPING AFTER ACCIDENT	6
HIT SKIP--FELONY	HIT SKIP--FELONY	2
HOLDS	APA PAROLE HOLD	993
	FAIRFIELD COUNTY - HOLD	104
	DELAWARE COUNTY - HOLD	72
	RICHLAND COUNTY - HOLD	57
	MADISON COUNTY - HOLD	52
	ATHENS COUNTY - HOLD	47
	MARION COUNTY - HOLD	43
	LICKING COUNTY - HOLD	42
	PICKAWAY COUNTY - HOLD	38
	MONTGOMERY COUNTY - HOLD	36
	MUSKINGUM COUNTY - HOLD	32
	MORROW COUNTY - HOLD	30
	ROSS COUNTY - HOLD	29
	CUYAHOGA COUNTY - HOLD	22
	CLARK COUNTY - HOLD	20
	SCIOTO COUNTY - HOLD	20
	HOCKING COUNTY - HOLD	18
	HOLD FOR STATE OF PENNSYLVANIA - SEE REMARKS	18
	FAYETTE COUNTY - HOLD	15
	GALLIA COUNTY - HOLD	14
	HOLD FOR STATE OF FLORIDA - SEE REMARKS	14
	LOGAN COUNTY - HOLD	14
	LORAIN COUNTY - HOLD	14
	SENECA COUNTY - HOLD	14
	MEDINA COUNTY - HOLD	13
	ASHLAND COUNTY - HOLD	12
	HAMILTON COUNTY - HOLD	12
	UNION COUNTY - HOLD	12
	HOLD FOR STATE OF INDIANA - SEE REMARKS	11

Charge Description (group)	Charge Description	Number of Bookings
	HOLD FOR STATE OF KENTUCKY - SEE REMARKS	11
	SUMMIT COUNTY - HOLD	11
	WARREN COUNTY - HOLD	11
	WASHINGTON COUNTY - HOLD	11
	WAYNE COUNTY - HOLD	11
	WYANDOT COUNTY - HOLD	11
	PIKE COUNTY - HOLD	10
	BELMONT COUNTY - HOLD	9
	COSHOCTON COUNTY - HOLD	9
	KNOX COUNTY - HOLD	9
	LUCAS COUNTY - HOLD	9
	GREENE COUNTY - HOLD	8
	HOLD FOR STATE OF GEORGIA - SEE REMARKS	8
	HOLD FOR STATE OF MICHIGAN - SEE REMARKS	8
	HARDIN COUNTY - HOLD	7
	JACKSON COUNTY - HOLD	7
	MERCER COUNTY - HOLD	7
	MORGAN COUNTY - HOLD	7
	ERIE COUNTY - HOLD	6
	GUERNSEY COUNTY - HOLD	6
	HIGHLAND COUNTY - HOLD	6
	HOLD FOR STATE OF WEST VIRGINIA - SEE REMARKS	6
	HOLD FOR STATE OF TENNESSEE - SEE REMARKS	5
	PERRY COUNTY - HOLD	5
	TUSCARAWAS COUNTY - HOLD	5
	BUTLER COUNTY - HOLD	4
	CHAMPAIGN COUNTY - HOLD	4
	COLUMBIANA COUNTY - HOLD	4
	HOLD FOR STATE OF CALIFORNIA - SEE REMARKS	4
	HOLD FOR STATE OF MISSOURI - SEE REMARKS	4
	HOLD FOR STATE OF NEW YORK - SEE REMARKS	4
	MEIGS COUNTY - HOLD	4
	MIAMI COUNTY - HOLD	4
	SANDUSKY COUNTY - HOLD	4
	STARK COUNTY - HOLD	4
	VINTON COUNTY - HOLD	4

Charge Description (group)	Charge Description	Number of Bookings
	CRAWFORD COUNTY - HOLD	3
	HOLD FOR STATE OF ARKANSAS - SEE REMARKS	3
	HOLD FOR STATE OF MISSISSIPPI - SEE REMARKS	3
	HOLD FOR STATE OF NEVADA - SEE REMARKS	3
	HOLD FOR STATE OF TEXAS - SEE REMARKS	3
	HOLD FOR STATE OF VIRGINIA - SEE REMARKS	3
	HOLMES COUNTY - HOLD	3
	LAWRENCE COUNTY - HOLD	3
	PORTAGE COUNTY - HOLD	3
	WOOD COUNTY - HOLD	3
	CLERMONT COUNTY - HOLD	2
	CLINTON COUNTY - HOLD	2
	DARKE COUNTY - HOLD	2
	DEFIANCE COUNTY - HOLD	2
	GEAUGA COUNTY - HOLD	2
	HANCOCK COUNTY - HOLD	2
	HENRY COUNTY - HOLD	2
	HOLD FOR STATE OF ALABAMA - SEE REMARKS	2
	HOLD FOR STATE OF ILLINOIS - SEE REMARKS	2
	HOLD FOR STATE OF WISCONSIN - SEE REMARKS	2
	LAKE COUNTY - HOLD	2
	SHELBY COUNTY - HOLD	2
	ALLEN COUNTY - HOLD	1
	ASHTABULA COUNTY - HOLD	1
	BROWN COUNTY - HOLD	1
	FULTON COUNTY - HOLD	1
	HOLD FOR CUYAHOGA COUNTY	1
	HOLD FOR DELAWARE COUNTY	1
	HOLD FOR OTHER AGENCY (SEE REMARKS)	1
	HOLD FOR PICKAWAY COUNTY	1
	HOLD FOR STATE OF ARIZONA - SEE REMARKS	1
	HOLD FOR STATE OF IOWA - SEE REMARKS	1
	HOLD FOR STATE OF MARYLAND - SEE REMARKS	1
	HOLD FOR STATE OF MINNESOTA - SEE REMARKS	1
	HOLD FOR STATE OF NEW JERSEY - SEE REMARKS	1
	HOLD FOR STATE OF NORTH CAROLINA - SEE REMARKS	1

Charge Description (group)	Charge Description	Number of Bookings
	HOLD FOR STATE OF OKLAHOMA - SEE REMARKS	1
	HOLD FOR TRANSCOR INC. SEE REMARKS	1
	HURON COUNTY - HOLD	1
	MAHONING COUNTY - HOLD	1
	OTTAWA COUNTY - HOLD	1
	PAULDING COUNTY - HOLD	1
	PUTNAM COUNTY - HOLD	1
	TRUMBULL COUNTY - HOLD	1
	HOUSING CODE VIOLATION	1
	IDENTITY THEFT	77
	ILL CONVEY OR POSS OF DEADLY WEAP ON SCHOOL PROP	4
	ILL PROC DRUG DOC	13
	ILLEGAL USE OF MINOR	8
	IMPSONATE/FACILITATING COMMISSION OF OFFENSE	1
	IMPSONATING OFFICER/PRIV POLICEMAN	1
	IMPROPER HANDLING OF A FIREARM/MOTOR VEHICLE	210
	IMPROPER HANDLING OF FIREARMS IN A MOTOR VEHICLE	181
	IMPROPER USE OF "911" TELEPHONE SYSTEMS	12
	IMPROPER USE/911	1
	MISUSE OF 911	1
	INDUCING PANIC	6
	INDUCING PANIC (SEE BELOW)	6
	INTERFERENCE WITH CUSTODY	9
	INTERFERING WITH CRIMINAL INVESTIGATION	2
	INTIMIDATING CRIME VICTIM/WITNESS	9
	INVOL MANSLAUGHTER FROM FELONY ACT	5
	INVOL MANSLAUGHTER W/SPECS FROM FELONY ACT	3
	INVOLUNTARY MANSLAUGHTER (SEE BELOW)	11
	JUVENILE OFFENSE	1
	KEEPER OF A PLACE FOR SALE OF LIQUOR	3
	KIDNAP/ABDUCT	31
	KIDNAPPING	73
	KIDNAPPING W/SPECS	11
	LAB REPORT/EVIDENCE REQUIREMENT	5
	LICENSE PLATE VIOLATIONS	1
	DISPLAY OF LIC TAGS	1
	DISPLAY OF LICENSE	3

Charge Description (group)	Charge Description	Number of Bookings
	DISPLAY OF LICENSE PLATES	2
	DISPLAY OF LICENSE PLATES; EXPIRED UNLAWFUL PLATES	4
	DISPLAY OF LICENSE PLATES; EXPIRED OR UNLAWFUL PLAT	2
	DISPLAY OF LICENSE TAGS	1
	DISPLAY OF OPERATORS LICENSE	2
	DISPLAY OF REGISTRATION CERTIFICATES	2
	EXPIRED OP. LIC. (EXPIRED LESS THAN 6 MONTHS)	5
	EXPIRED OR UNLAWFUL LICENSE PLATES.	1
	EXPIRED TAGS	12
	FAIL TO DISPLAY	9
	FAIL TO DISPLAY PLT	1
	FICTITIOUS PLATES	1
	FICTITIOUS PLATES	3
	ILLEGAL LICENSE PLATES; TRANSFER OF REGISTRATION.	1
	IMPROPER/CONTEFEIT/FICTITIOUS PLATES	9
	LICENSE PLATE VIOL	5
	LICENSE PLATES (SEE BELOW)	2
	LICENSE PLATES TO BE UNOBS TRUCTED	2
	OBS TRUCTED PLATES	5
	LICENSE REQUIRED (PEDDLERS)	1
	LICENSE TO CARRY BUT FAIL TO KEEP HANDS IN SIGHT	1
	LIGHTED LIGHTS REQD	1
	LOITER/DRUG OFFENSE	1
	MAKING A TERRORISTIC THREAT	1
	MAKING FALSE ALARMS	10
	MAKING FALSE ALLEGATION OF PEACE OFFICE MISCONDUCT	1
	MANUFACTURING DRUGS/MARIJUANA	16
	MFG. MARIJUANA	1
	MEDICAL FRAUD	8
	MENACING	37
	MENACING BY STALKING	2
	MENACING THREATS	13
	MENACING BY STALKING	14
	MISCELLANEOUS OFFENSES	1
	MISCOND AT EMERGENCY	2
	MISCONDUCT AT AN EMERGENCY (SEE BELOW)	2

Charge Description (group)	Charge Description	Number of Bookings
	MISCONDUCT AT AN EMERGENCY/FAILURE TO OBEY	2
	MISCONDUCT EMERGENCY	1
	MISCONDUCT ON PUBLIC TRANSPORTATION	12
	MISCONDUCT PUBLIC TRANSPORTATION	1
	MISUSE OF A CREDIT CARD	2
	MISUSE OF A CREDIT CARD UNDER \$300	1
	MISUSE CREDIT CARD \$300-\$5000	2
	A.C.D.A.	2
	CHILD RESTRAINTS	1
	CONSUMPTION IN A MOTOR VEHICLE	1
	DRIVE THROUGH SAFETY ZONE	2
	DRIVE UPON SIDEWALK/CURB	1
MISUSE OF CREDIT CARD (MISDO)	DRIVERS REQUIRED TO WEAR SEATBELTS B1	4
	Fail to wear seat belt	69
	DRIVING UPON RIGHT SIDE OF ROADWAY; EXCEPTIONS	3
	FAIL TO CONTROL	8
	FAILURE TO CONTROL	1
	FTU RT HF XWALK	3
	FTY ON LEFT TURN	4
	FTY RIGHT OF WAY AT THROUGH HIGHWAYS	3
	FTY RIGHT-OF-WAY ON LEFT TURN	1
	FTY-YIELD/STOP SIGN	6
	IMP RIGHT TURN	5
	M/C BIKE 3/MORE ABR	2
	MAXIMUM SPEED LIMITS;ASSURED CLEAR DISTANCE AHEAD	2
	OBEY TRAF/CONT DEV	3
	OBEY TRAFFIC CONTROL DEVICE (IE. RED LIGHT,ETC.)	1
	ONE WAY HIGHWAY	1
	ONE WAY HWY OR ST	3
	OPERATE WITHOUT REGARD TO SAFETY	1
	OPERATION OF VEHICLE AT STOP SIGNS	1
	PASS ON RT OFF PVMT	1
MOVING VIOLATIONS	PHYSICAL CONTROL	7
	R.O.M.V.	1
	REASONABLE CONTROL	3
	RECKLESS OPERATION	1

Charge Description (group)	Charge Description	Number of Bookings
	RECKLESS OPERATION (HIGHWAY)	10
	RECKLESS OPERATION ON STREETS	6
	REKLESS OPER ON STREETS, PUB/PRIV PROPERTY	1
	REQUIRED STOP LIGHTS	1
	RIGHT SIDE OF HIGHWAY	1
	SEAT BELT	1
	SIGNAL BEFORE CHANGING COURSE, TURNING OR STOP	6
	SIGNALS BEFORE CHANGING COURSE/TURNING/STOPPING	1
	SLOW SPEED	3
	SLOW SPEED; POSTED MINIMUM SPEEDS	3
	SPEED	25
	SPEED AND A.C.D.A.	57
	SPEED AND A.C.D.A./ONE CONVICTION IN LAST 12 MONTH	1
	SPEED PER SE - 55 MPH	2
	SPEED REGULATIONS: ASSURED CLEAR DISTANCE AHEAD.	2
	SPEED-NOT 20 OVER LI	11
	SPEED/ACDA	2
	SPEED/ACDA REG	39
	STOP & TURN SIGNALS (CHANGING LANES W/O SAFETY)	4
	TRAF/CONTROL SIGNALS	1
	TRAFFIC CONTROL DEVICE	28
	TRAFFIC CONTROL SIGNAL INTERSECTION.	3
	TURNING AT INTERSECTIONS	1
	TURNING AT INTERSECTIONS.	1
	U-TURN	2
	U-TURNS RESTRICTED	1
	YIELD AT ROADWAY WHEN ENTERING FROM PRIVATE DRIVE	1
	MURDER	48
MURDER		
NEGLIGENT ASSAULT	MURDER W/SPECS	6
	NEGLIGENT ASSAULT	3
	NO OPERATOR'S LICENSE	12
	NO OPERATORS LICENSE	1
	NONSUPPORT OF DEPENDENTS	188
	NOTICE OF CHANGE OF ADDRESS	79
	NUISANCE ABATEMENT	1
	OBSTRUCT OFFICIAL BUSINESS	1

Charge Description (group)	Charge Description	Number of Bookings
OBSTRUCTING INTERSECTION, SIDEWALK OR GRADE XING OBSTRUCTION OF JUSTICE	OBSTRUCTING OFFICIAL BUSINESS	68
	OBSTRUCTION OF OFFICIAL BUSINESS	98
	OBSTRUCTING INTERSECTION, SIDEWALK OR GRADE XING	1
	OBSTRUCTING JUSTICE	2
OMVI DRUGS/ALCOHOL	OBSTRUCTION OF JUSTICE	3
	OBSTRUCTION OF JUSTICE(SEE BREAKDOWN)	7
	CONTROL OF VEHICLE WHILE UNDER THE INFLUENCE	1
	DRIVING OR PHYSICAL CONTROL WHILE UNDER THE INFLUE	2
	DRIVING/PHYS CTRL UNDER INFLUENCE	79
	O.M.V.I. DRUGS AND/OR ALCOHOL	1516
	OMVI	15
	OMVI - PHYSICAL CONTROL	64
	OMVI ALCOHOL / CONCENTRATION OF .10 OR GREATER	1
	OMVI DRUGS/ALCOHOL	603
	OMVI(3 PREV CONVICTIONS<5 YRS)	67
OPEN CONTAINER	OPEN CONTAINER	44
	OPEN CONTAINER IN A MOTOR VEHICLE	1
	OPEN CONTAINER IN MOTOR VEHICLE	1
	OPEN CONTAINER ON PERMIT PREMESIS	1
	OPEN CONTAINER PROHIBITED	5
	OPEN CONTAINER PUBLIC PLACE	1
	OPEN CONTAINERS	8
	OPERATION IN VIOLATION OF IMMOBILIZATION ORDER.	1
	OPERATOR LIC REQUIRED	86
	OPERATOR LICENSE REQUIRED	14
OWNER/OPR ALLOWING ANOTHER TO DRIVE PANDERING OBSCENITY - MINOR PARKING VIOLATION PAROLE VIOLATION PARTICIPATING IN A CRIMINAL GANG PASSING BAD CHECKS	OPERATOR/CHAUFFEUR LICENSE REQUIRED	1
	OPERATORS,CHAUFFERS LICENSE REQUIRED	21
	PROHIBITED ACTS (OPERATORS LICENSE)	1
	OWNER/OPR ALLOWING ANOTHER TO DRIVE	2
	PANDERING OBSCENITY - MINOR	7
	PARALLEL PARKING	1
	PARKING PROHIBITIONS	1
	PAROLE VIOLATION	112
	PARTICIPATING IN A CRIMINAL GANG	1
	P.B.C. (PASSING BAD CHECKS) UNDER \$300	3
	P.B.C. \$300-\$5000	2

Charge Description (group)	Charge Description	Number of Bookings
	P.B.C. PASSING BAD CHECKS (SEE BELOW)	14
PATIENT ABUSE/NEGLECT	PASSING BAD CHECKS	1
PEDDLING/SOLICITING	PATIENT ABUSE/NEGLECT	2
PEDESTRIAN VIOLATIONS	PEDDLING/SOLICITING	2
	FREEWAY USE PROHIBITED BY PEDESTRIANS	17
	INTOX PED	1
	PED CR OUTSIDE CR WLK	3
	PED ON FREEWAY	8
	PED USE OF SIDEWALKS	16
	PED-FT FACE TRAFFIC	6
	PEDESTRIAN CONTROL SIGNALS	1
	PEDESTRIAN ON HIGHWAY - USE OF SIDEWALKS	3
	PEDESTRIAN VEHICLE INTERFERENCE	2
	PEDESTRIAN XING OUTSIDE CROSSWALK (JAYWALKING)	4
	SIDEWALK RESTRICTIONS	1
	SMV & PEDESTRIANS ON FREEWAYS	2
PERMITTING CHILD ABUSE	WALKING ON PATH OR STREET, JAYWALKING.	55
PERMITTING DRUG ABUSE	PERMITTING CHILD ABUSE	1
PERSISTENT DISORDERLY CONDUCT	PERMITTING DRUG ABUSE	5
	PERSISTENT DISORDERLY CONDUCT	30
POSS DANG ORD	PERSISTENT DISORDERLY CONDUCT WHILE INTOXICATED	81
	CCW - DANG ORD	1
POSSESSING DRUG ABUSE INSTRUMENTS	POSS DANG ORD	2
	DRUG ABUSE INSTRUMENTS	7
	DRUG PARAPHANALIA	103
	DRUG PARAPHENALIA	5
	DRUG PARAPHERNALIA	20
	MARIJUANA DRUG PARAPHERNALIA.	1
	POSS INSTR(DRUG ABUSE)	6
	POSSESS DRUG ABUSE INSTRUMENTS	29
	POSSESSING DRUG ABUSE INSTRUMENTS	2
	POSSESSION OF DRUG ABUSE INSTRUMENTS	148
	POSSESSION OF DRUG PARAPHANALIA	3
	POSSESSION OF DRUG PARAPHERNALIA	71
	POSSESSION/USE OF DRUG PARAPHERNALIA	8
	POSSESSION/USE OF DRUG PARAPHERNALIA	7

Charge Description (group)	Charge Description	Number of Bookings
POSSESSION OF A DEADLY WEAPON WHILE UNDER DETENTION	USE DRUG PARAPHERNALIA	1
POSSESSION OF CRIMINAL TOOLS	POSSESSION OF A DEADLY WEAPON WHILE UNDER DETENTION	2
	POSS CRIMINAL TOOLS	19
	POSS CRIMINAL TOOLS W/SPECS	1
	POSSESSING CRIMINAL TOOLS	3
POSSESSION OF DRUGS	POSSESSION OF CRIMINAL TOOLS	10
	POSS OF COUNTERFEIT CONTROLLED SUBSTANCE	48
	POSS OF HEROIN	214
	POSS/USE CONTROLLED SUBSTANCE(DRUG ABUSE)	6
	POSSESSION OF DRUG	13
	POSSESSION METHAMPHETAMINE	29
	POSSESSION OF COCAINE	208
	POSSESSION OF COCAINE (CRACK)	35
	POSSESSION OF DRUGS	948
	POSSESSION/USE OF MARIJUANA	23
PROBATION VIOLATION - FELONY	PROBATION VIOLATION - FELONY	1239
PROBATION VIOLATION - MISDEMEANOR	PROBATION VIOLATION (SEE BELOW)	1
PROHIBITION-UNDER 21 YEARS	PROBATION VIOLATION - MISDEMEANOR	33
PROVIDE FALSE INFO	PROHIBITION-UNDER 21 YEARS	3
PUBLIC INDECENCY	PROVIDING FALSE INFO TO POLICE	14
RAPE	PUBLIC INDECENCY	43
	PUBLIC URINATION/DEFECATION	4
	RAPE	107
RECEIVING PROCEEDS OF AN OFFENSE SUBJECT TO FORFEITURE	RAPE W/SPECS	4
RECEIVING STOLEN PROPERTY (FEL)	RECEIVING PROCEEDS OF AN OFFENSE SUBJECT TO FORFEITURE	1
RECEIVING STOLEN PROPERTY (MISDO)	R.S.P. \$300-\$5000	305
	R.S.P. OVER \$5000	3
	R.S.P. W/SPECS \$300-\$5000	5
	RSP BETWEEN \$300-5,000 PROP LISTED IN ORC 2913.71	15
RECKLESS HOMICIDE	R.S.P. LESS \$300	21
	R.S.P.(RECEIVING STOLEN PROPERTY)LESS THAN \$300	92
	R.S.P.RECEIVING STOLEN PROPERTY	209
REFUSAL TO DISCLOSE PERSONAL INFO IN PUBLIC PLACE	RECEIVING STOLEN PROPERTY	17
REOCCUPANCY OF BUILDING	RECKLESS HOMICIDE	1
	REFUSAL TO DISCLOSE PERSONAL INFO IN PUBLIC PLACE	1
	REOCCUPANCY OF BUILDING.	22

Charge Description (group)	Charge Description	Number of Bookings
RESISTING ARREST	REOCCUPANCY OR A BUILDING	18
RETALIATION	RESISTING ARREST	104
RETURNED FOR RECONSIDERATION	RETALIATION	4
RIDING OUTSIDE OF VEHICLE/HITCH-HIKING	RETURNED FOR RECONSIDERATION	145
	RIDE VEH-H/HIKE	1
	RIDING ON OUTSIDE OF VEHICLE & HITCH-HIKING	26
ROBBERY	SOLICITING RIDES, RIDING ON OUTSIDE OF VEHICLE	38
	ROBBERY	163
SAFE CRACKING	ROBBERY W/SPECS	10
SALE TO UNDERAGE	SAFE CRACKING	6
	SALE TO UNDER AGE PERSONS	13
	SALES TO & USE BY UNDERAGE PERSON; SECURING PUBLIC	1
SELLING DRUG PARAPHENALIA FOR USE TO JUVENILES	SALES TO MINORS; PROHIBITIONS	2
SEX OFFENSE (NOT RAPE)	SELLING DRUG PARAPHENALIA FOR USE TO JUVENILES	1
	GROSS SEXUAL IMPOSITION	80
	IMPORTUNING, SEXUAL	3
	SEX OFFENSES	1
	SEXUAL BATTERY	13
	SEXUAL IMPOSITION	6
	SEXUALLY ORIENTED MATTER - MINOR	43
SOLICIT WITHOUT A PERMIT	UNLAWFUL SEXUAL CONDUCT OF A MINOR	26
SOLICITING CONTRIBUTIONS	SOLICIT WITHOUT A PERMIT	1
SOLICITING FOR PROSTITUTION	SOLICITING CONTRIBUTIONS	28
	LOITERING FOR PROST	1
	LOITERING FOR PROSTITUTION	41
	PROMOTING PROSTITUTION	6
	PROSTITUTION	1
	SOLICITING	428
	SOLICITING FOR PROSTITUTION	22
SUBPOENA	USE OF CITY STREETS AND ROADWAYS FOR SOLICITING.	2
	SUBPOENA	70
	SUBPOENA (WITNESS)	2
	SUBPOENANOWRIT	1
SUSPENSION	WITNESS ON SUBPOENA(FROM INST)	18
	SUSPENSION	66
TAMPERING WITH COIN MACHINES	SUSPENSION/REVOCATION	2

Charge Description (group)	Charge Description	Number of Bookings
TAMPERING WITH DRUGS OR EVIDENCE	TAMPERING WITH COIN MACHINES	1
	TAMPERING WITH DRUGS	2
	TAMPERING WITH EVIDENCE	115
TELECOMMUNICATIONS FRAUD	TAMPERING WITH RECORDS (SEE BELOW)	3
	TELECOMMUNICATIONS FRAUD	1
	TELECOMMUNICATIONS HARASSMENT.	2
THEFT (FEL)	TELEPHONE HARASSMENT	5
	TELEPHONE HARASSMENT	17
	GRAND THEFT OVER \$5000 OR PRIOR CONVICTION	7
THEFT (MISDO)	THEFT - \$300 TO \$5000	245
	THEFT - BEYOND SCOPE OF CONSENT - FELONY	2
	THEFT BY DECEPTION	1
THEFT (MISDO)	THEFT BY DECEPTION - FELONY	3
	THEFT IN OFFICE	1
	PETIT THEFT	16
THEFT (MISDO)	PETTY THEFT	410
	THEFT	972
	THEFT - BEYOND SCOPE OF CONSENT - MISDEMEANOR	6
THEFT (MISDO)	THEFT BY DECEPTION - MISDEMEANOR	2
	THEFT, PETTY - LESS THAN \$300	165
	THEFT OF DRUGS W/O THREATS OR USE OF FORCE	1
TORTURING/NEGLECTING MINORS	THEFT OF VEHICLE	24
	TORTURING/NEGLECTING MINORS	3
	T.P.O. VIOLATION(FIRST OFFENSE)	323
TPO WITH PRIOR	VIOLATION ANTI-STALKING PROTECTION ORDER	3
	T.P.O.VIOLATION(1 PREV CONVICTION)	26
	T.P.O.VIOLATION(2 PREV CONVICTION)	9
TRADEMARK COUNTERFEITING	TRADEMARK COUNTERFEITING	1
	TRAFFICKING IN FOOD STAMPS - UNDER \$500	5
	TRAFFICKING IN PERSONS	1
TRESPASS	TRAFFICKING IN PERSONS COMMERCIAL SEX ACT	1
	CRIMINAL TRESPASS	395
	TWELVE POINT SUSPENSION	30
UNAUTH PERSONS SELL/PURCHASE/POSS DANGEROUS DRUGS	UNAUTH PERSONS SELL/PURCHASE/POSS DANGEROUS DRUGS	2
	UNAUTH USE OF PROPERTY	1
	UNAUTHORIZED USE OF PROPERTY	11
UNAUTH USE OF VEHICLE	UNAUTH USE OF MOTOR VEHICLE	1

Charge Description (group)	Charge Description	Number of Bookings
	UNAUTH USE OF VEHICLE (UNDER CERTAIN CONDITIONS)	7
	UNAUTH USE OF VEHICLE; VEH TRESPASS	3
	UNAUTHORIZED USE OF A MOTOR VEHICLE	24
	UNAUTHORIZED USE OF VEH	2
	UNAUTHORIZED USE OF VEHICLE	1
UNAUTHORIZED POSSESSION OF FIREWORKS	UNAUTHORIZED POSSESSION OF FIREWORKS	1
	UNDERAGE CONSUMPTION	1
	UNDERAGE DRINKING	5
	UNDETERMINED MISDEMEANOR	13
	UNIFORM CODE OF MILITARY JUSTICE	1
UNLAWFUL RESTRAINT	UNLAWFUL RESTRAINT	7
	UNLAWFUL TRANSACTION IN WEAPONS	1
	UNLICENSED SECURITIES SALES	3
	USING WEAPONS WHILE INTOXICATED	1
	USING WEAPONS WHILE INTOXICATED	5
VANDALISM	VANDALISM	6
	VANDALISM - OVER \$5000 BUT LESS THAN \$100,000	1
	HEADLIGHTS	1
	HEADLIGHTS AT NIGHT(2 LIGHTS DISPLAYED)	1
	HEADLIGHTS ON MOTOR VEHICLES	1
	IMPROPER LIGHTS	2
	TAIL LIGHT; ILLUMINATION OF REAR LICENSE PLATE	1
	TAIL/LIC PLATE LIGHT	6
	TAILLIGHTS/LICENSE PLATE LIGHTS	1
	TWO LIGHTS DIS-NITE	2
VEHICULAR HOMICIDE; VEHICULAR MANSLAUGHTER.	UNSAFE VEHICLE	2
	WINDOW TINT	1
	VEHICULAR HOMICIDE; VEHICULAR MANSLAUGHTER.	1
	VERIFICATION OF CURRENT RESIDENCE ADDRESS	63
	VOYEURISM	1
WEAPONS U/DISABILITY	WEAPONS U/DISABILITY	285
	WEAPONS U/DISABILITY W/SPECS	11
	WINDSHIELDS/WIPERS/VIEW OBSTRUCTIONS	1
	WORKERS COMPENSATION FRAUD	6
	WRONGFUL ENTRUSTMENT	3
YIELD PARTY LINES IN EMERGENCY	YIELD PARTY LINES IN EMERGENCY	3
	ZONING VIOLATION	

Charge Description (group)	Charge Description	Number of Bookings
	ZONING CODE VIOLATION	1
	ZONING VIOLATION	2

		Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum	
1-High	Female	7	10	11	13	20	
	Male	3	7	10	61	562	
	Total	3	7	11	58	562	
2-Close	Female	2	6	10	15	90	
	Male	1	7	12	20	620	
	Total	1	21	28	47	620	
3-High Medium	Female	1	16	16	16	673	
	Male	1	7	12	17	820	
	Total	1	6	12	25	820	
4-Medium	Female	1	6	13	28	416	
	Male	1	6	15	41	562	
	Total	1	6	14	38	562	
5-Medium Plus	Female	2	10	32	76	333	
	Male	1	12	68	102	729	
	Total	1	12	64	100	729	
6-Minimum Plus	Female	1	7	12	23	150	
	Male	1	10	12	15	370	
	Total	1	9	12	16	370	
7-Minimum	Female	4	49	77	93	294	
	Male	2	76	81	85	484	
	Total	2	76	81	85	484	
8-Low	Female	1	10	30	59	254	
	Male	1	32	34	35	300	
	Total	1	32	34	35	300	
9-Very Low	Female	41	44	45	70	100	
	Male	3	5	28	54	90	
	Total	3	17	41	59	100	
NEW	Female	1	2	2	3	17	
	Male	1	2	2	3	6	
	Total	1	2	2	3	17	

		Sentenced Felony	Felony	Sentenced Misdemeanor	Misdemeanor
AGGRAVATED ROBBERY	Average LOS	484.0			
	Number of Bookings	1.0			
AGGRAVATED VEHICULAR HOMICIDE/ASSAULT	Average LOS	190.0			
	Number of Bookings	1.0			
ASSAULT (MISDO)	Average LOS	99.0			
	Number of Bookings	2.0			
ATTEMPTS	Average LOS	185.0		28.0	
	Number of Bookings	1.0		1.0	
BICYCLE VIOLATIONS	Average LOS	109.0			
	Number of Bookings	1.0			
BREAKING AND ENTERING	Average LOS	44.5			
	Number of Bookings	2.0			
BURGLARY	Average LOS	5.0			
	Number of Bookings	1.0			
CONTEMPT OF COURT	Average LOS				13.0
	Number of Bookings				1.0
CONVEYANCE INTO A DETENTION FACILITY	Average LOS	85.0			
	Number of Bookings	1.0			
DECEPTION TO OBT DANGERS DRUGS	Average LOS	47.0			
	Number of Bookings	1.0			
DISSEMINATION OF HARMFUL MATTER TO JUVENILES	Average LOS	90.0			
	Number of Bookings	1.0			
DOMESTIC VIOLENCE	Average LOS	88.7			
	Number of Bookings	3.0			
DRIVERS LICENSE VIOLATION	Average LOS	68.3	80.0		
	Number of Bookings	3.0	1.0		
DRUG ABUSE	Average LOS	78.8	14.5		
	Number of Bookings	4.0	2.0		
ENDANGERING CHILDREN	Average LOS	73.5			
	Number of Bookings	2.0			
ESCAPE	Average LOS	95.0			
	Number of Bookings	1.0			
FAILURE TO APPEAR	Average LOS	94.6			
	Number of Bookings	5.0			
FALSIFICATION	Average LOS	107.0			
	Number of Bookings	1.0			
FELONIOUS ASSAULT	Average LOS	94.0			
	Number of Bookings	2.0			
FORGERY/UTTERING	Average LOS	103.5			
	Number of Bookings	6.0			

		Sentenced Felony	Felony	Sentenced Misdemeanor	Misdemeanor
HARASSMENT BY INMATE	Average LOS	27.0			
	Number of Bookings	1.0			
IDENTITY THEFT	Average LOS	30.0			
	Number of Bookings	1.0			
ILL PROC DRUG DOC	Average LOS	30.0			
	Number of Bookings	1.0			
ILLEGAL USE OF MINOR	Average LOS	60.0			
	Number of Bookings	1.0			
IMPROPER HANDLING OF A FIREARM/MOTOR VEHICLE	Average LOS	51.5	13.0		
	Number of Bookings	4.0	1.0		
MOVING VIOLATIONS	Average LOS	89.3			
	Number of Bookings	3.0			
NONSUPPORT OF DEPENDENTS	Average LOS	22.0			
	Number of Bookings	1.0			
OBSTRUCT OFFICIAL BUSINESS	Average LOS	30.0			
	Number of Bookings	1.0			
OMVI DRUGS/ALCOHOL	Average LOS	56.8	7.0		
	Number of Bookings	5.0	1.0		
OMVI(3 PREV CONVICTIONS<5 YRS)	Average LOS	55.2			
	Number of Bookings	5.0			
POSSESSION OF DRUGS	Average LOS	97.6	21.5		
	Number of Bookings	16.0	2.0		
PROBATION VIOLATION - FELONY	Average LOS	87.0	47.7	61.3	
	Number of Bookings	150.0	6.0	3.0	
RECEIVING STOLEN PROPERTY (FEL)	Average LOS	294.0	5.0		
	Number of Bookings	1.0	1.0		
RECEIVING STOLEN PROPERTY (MISDO)	Average LOS	133.0	45.0		
	Number of Bookings	2.0	1.0		
RETURNED FOR RECONSIDERATION	Average LOS	92.0			
	Number of Bookings	1.0			
ROBBERY	Average LOS	93.7			
	Number of Bookings	3.0			
SEX OFFENSE (NOT RAPE)	Average LOS	62.0			
	Number of Bookings	3.0			
SOLICITING CONTRIBUTIONS	Average LOS			19.0	
	Number of Bookings			1.0	
SOLICITING FOR PROSTITUTION	Average LOS				102.0
	Number of Bookings				1.0
SUBPOENA	Average LOS	104.0		107.0	
	Number of Bookings	1.0		1.0	

		Sentenced Felony	Felony	Sentenced Misdemeanor	Misdemeanor
TAMPERING WITH COIN MACHINES	Average LOS			32.0	
	Number of Bookings			1.0	
TAMPERING WITH DRUGS OR EVIDENCE	Average LOS	92.0			
	Number of Bookings	1.0			
THEFT (FEL)	Average LOS	65.6			
	Number of Bookings	5.0			
THEFT (MISDO)	Average LOS	56.3			
	Number of Bookings	3.0			
THEFT OF VEHICLE	Average LOS	144.0			
	Number of Bookings	1.0			
WEAPONS U/DISABILITY	Average LOS	93.0		60.0	
	Number of Bookings	6.0		1.0	
WORKERS COMPENSATION FRAUD	Average LOS	37.0			
	Number of Bookings	2.0			

Inmate Id	Charge Description	Number of Bookings	Total Bed Days
0133706	DRUG ABUSE	1	3
	POSSESSION OF DRUGS	21	63
0036703	DISORDERLY CONDUCT	6	57
	PERSISTENT DISORDERLY CONDUCT	5	45
	POSSESSION OF DRUGS	1	8
	TRESPASS	4	59
0061538	ASSAULT (MISDO)	1	32
	DISCARDING LITTER OR GARBAGE	1	2
	DISORDERLY CONDUCT	6	55
	PEDESTRIAN VIOLATIONS	4	20
	PERSISTENT DISORDERLY CONDUCT	1	3
	RIDING OUTSIDE OF VEHICLE/HITCH-HIKING	1	2
	TRESPASS	1	5
0069111	DRUG ABUSE	1	62
	MENACING	1	17
	PEDESTRIAN VIOLATIONS	6	14
	POSSESSING DRUG ABUSE INSTRUMENTS	4	22
	POSSESSION OF DRUGS	1	89
0105557	AGGRAVATED MENACING	1	99
	DISORDERLY CONDUCT	4	82
	THEFT (MISDO)	3	79
	TRESPASS	4	73
0048416	ASSAULT (MISDO)	1	18
	DISCARDING LITTER OR GARBAGE	1	2
	DISORDERLY CONDUCT	4	8
	PUBLIC INDECENCY	2	17
	THEFT (MISDO)	1	14
	TRESPASS	1	9
0050255	DISORDERLY CONDUCT	1	2
	DRUG ABUSE	1	12
	PERSISTENT DISORDERLY CONDUCT	1	2
	THEFT (MISDO)	6	132
	TRESPASS	1	14
0081045	DISORDERLY CONDUCT	4	11
	MISCONDUCT	1	50
	THEFT (MISDO)	2	23
	TRESPASS	3	64
0110851	BREAKING AND ENTERING	1	24
	CRIMINAL MISCHIEF	2	22
	DISORDERLY CONDUCT	1	16
	OPEN CONTAINER	1	2
	THEFT (MISDO)	2	5
	TRESPASS	3	30
0135540	DRUG ABUSE	1	2
	FORGERY/UTTERING	1	90
	OPEN CONTAINER	1	2

Inmate Id	Charge Description	Number of Bookings	Total Bed Days
	PERSISTENT DISORDERLY CONDUCT	1	8
	POSSESSING DRUG ABUSE INSTRUMEN	1	15
	TRESPASS	5	68
0051979	DISORDERLY CONDUCT	1	2
	PERSISTENT DISORDERLY CONDUCT	3	21
	THEFT (MISDO)	5	232
0066987	BREAKING AND ENTERING	1	142
	CRIMINAL MISCHIEF	1	15
	THEFT (MISDO)	2	56
	TRESPASS	5	47
0109364	FAILURE TO COMPLY/OBEY	8	24
	RESISTING ARREST	1	2
0163041	DISORDERLY CONDUCT	3	26
	OPEN CONTAINER	1	3
	POSSESSING DRUG ABUSE INSTRUMEN	1	10
	POSSESSION OF DRUGS	1	13
	TRESPASS	3	38
0116471	DISCARDING LITTER OR GARBAGE	1	11
	DISORDERLY CONDUCT	3	18
	MOVING VIOLATIONS	1	3
	OPEN CONTAINER	1	2
	PEDESTRIAN VIOLATIONS	2	8
0151397	HOLDS	3	90
	TRESPASS	5	28
0158786	COUNTERFEITING DRUGS	2	28
	DRIVERS LICENSE VIOLATION	2	5
	DRUG ABUSE	1	11
	POSSESSION OF DRUGS	2	14
	TAMPERING WITH DRUGS OR EVIDENCE	1	9
0386690	OMVI DRUGS/ALCOHOL	8	30
		196	2,441

Charge Description		0151718	0105841	0007765	0091338	0051979	0086398	0103600	0151901	0110099	0076857	0027915	0401208	0164645	0104227	0014279	0156661	0393698	0038384	0064235	0395458	0159397	0389206	0098245
AGGRAVATED MENACING	Number of Bookings										2													
	Total Bed Days										164													
	Number of Bookings																					1		
	Total Bed Days																					123		
AGGRAVATED TRESPASS	Number of Bookings																							
	Total Bed Days																							
	Number of Bookings															1							3	
	Total Bed Days															147							123	
ASSAULT (MISDO)	Number of Bookings																							
	Total Bed Days																							
	Number of Bookings			2									1											
	Total Bed Days			232									162											
DOMESTIC VIOLENCE	Number of Bookings																							
	Total Bed Days																							
	Number of Bookings																							
	Total Bed Days																							
DRIVERS LICENSE VIOLATION	Number of Bookings																							
	Total Bed Days																							
	Number of Bookings																							
	Total Bed Days																							
OWI DRUGS/ALCOHOL	Number of Bookings																							
	Total Bed Days																							
	Number of Bookings																							
	Total Bed Days																							
SOLICITING FOR PROSTITUTION	Number of Bookings		1				3	3	3			2		2										
	Total Bed Days		254				206	195	171			163		155										
	Number of Bookings				3	4				1										3	3			
	Total Bed Days				228	214				165										131	127			
THEFT (MISDO)	Number of Bookings																							
	Total Bed Days																							
	Number of Bookings	1																						
	Total Bed Days	300																						
TPO VIOLATION (FIRST OFFENSE)	Number of Bookings		1																					
	Total Bed Days																							
	Number of Bookings			2	3	4	3	3	3	1	2	2	1	2	1	1	2	2	3	3	3	1	3	
	Total Bed Days			232	228	214	206	195	171	165	164	163	162	155	154	147	145	139	131	127	125	123	120	
Grand Total	Number of Bookings		1	1	2	3	4	3	3	3	1	2	1	2	1	1	2	2	3	3	3	1	3	
	Total Bed Days		300	254	232	228	214	206	195	171	165	164	163	162	155	154	147	145	139	131	127	125	123	
	Number of Bookings																							
	Total Bed Days																							

		Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Sentenced to Federal/State Inst.	Female	2	18	48	71	233
	Male	2	14	42	75	562
Federal	Female	1	3	8	40	347
	Male	1	8	26	70	553
Sentenced Felony	Female	2	15	49	82	294
	Male	1	10	60	90	484
Felony	Female	1	4	9	29	673
	Male	1	4	11	31	820
Sentenced Misdemeanor	Female	1	3	10	37	254
	Male	1	3	10	31	300
Misdemeanor	Female	1	2	2	7	112
	Male	1	2	2	7	151
Returned from Inst.	Female	2	5	10	14	42
	Male	2	7	12	20	129
Juvenile	Male	3	10	18	86	203

Sentenced Misdemeanor	Misdemeanor
19.0	
1.0	
	102.0
	1.0
107.0	
1.0	
32.0	
1.0	
60.0	
1.0	

			Sentenced Felony	Felony	Sentenced Misdemeanor	Misdemeanor	Returned from Inst.
AGG. TRAFFICKING IN DRUGS	Average LOS		152.0				
	Number of Bookings		1.0				
	Average LOS				55.2	25.0	
AGGRAVATED MENACING	Number of Bookings				13.0	2.0	
	Average LOS				68.5		
	Number of Bookings				2.0		
ANIMAL VIOLATIONS	Average LOS				26.0		
	Number of Bookings				2.0		
	Average LOS					42.0	
ARSON (MISDO)	Number of Bookings					1.0	
	Average LOS				49.0	35.0	
	Number of Bookings				30.0	4.0	
ASSAULT (MISDO)	Average LOS				36.1		
	Number of Bookings				10.0		
	Average LOS						
ATTEMPTS	Number of Bookings		30.0				
	Average LOS		1.0				
	Number of Bookings				73.0	4.0	
BURGLARY	Average LOS				2.0	1.0	
	Number of Bookings				15.1	10.0	
	Average LOS				19.0	3.0	
COMPLICITY	Number of Bookings				83.0		
	Average LOS				1.0		
	Number of Bookings				45.0		
CONTEMPT OF COURT	Average LOS				5.0		
	Number of Bookings			28.0	60.5		
	Average LOS			1.0	4.0		
CONVEYANCE INTO A DETENTION FACILITY	Number of Bookings				63.7	37.0	
	Average LOS				6.0	1.0	
	Number of Bookings				14.6		
COUNTERFEITING DRUGS	Average LOS				8.0		
	Number of Bookings				64.3	18.7	
	Average LOS				51.0	11.0	
CRIMINAL DAMAGING OR ENDANGERING	Number of Bookings			1.0	38.1	53.7	
	Average LOS			1.0	17.0	3.0	
	Number of Bookings				9.0	10.0	
CRIMINAL MISCHIEF	Average LOS				1.0	1.0	
	Number of Bookings						
	Average LOS						
DISORDERLY CONDUCT	Number of Bookings						
	Average LOS						
	Number of Bookings						
DOMESTIC VIOLENCE	Average LOS						
	Number of Bookings						
	Average LOS						
DRIVERS LICENSE VIOLATION	Number of Bookings						
	Average LOS						
	Number of Bookings						
DRIVING UNDER OVI SUSPENSION	Average LOS						
	Number of Bookings						
	Average LOS						
DRUG ABUSE	Number of Bookings		43.0				
	Average LOS		2.0				
	Number of Bookings						
ENDANGERING CHILDREN	Average LOS				103.0		
	Number of Bookings				1.0		
	Average LOS				260.0		
ESCAPE	Number of Bookings						
	Average LOS						
	Number of Bookings						
FAILURE TO APPEAR	Average LOS		102.0				
	Number of Bookings						
	Average LOS				61.8		

			Sentenced Felony	Felony	Sentenced Misdemeanor	Misdemeanor	Returned from Inst.
		Number of Bookings	1.0		4.0		
		Average LOS				8.0	
FAILURE TO COMPLY/OBEY		Number of Bookings				1.0	
		Average LOS			59.0		
FAILURE TO REGISTER		Number of Bookings			1.0		
		Average LOS			63.0		
FALSIFICATION		Number of Bookings			3.0		
		Average LOS			45.0		
FLEE & ELUDING		Number of Bookings			1.0		
		Average LOS		90.0	139.0		
FORGERY/UTTERING		Number of Bookings		1.0	2.0		
		Average LOS			29.3		
HIT SKIP (MISDO)		Number of Bookings			6.0		
		Average LOS		38.5	64.4	61.0	
HOLDS		Number of Bookings		2.0	13.0	1.0	
		Average LOS			53.0		
IDENTITY THEFT		Number of Bookings			2.0		
		Average LOS			30.0		
IMPROPER USE/911		Number of Bookings			1.0		
		Average LOS			9.0		
MENACING		Number of Bookings			1.0		
		Average LOS			20.0	6.3	
MOVING VIOLATIONS		Number of Bookings			7.0	4.0	
		Average LOS			30.0		
NEGLIGENT ASSAULT		Number of Bookings			1.0		
		Average LOS	30.0		30.0		
NONSUPPORT OF DEPENDENTS		Number of Bookings	3.0		1.0		
		Average LOS			17.2		
OBSTRUCT OFFICIAL BUSINESS		Number of Bookings			5.0		
		Average LOS			5.0		
OBSTRUCTION OF JUSTICE		Number of Bookings			1.0		
		Average LOS	75.0		22.9	9.8	
OMVI DRUGS/ALCOHOL		Number of Bookings	2.0		197.0	39.0	
		Average LOS				3.0	
OPEN CONTAINER		Number of Bookings				1.0	
		Average LOS				4.0	
OPERATION IN VIOLATION OF IMMOBILIZATION ORDER.		Number of Bookings				1.0	
		Average LOS				3.8	
OPERATOR LICENSE		Number of Bookings				6.0	
		Average LOS			10.0	5.0	
PERSISTENT DISORDERLY CONDUCT		Number of Bookings			1.0	1.0	
		Average LOS			21.8	3.5	
POSSESSING DRUG ABUSE INSTRUMENTS		Number of Bookings			6.0	2.0	

			Sentenced Felony	Felony	Sentenced Misdemeanor	Misdemeanor	Returned from Inst.
POSSESSION OF CRIMINAL TOOLS	Average LOS				80.0		
	Number of Bookings				1.0		
	Average LOS		57.3	44.0	75.6	13.0	
POSSESSION OF DRUGS	Number of Bookings		3.0	2.0	7.0	1.0	
	Average LOS		71.3	45.0			
	Number of Bookings		13.0	2.0			
PROBATION VIOLATION - MISDEMEANOR	Average LOS				62.8	55.5	
	Number of Bookings				4.0	2.0	
	Average LOS		10.0		72.0		
RECEIVING STOLEN PROPERTY (FEL)	Number of Bookings		1.0		1.0		
	Average LOS				60.0		
	Number of Bookings				2.0		
RECEIVING STOLEN PROPERTY (MISDO)	Average LOS				9.0		
	Number of Bookings				1.0		
	Average LOS						
RESISTING ARREST	Number of Bookings						
	Average LOS						
	Number of Bookings						
RETURNED FOR RECONSIDERATION	Average LOS					65.0	
	Number of Bookings					1.0	
	Average LOS				56.3		
RIDING OUTSIDE OF VEHICLE/HITCHHIKING	Number of Bookings				3.0		
	Average LOS				77.0		
	Number of Bookings				1.0		
ROBBERY	Average LOS				48.0		
	Number of Bookings				1.0		
	Average LOS						
SALE TO UNDERAGE	Number of Bookings						
	Average LOS				8.0		
	Number of Bookings						
SOLICITING CONTRIBUTIONS	Average LOS						
	Number of Bookings						
	Average LOS						
SOLICITING FOR PROSTITUTION	Number of Bookings						
	Average LOS			54.0	62.7	25.0	
	Number of Bookings			1.0	53.0	2.0	
SUBPOENA	Average LOS				63.5		
	Number of Bookings				8.0		
	Average LOS						
SUSPENSION	Number of Bookings					3.0	
	Average LOS					2.0	
	Number of Bookings						
TAMPERING WITH DRUGS OR EVIDENCE	Average LOS		205.0		2.0		
	Number of Bookings		1.0		1.0		
	Average LOS		38.0		45.0	12.0	
THEFT (FEL)	Number of Bookings		1.0		2.0	1.0	
	Average LOS		55.0		48.5	57.9	
	Number of Bookings		3.0		49.0	7.0	
THEFT (MISDO)	Average LOS						
	Number of Bookings				87.5		
	Average LOS				12.0		
TPO VIOLATION (FIRST OFFENSE)	Number of Bookings				85.0		
	Average LOS				1.0		
	Number of Bookings				15.1	1.0	
TPO WITH PRIOR	Average LOS				9.0	1.0	
	Number of Bookings				4.0		
	Average LOS						
TRESPASS	Number of Bookings						
	Average LOS						
	Number of Bookings						
UNAUTH USE OF VEHICLE	Average LOS						
	Number of Bookings						
	Average LOS						

		Sentenced Felony	Felony	Sentenced Misdemeanor	Misdemeanor	Returned from Inst.
	Number of Bookings			1.0		
WEAPONS U/DISABILITY	Average LOS	10.0				
	Number of Bookings	1.0				
ZONING VIOLATION	Average LOS			8.0		
	Number of Bookings			1.0		

		Sentenced	Misdemeanor	Misdemeanor
AGGRAVATED MENACING	Average LOS	89.0		
	Number of Bookings	1.00		
ASSAULT (MISDO)	Average LOS	70.0		
	Number of Bookings	1.00		
ATTEMPTS	Average LOS	24.0		
	Number of Bookings	1.00		
CONTEMPT OF COURT	Average LOS	4.5		
	Number of Bookings	2.00		
DOMESTIC VIOLENCE	Average LOS	52.5		
	Number of Bookings	2.00		
FALSIFICATION	Average LOS	44.0		
	Number of Bookings	1.00		
HIT SKIP (MISDO)	Average LOS	3.0		
	Number of Bookings	1.00		
OMVI DRUGS/ALCOHOL	Average LOS	60.0		
	Number of Bookings	1.00		
POSSESSING DRUG ABUSE INSTRUMENTS	Average LOS	28.0		4.0
	Number of Bookings	1.00		1.00
PROBATION VIOLATION - MISDEMEANOR	Average LOS	49.5		
	Number of Bookings	2.00		
SOLICITING FOR PROSTITUTION	Average LOS	70.5		
	Number of Bookings	2.00		
THEFT (MISDO)	Average LOS	30.0		
	Number of Bookings	1.00		
TRESPASS	Average LOS	40.0		
	Number of Bookings	1.00		

Charge Description (group)	Average LOS	Total Bed Days	Number of Bookings
ABUSING HARMFUL INTOXICANTS	30.3	121	4
AGGRAVATED MENACING	12.1	5,381	443
AGGRAVATED TRESPASS	23.5	188	8
ANIMAL VIOLATIONS	5.0	30	6
ARSON (MISDO)	29.1	233	8
ASSAULT (MISDO)	13.4	7,517	559
ASSAULT ON OFFICER/RESPONDER	3.0	3	1
ATTEMPTS	17.0	221	13
CARRY CON WEAPON	9.7	252	26
CERTAIN ACTS PROHIBITED	3.4	27	8
COMPLICITY	6.7	47	7
CONTEMPT OF COURT	19.3	58	3
CONTRIBUTING TO UNRULINESS/DELIQUENCY OF MINOR	1.0	1	1
COUNTERFEITING DRUGS	15.3	336	22
CRIMINAL DAMAGING OR ENDANGERING	16.3	879	54
CRIMINAL MISCHIEF	22.8	1,506	66
DEFRAUDING LIVERY	2.7	8	3
DISCHARGING FIREARM (MISDO)	3.0	6	2
DISORDERLY CONDUCT	4.9	133	27
DOMESTIC VIOLENCE	9.1	22,345	2,444
DRIVERS LICENSE VIOLATION	5.2	11,750	2,274
DRIVING UNDER OVI SUSPENSION	5.6	479	86
DRUG ABUSE	5.7	17	3
ENDANGERING CHILDREN	10.9	980	90
ETHNIC INTIMIDATION	17.0	17	1
FAILURE TO APPEAR	9.5	692	73
FAILURE TO COMPLY/OBEY	8.4	477	57
FALSIFICATION	13.3	2,073	156
FLEE & ELUDING	11.1	266	24
FORGERY/UTTERING	30.0	30	1
FRA SUSP IMMOB.	4.5	9	2
HIT SKIP (MISDO)	8.4	783	93
HOLDS	5.1	46	9
IMPERSONATE/FACILITATING COMMISSION OF OFFENSE	3.0	3	1

Charge Description (group)	Average LOS	Total Bed Days	Number of Bookings
IMPROPER HANDLING OF A FIREARM/MOTOR VEHICLE	11.2	403	36
IMPROPER USE/911	1.3	5	4
INDUCING PANIC	24.2	242	10
INTERFERENCE WITH CUSTODY	2.0	6	3
INTIMIDATING CRIME VICTIM/WITNESS	3.3	13	4
KEEPER OF A PLACE FOR SALE OF LIQUOR	2.0	6	3
LICENSE PLATE VIOLATIONS	2.9	20	7
LICENSE TO CARRY BUT FAIL TO KEEP HANDS IN SIGHT	3.0	3	1
LOITER/DRUG OFFENSE	28.0	28	1
MAKING FALSE ALARMS	1.8	18	10
MAKING FALSE ALLEGATION OF PEACE OFFICE MISCONDUCT	4.0	4	1
MENACING	5.5	71	13
MISCONDUCT	20.3	264	13
MISUSE OF CREDIT CARD (MISDO)	10.7	32	3
MOVING VIOLATIONS	3.8	30	8
NO OPERATOR'S LICENSE	11.5	138	12
NONSUPPORT OF DEPENDENTS	19.9	538	27
NUISANCE ABATEMENT	3.0	3	1
OBSTRUCT OFFICIAL BUSINESS	1.0	1	1
OBSTRUCTION OF JUSTICE	2.7	8	3
OMVI DRUGS/ALCOHOL	7.1	15,578	2,200
OPERATOR LICENSE	3.9	475	123
OWNER/OPR ALLOWING ANOTHER TO DRIVE	9.5	19	2
PASSING BAD CHECKS	8.7	130	15
PATIENT ABUSE/NEGLECT	2.0	2	1
PERMITTING DRUG ABUSE	4.8	19	4
POSSESSING DRUG ABUSE INSTRUMENTS	7.3	701	96
POSSESSION OF CRIMINAL TOOLS	15.9	238	15
POSSESSION OF DRUGS	13.2	993	75
PROBATION VIOLATION - MISDEMEANOR	17.0	34	2
PROHIBITION-UNDER 21 YEARS	1.7	5	3
PROVIDE FALSE INFO	17.6	247	14
PUBLIC INDECENCY	10.6	148	14
RECEIVING STOLEN PROPERTY (MISDO)	10.6	1,395	132

Charge Description (group)	Average LOS	Total Bed Days	Number of Bookings
REOCCUPANCY OF BUILDING	10.4	281	27
RESISTING ARREST	2.0	4	2
SALE TO UNDERAGE	5.8	81	14
SELLING DRUG PARAPHENALIA FOR USE TO JUVENILES	2.0	2	1
SEX OFFENSE (NOT RAPE)	20.7	62	3
SOLICITING FOR PROSTITUTION	23.0	9,767	424
SUSPENSION	3.2	202	64
TELECOMMUNICATIONS HARASSMENT	7.9	174	22
THEFT (FEL)	17.5	70	4
THEFT (MISDO)	12.7	13,010	1,022
TORTURING/NEGLECTING MINORS	6.7	20	3
TPO VIOLATION (FIRST OFFENSE)	16.8	1,916	114
TPO WITH PRIOR	22.3	557	25
TRESPASS	3.5	7	2
TWELVE POINT SUSPENSION	3.2	96	30
UNAUTH PERSONS SELL/PURCHASE/POSS DANGEROUS DRUGS	1.0	1	1
UNAUTH USE OF VEHICLE	12.0	335	28
UNAUTHORIZED POSSESSION OF FIREWORKS	2.0	2	1
UNDERAGE CONSUMPTION	2.0	12	6
UNDETERMINED MISDEMEANOR	3.0	9	3
UNLAWFUL TRANSACTION IN WEAPONS	7.0	7	1
USING WEAPONS WHILE INTOXICATED	2.0	12	6
WRONGFUL ENTRUSTMENT	7.0	21	3
ZONING VIOLATION	5.0	10	2

Charge Description	Average LOS	Number of Bookings	Total Bed Days
PROBATION VIOLATION - FELONY	47.99	1,240.00	59,503
PROBATION VIOLATION - MISDEMEANOR	38.12	33.00	1,258

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APPENDIX 2:

PROGRAM SCHEDULE IN FRANKLIN COUNTY JAILS AS OF JANUARY 22, 2019

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Franklin County Jail System: Current Programming, January 2019																																										
Monday				Tuesday				Wednesday				Thursday				Friday				Saturday		Sunday																				
Main	South Chapel	North Chapel	Gym	Main	South Chapel	North Chapel	Gym	Main	South Chapel	North Chapel	Gym	Main	South Chapel	North Chapel	Gym	Main	South Chapel	North Chapel	Gym	Main	South Chapel	North Chapel																				
8:00																																										
8:30																																										
9:00	Probation	Domestic Violence			Probation	T4C/ Presentations			Probation	T4C/ Presentations			Probation	T4C/ Presentations			Religious Services																									
9:30																																										
10:00																																										
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12:00																																										
12:30																																										
1:00	Peace Love Art	CATCH Court	AOD/Opiate	Inside Out/Yoga Women's Program (11:45-1:45) (East Gym)	Life Skills Reentry	Creative/ Anger (11:45-1:45)	Pathways (West Gym)	AOD/ Parenting	Keys/Church (12-1:15)	AOD/Opioid/ Inside	Pathways Peer Support (West Gym)	Anger Management	Empower U (11:45-1:45)	Creative/ Anger (11:45-1:45)	Pathways (West Gym)	Creative/ Parenting	Seeking Safety	Get Connected (11:45-1:45)	Path ways	Peace Love	NA	NA																				
1:30																																										
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Hours Daily	3	4.5	4.5	2	0	4.5	4.5	2	2.5	4.75	3.5	2	2	4.5	4.5	2	2	6.5	6	2	4	3	0	0	3																	
Legend	Men	Women	Both/ unspecified	Both/ unspecified	Total program hours weekly:				78.25	Current maximum capacity @ 20 people/hour of class (program hours*20) =				1565	Average minutes program access available per person, per week:				40.51 minutes	Avg minutes program access excluding probation, per week:				34.04 minutes	Avg minutes access excluding probation & religion, per week:				29.38 minutes													

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APPENDIX 3:

PROGRAM UTILIZATION ESTIMATIONS AND SPATIAL IMPLICATIONS ANALYSIS

DATED DECEMBER 11, 2018

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Notes: This analysis is based on estimates and approximations and should be used only with that understanding. Because the County has not produced a detailed population analysis, this worksheet uses housing classification as a proxy for RNR; however, these are not the same thing. We recommend that Franklin County undertake a proper population analysis in order to better assess RNR distributions.						
per 12/3/18 housing distribution list						
	Male	%	Female	%		
SN acute medical	27	5.9%	25	18.4%		
SN non-acute medical	40	8.8%	0	0.0%		
SN acute mental health	34	7.4%	0	0.0%		
SN Acute/Non-acute mental health	0	0.0%	40	29.4%		
SN non-acute mental health	94	20.6%	0	0.0%		
Detox phase 1	36	7.9%	0	0.0%		
Orientation	226	49.5%	71	52.2%		
	457	100.0%	136	100.0%		
	Male	%	Female	%	M/F	Risk levels
GP 1-2 Behavior Management	144	11.9%	0	0.0%	144	9.2%
GP Hybrid	0	0.0%	48	13.5%	48	3.1%
						12.3% Very high
GP 3-5 Max/Med, 4-person cells	102	8.4%	88	24.7%	190	12.1%
GP 3-5 Max/Med, 4-person cells	385	31.8%	0	0.0%	385	24.6%
						36.7% High
GP 3-5 Medium, dorms	320	26.4%	88	24.7%	408	26.0%
						26.0% Moderate
GP 6-9 Minimum, dorms	128	10.6%	88	24.7%	216	13.8%
						13.8% Low
GP Inmate worker phase 1	68	5.6%	0	0.0%	68	4.3%
GP inmate worker phase 2	64	5.3%	44	12.4%	108	6.9%
						11.2% Administrative
	1211	100.0%	356	100.0%	1567	100.0%
Total # of people	1668		492	2160		
SN total and as % of total population by gender	593	27.4%		27.6%		
GP total and as % of total population by gender	1567	72.6%		72.4%		
Notes: This analysis is based on estimates and approximations and should be used only with that understanding. Because the County has not produced a detailed population analysis, this worksheet uses housing classification as a proxy for RNR; however, these are not the same thing. We recommend that Franklin County undertake a proper population analysis in order to better assess RNR distributions.						
	All	Men	Women	Pop %	Men %	Women %
Orientation	297	226	71	14%	10%	3%
Level 1: High RNR: including special populations, with classification step-down incentives, goal 300 hours of targeted programming over six months (60 hours/month)	971	795	176	45%	37%	8.1%
Level 2: Medium RNR: goal 150 hours of targeted programming over 3 months (50 hours/month)	408	320	88	19%	15%	4.1%
Level 3: Low RNR: goal of 100 hours of targeted programming over 2 months (50 hours/month)	484	327	157	22%	15%	7.3%
Total individuals	2160	1442	492	100%		
Utilization estimates	Est. Utilization	Men	Women			
Level 1 Men: High RNR program utilization estimation (with reclassification incentives)	50%	398				
Level 1 Women: High RNR program utilization estimation (with reclassification incentives)	65%		114			
Level 2 Men: Medium RNR	65%	265				
Level 2 Women: Medium RNR	75%		66			
Level 3 Men: Low RNR	80%	387				
Level 3 Women: Low RNR	90%		158			
Estimate of program utilization	1388	1050	338			
Program frequency, dosage, duration: Rehabilitation	Frequency/wk.	Duration	Group size	Term	Dosage	
Level 1: Rehabilitative classes 4 weekly @ 1.5 hours/each for 26 weeks	4	1.5	12	26	156	
Level 2: Rehabilitative classes 4 weekly @ 1.5 hours/each for 16 weeks	4	1.5	14	16	96	
Level 3: Rehabilitative classes 4 weekly @ 1.5 hours/each for 8 weeks	4	1.5	16	8	48	
Program frequency, dosage, duration: Education						
Level 1: Educational classes 4 weekly @ 1.5 hours/each for 26 weeks	4	1.5	28	26	156	
Level 2: Educational classes 4 weekly @ 1.5 hours/each for 16 weeks	4	1.5	28	16	96	
Level 3: Educational classes 4 classes weekly @ 1.5 hours/each for 8 weeks	4	1.5	28	8	48	

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APPENDIX 4:

INTERIM REPORT: DESIGNING AND OPERATING A PURPOSE-DRIVEN JAIL IN FRANKLIN COUNTY
DATED JANUARY 29, 2019

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Designing and Operating a Purpose-Driven Jail in Franklin County, OH:

PROGRAMS AND SPACE-RELATED IMPLICATIONS

Produced by Rebecca Brown, MA, CFA, CFRE, President, Further The Work for DLZ/HDR
January 29, 2019

SUMMARY OF SCOPE

In September 2018, DLZ/HDR contracted with Further The Work (FTW) to provide Franklin County with a methodological design for integrated in-custody rehabilitative programs and practices for the Franklin County jails.

Committed to partnering with jurisdictions to design and implement rehabilitative, purpose-driven jails™, FTW's goal is to support Franklin County in setting the national standard for excellence in rehabilitative, in-custody programming.

In its final report, FTW will propose a rehabilitative service plan to maximize the benefit of custodial programming and support successful transition out of custody, outline an associated rehabilitative-service staffing plan and budget, review and make recommendations regarding existing in-custody services and capacities, provide consultation regarding facilities design to reflect programmatic approaches, and propose methods for multidisciplinary oversight and coordination to advance rehabilitative goals.

FTW's final written report will be provided to Franklin County in late February/early March 2019. In the meantime, we submit this set of preliminary observations and recommendations that inform the development of the physical facilities design.

APPROACH TO THE SCOPE

To undertake its scope, FTW conducted individual interviews with multiple stakeholders in Franklin County; among them, they have duties, authorities, and responsibilities for in-custody and non-custodial justice-related administration, operations, and programming. FTW also requested, reviewed, and analyzed multiple source documents and data sets provided by Franklin County, including in-custody program materials and available utilization statistics. FTW requested and received a complex data set regarding the population incarcerated in Franklin County from January 1 to December 21, 2018 (the date on which the data set was produced). FTW reviewed multiple documents produced by or for Franklin County in recent years, including the Comprehensive Five-Year Reentry Strategic Plan, the Comprehensive Strategic Justice Plan 2016-2020, the Opiate Action Plan, and materials related to the Franklin County's Stepping Up initiative. FTW also conducted a literature review of available national

sources to inform our understanding, analysis, and eventual recommendations for Franklin County.

From this data and information, to date we have produced an analysis of in-custody scheduling and per-capita program availability, produced an array of data visualizations to illuminate various elements of in-custody populations and jail-bed usage, conducted a program-specific space-utilization analysis, provided consultation on facilities design to reflect programmatic purpose, gathered and provided a folder of research and resource information for local stakeholders, and conducted multi-day program-related training/discussion workshops in October and December 2018 for the Franklin County Office of the Sheriff and Franklin County elected officials and justice leaders.

TRANSFORMATION AT THE CORE: BECOMING A REHABILITATIVE, PURPOSE-DRIVEN JAIL

1. JAIL VERSUS INCARCERATION: A FUNDAMENTAL DISTINCTION

For more than a hundred years, and increasingly during the decades of rising mass incarceration of the late 20th century, criminal justice systems in the United States have used jails principally as methods of incapacitation, deterrence, and punishment.

In recent years, however, as the national conversation has engaged in a more critical analysis of the criminal justice system, the use and purpose of jails and prisons are increasingly subject to new consideration. In this context, jail construction projects represent important opportunities for local jurisdictions to examine the purpose and intention of their jails – not just what happens inside their walls, but how its jails are used by the larger criminal justice system of which they are a part.

At FTW, we have become known for drawing the distinction between *jail* and *incarceration*. While a jail is a physical place comprising infrastructure and operations, incarceration is a *criminal justice methodology* used by justice-related stakeholders with authorities and duties outside the jail itself. Thus, we emphasize the importance of examining a jail's use within the context of the policies, practices, strategies, and intentions of the larger criminal justice system.

2. MATCH PURPOSE, PEOPLE, AND PROGRAMS

In our work for Franklin County, we are striving to maximize the jurisdiction's opportunity and capacity to right-size and right-purpose its jail, and to ensure that its use by the local criminal justice systems is consistent with the future jail's intended purpose and design.

At FTW, we encourage jurisdictions engaged in jail assessment or construction projects to ask themselves three key questions:

- a. ***What is the deepest purpose of your jail*** (and is this purpose consistently understood and agreed upon by all criminal justice stakeholders interacting with your jail)? What role does rehabilitation hold in your jail?
- b. ***Who are the people in your jail, why are they there, and should they be there*** (and is the way your criminal justice system is using incarceration consistent with the purpose of your jail)? Is

their incarceration consistent with what research proves about public safety, equity, and reducing recidivism?

- c. ***Once you've matched the purpose of your jail with the people in your jail***, how do you create a purpose-driven, rehabilitative jail (and what does it mean for facilities design and operations, staffing, data-management, program design and service-matching, cross-agency collaboration, and budget)? What improvements can be implemented within a jail system, and what improvements require changed policies and practices for your external stakeholders?

3. IMPLEMENTATION: WHAT IT TAKES

Once a jurisdiction commits to this new approach, becoming a “rehabilitation-centric” jail requires substantial shifts in philosophy, budget, operations, training, partnership, and evaluation, both inside the jail’s administration and among the partners who together comprise its larger criminal justice system.

At FTW, we encourage jurisdictions to think of incarceration as a method of last resort, and of their jails as educational, vocational, and rehabilitative service organizations. In order to reduce the harm and maximize the potential benefit of time a person is required to spend in custody, rehabilitative jails start with six intentional, non-negotiable values:

- ✓ Commit to doing no harm
- ✓ Ensure that people are held in custody only when warranted by objective, evidence-based reasons of public safety
- ✓ Make rehabilitation the primary mission – set and measure this goal
- ✓ Infuse human dignity and human-centered practices into the DNA of the justice system
- ✓ Create policies and procedures that reflect these commitments (policies are values embodied)
- ✓ Establish, elevate, and invest in evidence-based, data-driven rehabilitative services as a critical and essential engine underlying operations

Given all of the criminal justice reform and planning that has been undertaken in Franklin County in recent years, we believe that the current jail construction project offers a singular opportunity for the County to extend its reform-focused efforts by reviewing the ways in which the criminal justice system uses the jail. It presents important opportunities to reduce unnecessary incarceration, while also building rehabilitation-centric approaches into the DNA of the new jail facility and operations. In this way, Franklin County can strive to ensure that the jail’s purpose, physical design, and operations reflect and amplify the County’s larger criminal justice strategies.

Bottom line: A reimagined system begins with a reimagined facility.

FRANKLIN COUNTY’S JAIL: INITIAL RECOMMENDATIONS

While this summary of our work to date does not substitute for our fuller, final report, we take this opportunity to outline a few observations and recommendations that are specifically relevant to the facilities design process currently under way.

1. PROGRAM MANAGEMENT, OPERATIONS, INFORMATION TECHNOLOGY, AND BUDGET

We believe that Franklin County's Office of the Sheriff would benefit from establishing an Office of Reentry and Rehabilitation (ORR) within and central to its administration. Led by a high-ranking Director reporting to the Sheriff, the ORR would develop, coordinate, supervise, and evaluate in-custody and transitional programs, operations, services, and staffing. We believe that establishing this in-house capacity is essential to enhancing and stewarding robust, sustained, and integrated programmatic planning and implementation.

With a focus on assessing Franklin County's current programmatic capacity and operations, we have produced a summary analysis of the programming now provided in the Franklin County jails. Calculating the jail's population capacity against this current programming, we found that the County's jail system, overall, provides an average of 41 minutes of programming per person, per week. Excluding hours set aside for probation meetings (which involve only a portion of the population), the jail system provides 34 minutes of programming per person, per week. When we additionally exclude the time set aside for religious services, the per-person program accessibility average is 29 minutes per week.

This average of about a half an hour per week in Franklin County's jails represents only a tiny fraction of the program "dosage" recommended by justice experts all across the country. Although very few jurisdictions have developed the robust array described in national research, evidence indicates that incarcerated people should be meaningfully engaged in well-designed, well-delivered, and well-matched programming for a minimum of 15 hours per person, per week.

It should be noted that with its investments and commitments to date, the Franklin County criminal justice system, and its jail, are well poised to establish the jurisdiction as a national leader in developing purpose-driven justice. Within the context of engaged, energized, and data-driven justice partnerships, the jail construction project represents an ideal moment to align jail design and operations to maximize collective advancement.

With our fuller, final report, we will outline a recommended programmatic approach, associated staffing plan, and potential budget for a programmatic array appropriate to the needs of the people incarcerated in Franklin County's jails. In the meantime, however, we want to take this opportunity to offer several recommendations. Although the current facilities infrastructure makes the situation challenging, we believe that substantial improvements could be made not only once the new facility comes into operations, but even now, as follows:

- a. We recommend that within the Office of the Sheriff, Franklin County establish an Office of Reentry and Rehabilitation led by a Director with deep and proven expertise in designing and managing multi-agency, multi-partner rehabilitative, vocational, and educational evidence-based services. Working in partnership with sworn staff, IT staff, civilian staff, service partners, the Criminal Justice Planning Board, and the Office of Justice Policy and Programs, among others, this Director should be tasked with creating a road map to implement the necessary improvements to budget, operations, information-management, program selection, staffing, evaluation, and fund development.
- b. We recommend that Franklin County immediately establish an *initial* "contracted providers" budget to allow the Sheriff's Office to identify and contract with appropriate external providers.

- c. We recommend that the Sheriff's Office begin to develop new intake and information-related policies and protocols to better identify people who likely need high-priority programming support and matching them with appropriate services, including pre-release planning and post-release after-care. Together, the new Jail Management Information System and the new Northpointe housing classification system represent a promising foundation for developing a more intentional, coordinated, and robust process of intake, assessment, "service-matching," service tracking, behavioral incentivization, family connection, and transition planning. We recommend that, once hired, the new Director of ORR work with the IT staff of the Sheriff's Office on an intensive project to identify, map, and test new data capacities and practices to create an information protocol that matches intake, need, service, and evaluation.
- d. We recommend that the Sheriff's Office and Franklin County work together to ensure that the jail's programmatic approaches, operational management, and physical plant are designed, aligned, and funded to reflect a foundational commitment to rehabilitative programming.

2. A NOTE ON FACILITIES/PROGRAMMATIC SPACE

Consistent with our emphasis on designing jails to serve as purpose-driven, rehabilitative facilities, we have encouraged Franklin County and its design consultants to embed trauma-informed, therapeutic approaches into every aspect of facilities design. This includes ensuring that the facility enables incarcerated people to engage in a rich array of rehabilitative, vocational, and educational programs.

To this end, we emphasize the importance of creating a large, well-lit, flexible Service Center offering a varied collection of co-located service spaces and program administrative offices. These spaces would include flexible room set-up, to allow classroom style, group-meeting, and hybrid groups, along with one-on-one meeting rooms and a dedicated child-parent contact visitation center and associated program. The Service Center would provide ample administrative space for external organizations that provide in-custody programming, allowing such staff to "embed" within the jail and readily interact with each other, with the Office of Reentry and Rehabilitation, and with medical staff, as appropriate, including through the use of multidisciplinary teams.

While we believe that the Service Center should serve as the heart of the rehabilitative functions, we also recommend that the facilities design include multi-purpose program spaces within each of the housing units, *as adjunct to* (but not substituting for) the Service Center. In-unit program space extends the curricular schedule to morning and evenings, or while a unit is on lockdown, or for sensitive/vulnerable people such as in the special mental health unit. In-unit program space also supports the therapeutic community model, permitting daily "house meetings," unit-specific events, and communitarian programming (such as NA/AA). In-unit program space also fosters individual or small-group self-study, to reinforce educational, vocational, and rehabilitative training.

However, in-unit program space is not sufficient on its own or in the main to provide robust, efficient, appropriate, or cost-effective services. Although dozens of people may be housed together, they do not have identical programmatic needs or goals, and need access to an array of services that can be appropriately customized: As with a college, people gather in the dorms at night, but separate in the morning, heading for their respective classrooms. For this reason, we propose that Franklin County design in-unit program spaces that complement and support, but do not displace, a larger collective Service Center.

3. FACILITIES DESIGN AND PROGRAM UTILIZATION ANALYSIS

To estimate the spatial implications of this programmatic approach, we engaged in a multi-step process to understand how many physical spaces would be needed, of what kinds and in what proximity to one another.

POPULATION ANALYSIS

To support this process, the Sheriff's Office extracted and provided to us a substantial data set derived from the populations recently or currently incarcerated in the jail. From this data set, we sought derive sufficient understanding of approximate population patterns, so as to allow us to conduct a program utilization and infrastructure analysis.

In conducting this analysis, we began by examining annual rates of bookings and releases, lengths of stay (averages and distributions), gender and age-related demographics, custodial housing classification breakdowns, distribution of mental health acuities, and commitment charges (the conduct for which they are in custody). Although Franklin County does conduct assessments at intake, it does not currently implement a standardized, quantifiable "risk/needs/responsivity" (RNR) assessment.

In the absence of the global data that would be available from the standardized use of such assessments, we used our analysis of proxy data – such as housing classifications and lengths of stay – to quantify estimated levels of programmatic need and program-related space implications.

RISK/NEED/RESPONSIVITY ESTIMATIONS

We then arrayed these results into three intensities for rehabilitative programming:

- Level 1: We estimated 45% of the incarcerated population (including special acute or step-down behavioral health needs) as High RNR. Reflecting nationally recognized recommendations regarding programmatic dosage (length, frequency, and duration), we assigned this population a goal of 300 hours of targeted programming over six months (60 hours/month).
- Level 2: We estimated 19% of the incarcerated population as Medium RNR. For this population, we assigned a goal of 150 hours of targeted programming over 3 months (50 hours/month)
- Level 3: We estimated 22% of the incarcerated population as Low RNR. For this population, we assigned a goal of 100 hours of targeted programming over 2 months (50 hours/month)
- The remaining 14% of the population are considered "Orientation": This is the percentage of people who are released from custody less than 72 hours after being brought in, for whom programming is generally not applicable.

PROGRAMMATIC UTILIZATION ESTIMATIONS

Using these estimates to calculate the "programmatic load" for each of the three RNR levels, we then estimated program utilization rates to quantify how many people at each level of need would reasonably become engaged in services. Depending on the sub-population, these utilization rates varied from 50% to 90%.

It is well recognized people with the lowest needs and highest capacities may be quickest to seek and accept services, and in our algorithm, we assigned the highest estimated utilization rate (90%) to women with low RNR scores, who are typically likeliest to engage in programming.

Notwithstanding this truism, we also assigned relatively high utilization estimations (50%) to people often considered the most resistant: men with high RNR scores. While many jurisdictions would question such estimations, we recognize that this population can and should be actively, patiently, and consistently cultivated, and that utilization rates are enhanced when people have access to an array of well-chosen, well-managed, gender-responsive, trauma-informed culturally competent, relevant, and well-matched programs. When given the opportunity to participate in such programs, and when the path to programs is forged through trust and relationships, utilization improves. Given the alternative – that people have few options but the dayroom, their cells, or a cramped exercise yard – it is essential that jails commit to cultivating participation.

PROGRAM UTILIZATION, DOSAGE AND SPATIAL IMPLICATIONS

Having calculated estimated programmatic utilization per RNR level, we then calculated the number of program spaces necessary on a daily and weekly basis, considering per capita program frequency (number of groups per person per week), each group’s duration in hours, and the programmatic term (the number of weeks a given person is estimated to remain in custody); together, these yielded the per-person program “dosage.”

Using these estimates, we then calculated each group’s size (total number of people and staff per group), and the number of hours that groups could be held per day. This set of calculations then yielded an estimate of the number of classrooms needed for programmatic operations. For the purposes of estimation, we assumed a programmatic week of eight hours per day, five days per week.

From all of this analysis, we then estimated the spatial requirements for the Service Center:

- **Rehabilitative services:** Our calculations call for 17 rooms for rehabilitative services (therapy, counseling, social/emotional/cognitive skills-building). Each of these rooms should be scaled to hold 12 students and two program staff people, along with storage space for materials, supplies, and audio/video capacity. These rooms should be designed for flexible set-up to allow small-group work, large-group work, “circle” work, and floor-based work (such as mindfulness/body-based practice).
- **Educational/vocational services:** Our calculations call for ten rooms for educational and vocational services. Each of these rooms should be scaled to hold 26 students and two program staff people, along with storage space for materials, supplies, and audio/video capacity. Though primarily designed for classroom-style/lecture seating, the tables and chairs in these rooms should permit easy rearrangement. It remains to be determined to what degree Franklin County may choose to offer specialized vocational training opportunities, such as construction, drug- and alcohol counseling certifications, culinary/food preparation, business skills certifications, landscape maintenance, aquaponics, dog training, and so on. However, such decisions should inform specific interior design, fixtures, furnishing, and equipment appropriate to the areas of focus.
- **Additional program-related considerations:** Supporting these rehabilitative, educational, and vocational rooms, our spatial design also accounts for the array of ancillary spaces necessary to implement this model. These include offices, storage spaces, restrooms, and so on, to support program administration and staff. Finally, our program approach also includes a parent/child contact visitation center, to allow children to have physical contact with their parents while participating in supervised, evidence-based, and well-structured family support services.

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APPENDIX 5:

PRESENTATION: TRANSFORMATION AT THE CORE

PRESENTED AT A JAIL DESIGN WORKSHOP FOR FRANKLIN COUNTY, OHIO

DECEMBER 10-11, 2018



FURTHER THE WORK

Building better justice.

Because justice matters.

Transformation at the Core: Becoming a Rehabilitative, Purpose-Driven Jail

A JAIL DESIGN WORKSHOP FOR FRANKLIN COUNTY, OH
REBECCA BROWN, FOUNDER AND PRESIDENT, FURTHER THE WORK
PRESENTED OCTOBER 29-31, 2018 IN PARTNERSHIP WITH DLZ/HDR



FURTHER THE WORK
Building better justice.

Day One

October 29, 2018

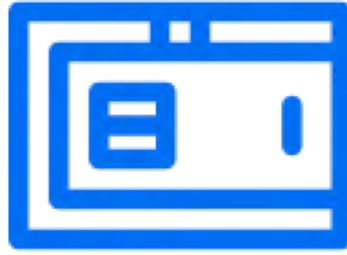
First things first: Who am I, and what am I doing here?

- ▶ Member of of the DLZ/HDR project team
- ▶ Role: Analysis and recommendations for programmatic approaches to **maximize rehabilitative benefit** of time spent in custody
- ▶ Been doing this work for almost 20 years, with special capacity in:
 - ▶ Designing multi-agency, justice-focused partnerships
 - ▶ In-custody, reentry, diversion, and judicial-system alternatives to incarceration
 - ▶ Designing/managing participatory decision-making processes
 - ▶ Impact/inaugural grant-writing (about \$85 mm in the last three years)

Three Key Questions For Today: Why, Who, How

Big Question #1

- What is (should be?) the deepest **purpose** of your jail? **Why does it exist?**



Big Question #2

- **Who** are the people in your jail, **why** are they there, and **should they** be there?



Big Question #3

- Once you've matched the **purpose** of your jail with the **people** in your jail, how do you create a **purpose-driven rehabilitative jail**?



Our Work Together

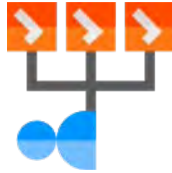
During our three days together, we'll be exploring these three questions and what they mean for Franklin County and the Franklin County Correctional Facility project.



What's would it mean to become **a purpose-driven, rehabilitative jail**?



Who/why are/should be **the people in your jail**?



If you want to become a purpose-driven, rehabilitative jail, how do you move towards that? And how do you ensure that **all efforts are integrated**?



FURTHER THE WORK
Building better justice.

Big Question 1: What is (should be?) the **deepest** **purpose** of your jail?



Franklin County wants to “**lead the way**”^{*} both in its criminal justice system and in its jail facilities and operations.

New infrastructure is great – but a newly designed building without newly designed purpose is just a **change of address.**

^{*}Franklin County Public Safety Center Conceptual Planning Report, Vol. 1, page 15.

Jail is not the same thing as incarceration.

“Jail” is a **place** – infrastructure, staffing, operations, policies.

In contrast, “incarceration” is a criminal justice **methodology**.

How is Franklin County **using incarceration** as a criminal justice methodology?

Are your jail’s design, purpose, and operations **consistent with** Franklin County’s criminal justice strategies?

A jail's design
and operations
can advance
larger local
justice reform.

How can you ensure that
your jail's design,
management, and
operations **reflect and
advance** a shared criminal
justice strategy?

Jail leadership,
design, policies,
and operations
shape the
system.

Your jail's design and
operations are not just
internal institutional
decisions:

**You are creating and
implementing public policy.**

Big Question 1: What is the deepest purpose of your jail?

Is your purpose
clear, shared, and consistent?

What is
programming's place and priority
in fulfilling your purpose:

Is it **primary** or peripheral?
Visible or incidental?

Is it **intentional**, well funded,
thoroughly integrated, and
regularly evaluated?

Big Question 1: What is the **deepest purpose** of your jail?

What makes a school a school?
Is it the building?

Or is it the **leadership**, the educational
philosophy, the **pedagogy**, the
curricula, the administrative **policies**, the
students, the **teachers** and their **training**,
the system of **discipline** and **recognition**,
the path towards **graduation**?

Big Question 1: What is the **deepest purpose** of your jail?

All of these should reflect
a school's purpose and
shape the school's
culture.

It's no different with a jail.

Big Question #1

Judicial waiting room?

Waystation response to homelessness?

Punishment?

Prevention/Incapacitation?

Deterrence?

Rehabilitation?

Containment for the mentally ill/SUD/traumatized?

Crisis stabilization?

Support?

Accountability/retribution?

Treating mental illness?

Opportunity?

Equity?

Restoration?

Fairness?

Hospital/ER?

Big Question #1

Today, as it operates **now**, what are your jail system's deep purposes?

“Safe and secure care, custody, and control” – What could this mean?

“Safe and secure care, custody, and control” – What might be its **true purpose**?

“ The greater danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low, and achieving our mark. ”

OFTEN ATTRIBUTED TO MICHELANGELO (THOUGH THAT'S APPARENTLY WRONG!)

When you imagine the jail system **you'd like to create**, within the criminal justice system **you aspire to achieve**, **what would be the deep purpose of your jail?**

Vera Institute: Reimagining Prison

Vera has identified six goals for incarceration:

- ❖ Safety
- ❖ Equity
- ❖ Human dignity
- ❖ Unity
- ❖ Accountability
- ❖ Education (broadly defined)

How do we create safe communities?



“Protecting public safety **by promoting rehabilitation.**”
{Also: using incarceration as a **last resort**, not a first response.}

What Does a "Rehabilitation-Centric" Jail Do?

- ▶ **First, it commits to doing no harm** (the criminal justice system already involves plenty of harm);
- ▶ **Makes rehabilitation the primary mission** – sets and measures this goal;
- ▶ Infuses **human dignity and human-centered practices** into its DNA and physical plant (Question: Do you call them “offenders”? Do you help them see their children? Do you ensure there are things for them to do while in custody?);
- ▶ Creates **policies and procedures** that reflect these commitments (**policies are your values embodied**);
- ▶ **Establishes, elevates, and invests in** evidence-based, data-driven rehabilitative services as a **critical and essential engine** underlying operations. (Hint: It’s not just “programs.”)

But.... what about accountability?

- ▲ It's pragmatics: Research shows that **punishment** does not advance public safety.
- ▲ Providing rehabilitative support **does not mean** you're giving people a pass.
- ▲ So: What if you were committed to **doing only what works?**
- ▲ What if time inside were **unwaveringly and unapologetically** devoted to support and rehabilitation?
- ▲ And what if your jail didn't incarcerate **people who shouldn't be there?**

Thinking about Question 1: Purpose

Objective

What one or two things **do you notice/ stand out for you** in about this idea of a purpose-driven, rehabilitative jail?



Reflective

What do you **like** about what you've heard? Or: What **concerns** you? Or: What's **unclear** to you?



Interpretive

What do you think it might mean, to embrace the concept of becoming a more purpose-driven jail?



Takeaway for Big Question 1: Purpose

OPERATING AS A
PURPOSE-DRIVEN,
REHABILITATIVE JAIL
IS A WHOLE-
ORGANIZATION
EFFORT.

Big Question 2: Who are the people in your jail, and why are they there?



“Mental Illness” is not a one-size-fits-all term.

- ▶ Rates of mental illness are **disproportionately high** among the justice-involved population.
- ▶ However, **types and acuities** vary widely.
- ▶ “Serious and persistent mental illness” (SPMI) is over-represented in jail populations, but **SPMIs represent a relatively small percentage** of all behavioral health disorders in jail (though they require intensive treatment and care).
- ▶ **Anxiety, depression, PTSD, traumatic brain injury**
 - all are common and generally unrecognized **and may get lost in the shuffle.**

Substance use and “behavioral health disorders”

- ▶ Substance use disorder **is also endemic** among the justice-involved population, both alone and in combination with substance-use disorder.
- ▶ Again, **SUD types and acivities** vary, and SUD is often a response to trauma, pain, and stress.
- ▶ Opiates – which often start with prescriptions – have **expanded the pool** of people experiencing substance-use/justice involvement.
- ▶ “**Behavioral health disorder**” is the umbrella term now used to describe both mental health and substance use disorders.

Trauma

- ▶ The statistics vary widely, but it's reasonable to assume that the **great majority** of people in your jail (men as well as women) have suffered disproportionate trauma.
- ▶ Women, LGBTQQIS populations, veterans, developmentally disabled people, and people with juvenile justice histories have **exceptionally high rates of trauma**.
- ▶ "Trauma is an expectation, not an exception."
"**Trauma-informed**" and rehabilitative approaches **are essential throughout every element of jail design and operations**.
- ▶ All of your staff should be trained in **trauma-informed practices** - CIT is not a substitute.

Gender-Responsive

- ▶ The concept of “**gender responsive**” emerged as more women entered the detention system, which hadn’t been designed to help women.
- ▶ Turns out it **hadn’t been designed to help men, either**. (Or kids, or LGBT, or the disabled, or....)
- ▶ In truth, the jail system should be responsive to **all the people in custody**.
- ▶ So “**gender-specific**” is increasingly the preferred approach.

Let's talk pragmatics...

What if you increased
cite-release and
pretrial release **now**?

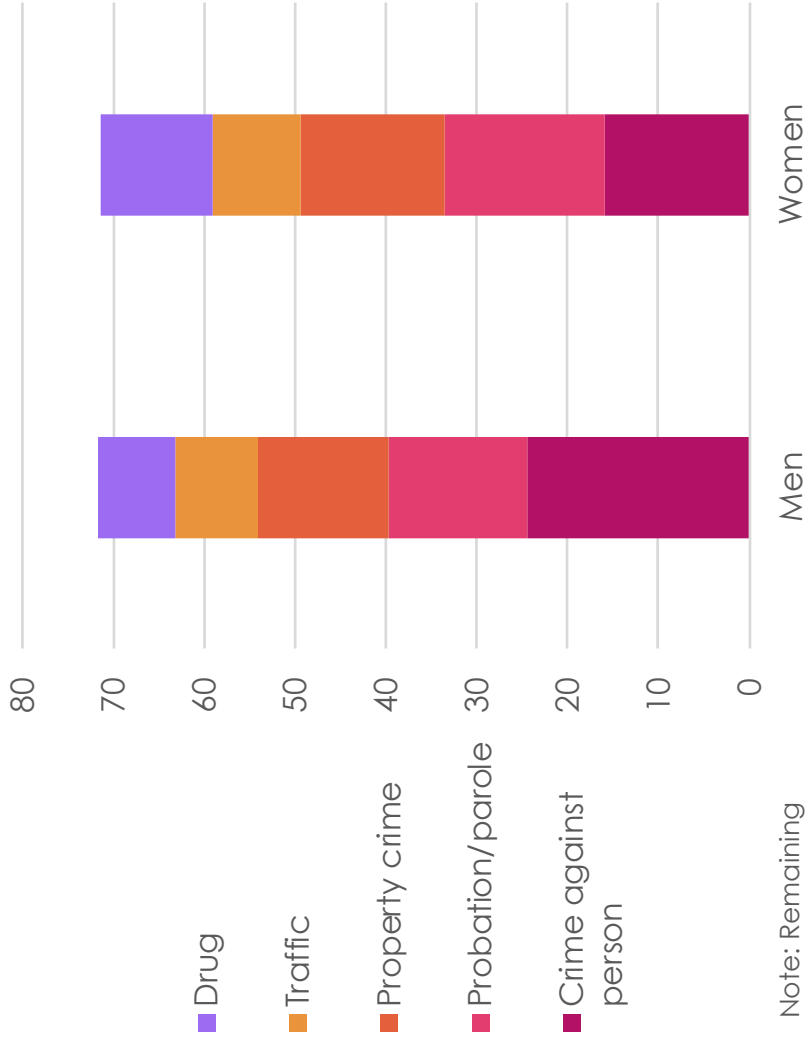
- ▶ In Franklin County, 31.5% of people taken into custody are released within 24 hours.¹
- ▶ 51.8% are released within 72 hours.¹
- ▶ 77% are being held pretrial.²

1. PER HUSKEY PROGRAM OF REQUIREMENTS
2. PER DLZ/HDR ANALYSIS, JULY 2018

What's on your radar?

- How many are “**frequent flyers**” with acute needs? What is the array of “**commitment crimes**”?
- How many are **parents**?
- How many are **homeless**?
- Who could be **better supervised outside**?
- How many probationers/parolees are in for **technical violations**?

Top Five Charges:
% of FCCF Population, snapshot 7/23/18



Note: Remaining categories are Disorderly Conduct, DV, FTA, Federal, Hold for Others, Homicide, Sex Offense, Weapons, and Other (7%)

And why?

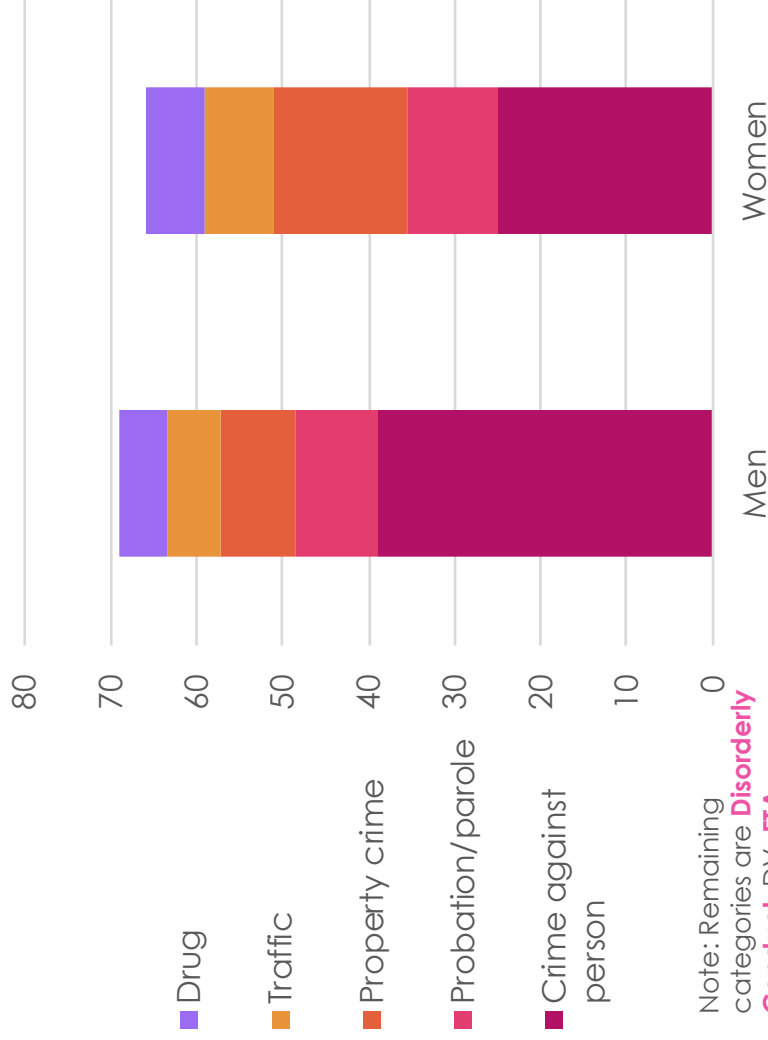
How much of these five account for almost 70% of all your bed days?

What is the distribution of severity within each crime category?

How many people are in custody because they can't afford bail?

How is this circumstance consistent with **cost-benefit, safety, equity, or rehabilitation**?

Bed Days for Top Five Charges:
% of FCCF Population, snapshot 7/23/18



Note: Remaining categories are **Disorderly Conduct**, DV, **FTA**, Federal, Hold for Others, Homicide, Sex Crimes, Weapons, and Other (7%)

Thinking about Question 2: People

Objective

What one or two things **do you notice/ stand out for you** in this mini population analysis?



Reflective

What do you **like** about what you've heard? Or: What **concerns** you? Or: What's **unclear** to you?



Interpretive

What do you think it might require, to strive to use incarceration as a last resort?



Takeaway for Big Question 2: People

KNOWING WHO'S IN
YOUR JAIL, AND
ENSURING THAT THE
RIGHT PEOPLE ARE IN
YOUR JAIL, IS
ESSENTIAL TO A
PURPOSE-DRIVEN,
REHABILITATIVE JAIL.

Big Question 3:
Once you've
identified the
purpose of your jail
and matched it
with the **people** in
your jail, **what's**
next?



Franklin County wants to
“lead the way,”* both in its
criminal justice system and in its jail
facilities and operations.

New infrastructure is a great
opportunity – but a newly designed
building without newly designed
purpose is just a **change of**
address.

*Franklin County Public Safety Center Conceptual Planning Report, Vol. 1, page 15.

“

Although a [traditional] prison is—in theory—intended to improve public safety, its design and operations **ultimately lead to negative human outcomes** and a poor return on investment.

”

“Reimagining Prison: Design Strategies to Increase Public Safety and Improve Societal Well-Being,” Vera Institute of Justice, 2018, p. 19

“ The stressful conditions and sensory deprivation experienced by residents **is also mirrored in the lives of the staff, as well.** Prison staff have a lower life expectancy (62 years, compared to the average 74 years) and are subject to high suicide rates. ”

“Reimagining Prison: Design Strategies to Increase Public Safety and Improve Societal Well-Being,” Vera Institute of Justice, 2018, pp. 20-21

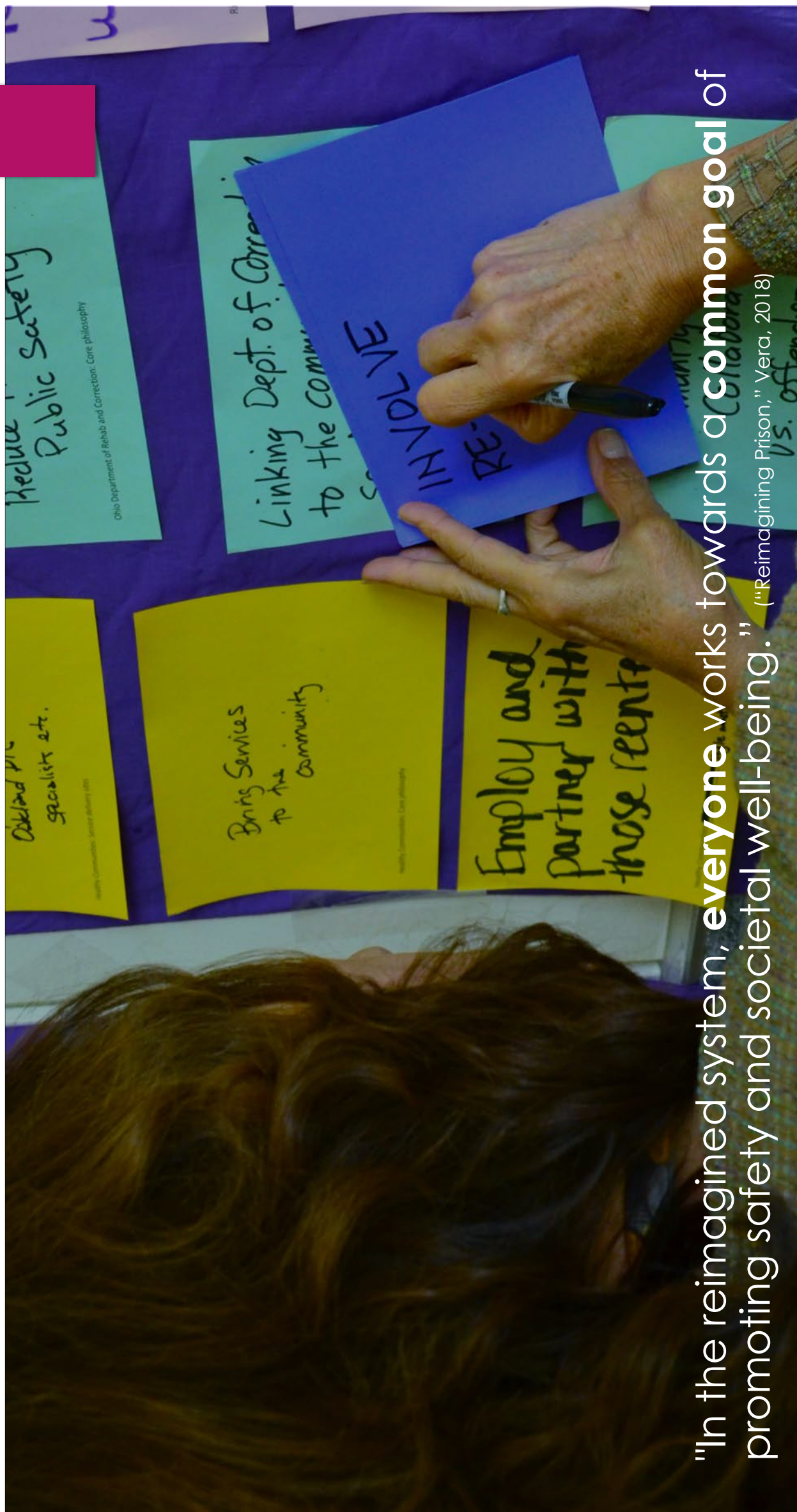
The reimagined system begins with a reimagined facility.

Siting: Jail facilities are located within/close to larger community.

Programming: The built spaces and programs reflect an investment in individuals.

Scheduling: In-custody schedules allow people to take ownership over their days and activities.

Human Connection: The design and operations emphasize and cultivate positive relationships and contact among incarcerated people, staff, and the larger community.



"In the reimagined system, **everyone** works towards a **common goal** of promoting safety and societal well-being." ("Reimagining Prison," Vera, 2018)

How do you operationalize a rehabilitative, purpose-driven jail?

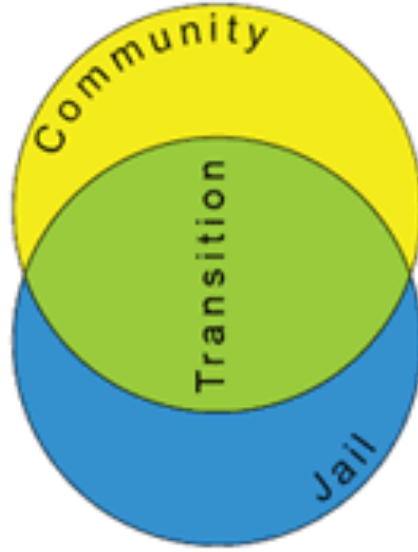
- ▶ **Set the vision and standards** from top down, and measure every single thing against those goals
- ▶ Ensure that core principles and rehabilitation commitment are **built into the facility design**
- ▶ Develop **policies and procedures** that institute and reflect this commitment; train and evaluate **all** staff
- ▶ Form and institutionalize a data-driven **multi-disciplinary policy and operations team**, including all in-custody entities and community-based partners

Take ownership of your rehabilitative mission

- ▶ Establish, expand, elevate, authorize budget for a highly-placed, robust, and bold **Office of Rehabilitation and Reentry** inside the Sheriff's Office, authorize it to drive internal system-improvement
- ▶ **Right-purpose** and **understand** your in-custody population so you can design appropriate **curricula** and **seven-day schedule** of evidence-based, **service-matched** programs across multiple domains
- ▶ Develop **data-system capacity** and **internal protocols** to identify and triage people to appropriate programming, track progress, and support reentry readiness

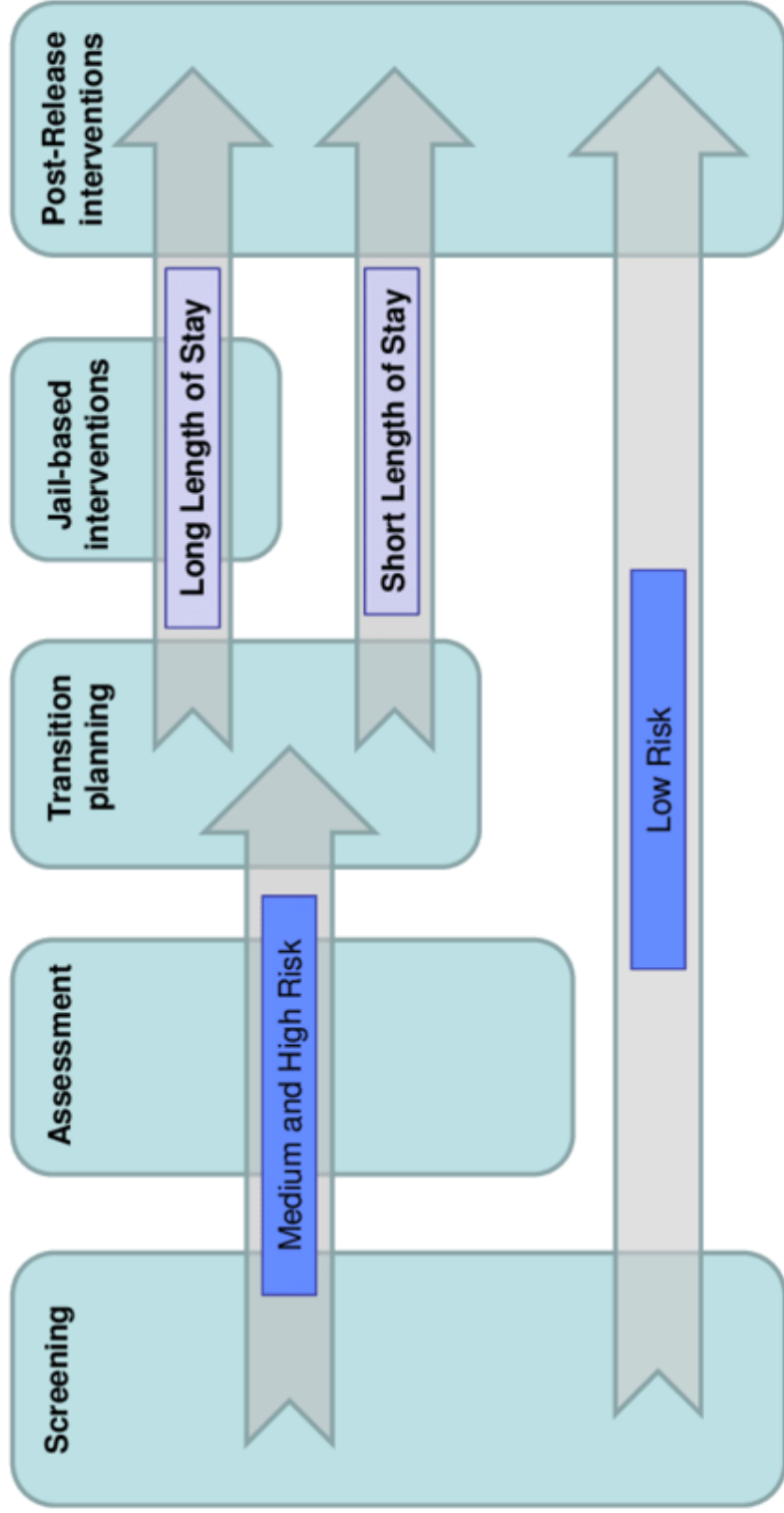
“Transition From Jail to Community” Framework

- ▶ TJC framework was developed by the Urban Institute in partnership with the National Institute of Corrections
 - ▶ Urban has produced a **free, comprehensive, online Toolkit**
 - ▶ TJC aims to improve public safety and reintegration outcomes by **institutionalizing collective responsibility**, usually in the form of a **Transition from Jail to Community Collaborative Council**



ELEVATE • THE • DEBATE

“Transition From Jail to Community” Framework



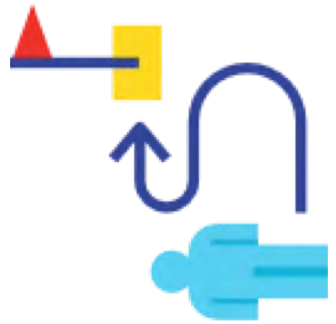
Key principles for TJC

- Reentry **starts at intake**
- Cultivates inside/outside to develop **coordination, consistency, and continuity of services**
- Drawing on thoughtful assessment and Risk/Needs/ Responsivity scoring, uses **service-matching** to provide tailored, intentional, **evidence-based programs**.

Excellence in Program Design and Delivery

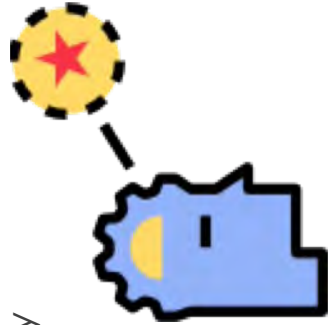
Define Your Purpose

- ✓ Unapologetically champion your rehabilitative purpose
- ✓ Unwaveringly build toward it
- ✓ Relentlessly foster other systems' alignment with it



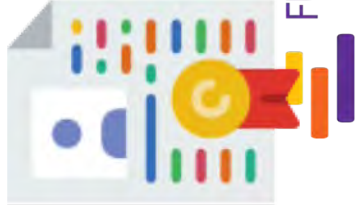
Institutionalize the Professional Capacity

- ✓ Prioritize and invest in rehabilitative expertise
- ✓ Hire, train, and evaluate to reflect organizational purpose
- ✓ Ensure data capacity and utility



Deliver Data-Driven and Service-Matched Curricula

- ✓ Think of your jail as an educational, vocational, and social services organization
- ✓ Know your students, their needs and dreams
- ✓ Measure your success

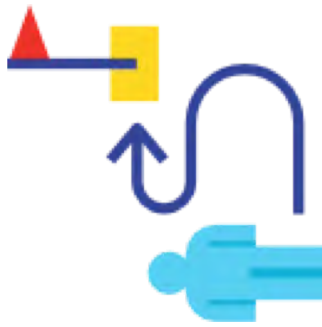


FURTHER THE WORK
Building better justice.

All the Pieces Must Align

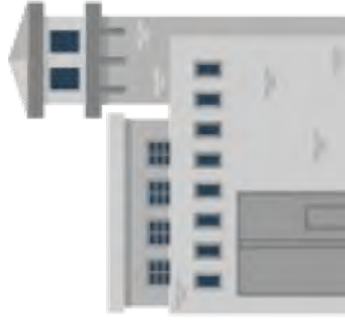
Purpose

- ✓ Everybody has the same vision



Facility

- ✓ Facility reflects this vision



Operations

- ✓ Operations institutionalize this vision



Thinking about Question 3: Implementing Purpose

Objective

What one or two things **do you notice/ stand out for you** in what I've presented?



Reflective

What do you **like** about what you've heard? Or: What **concerns** you? Or: What's **unclear** to you?



Interpretive

What do you think it would take, to design and implement this as a unified, purpose-driven jail?



Takeaway for
Big Question 3:
Philosophy,
facility, and
function must
align

DECISIONS YOU MAKE
Now
ARE CRITICAL IN
BECOMING A
**REHABILITATION-CENTRIC,
PURPOSE-DRIVEN JAIL.**



FURTHER THE WORK

Building better justice.

Because justice matters.

Questions?



FURTHER THE WORK
Building better justice.

On Deck Tomorrow



FURTHER THE WORK
Building better justice.

Day Two

October 30, 2018

Day Two:

Recapping Key Concepts

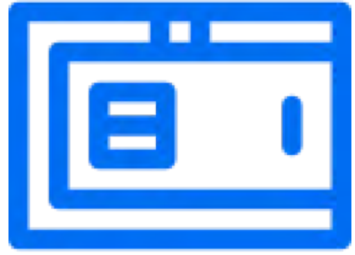


Rehabilitation-Centric, Purpose-Driven Jail

Three Questions We Explored Yesterday

Big Question #1

- What is (should be?) the deepest **purpose** of your jail? **Why does it exist?**



Big Question #2

- **Who** are the people in your jail, **why** are they there, and **should they** be there?

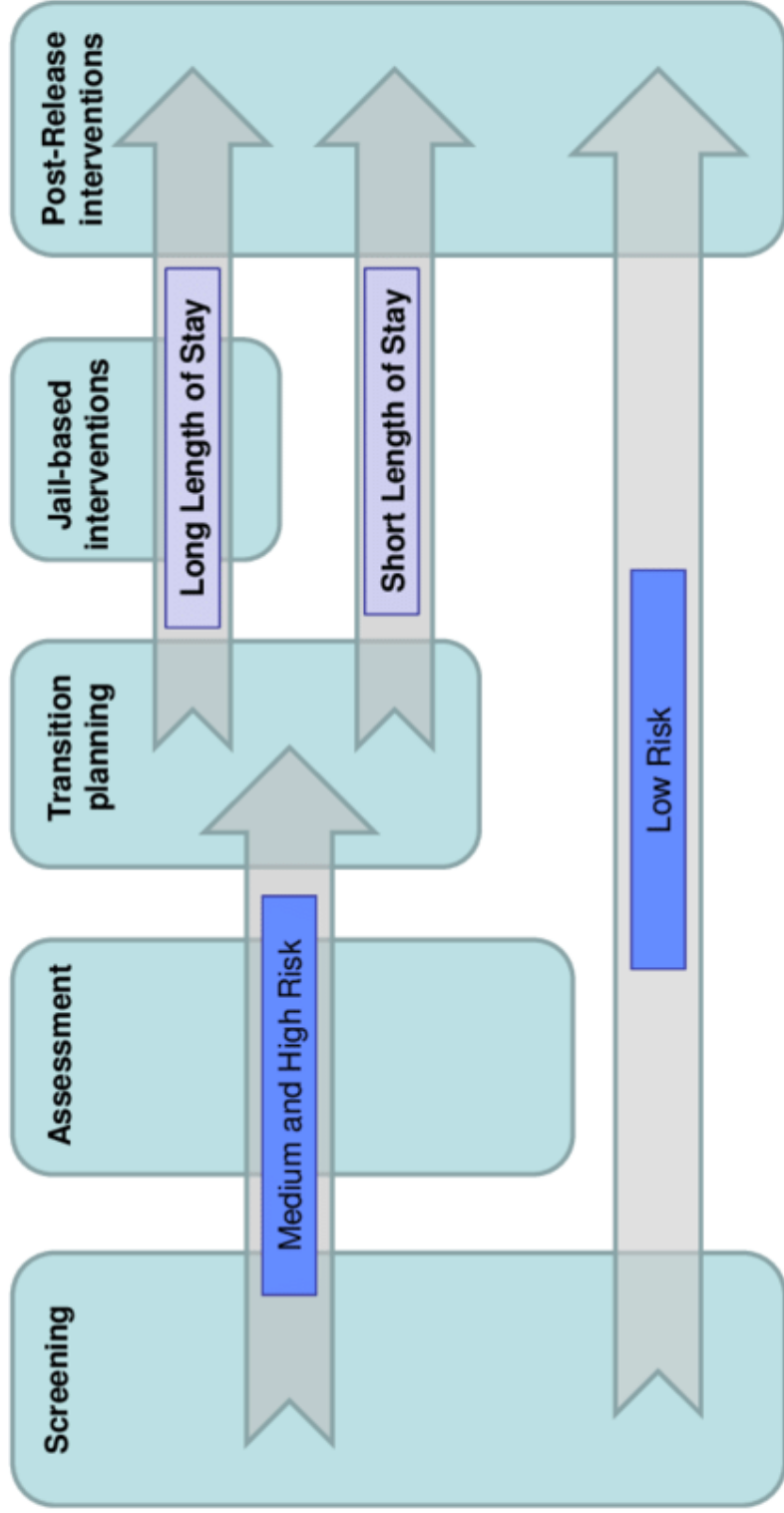


Big Question #3

- Once you've matched the **purpose** of your jail with the **people** in your jail, how do you create a **purpose-driven rehabilitative jail**?



“Transition From Jail to Community” Framework



Key principles for TJC

- Reentry **starts at intake**
- Cultivates inside/outside to develop **coordination, consistency, and continuity of services**
- Drawing on thoughtful assessment and Risk/Needs/ Responsivity scoring, uses **service-matching** to provide tailored, intentional, **evidence-based programs**.

What's Involved?



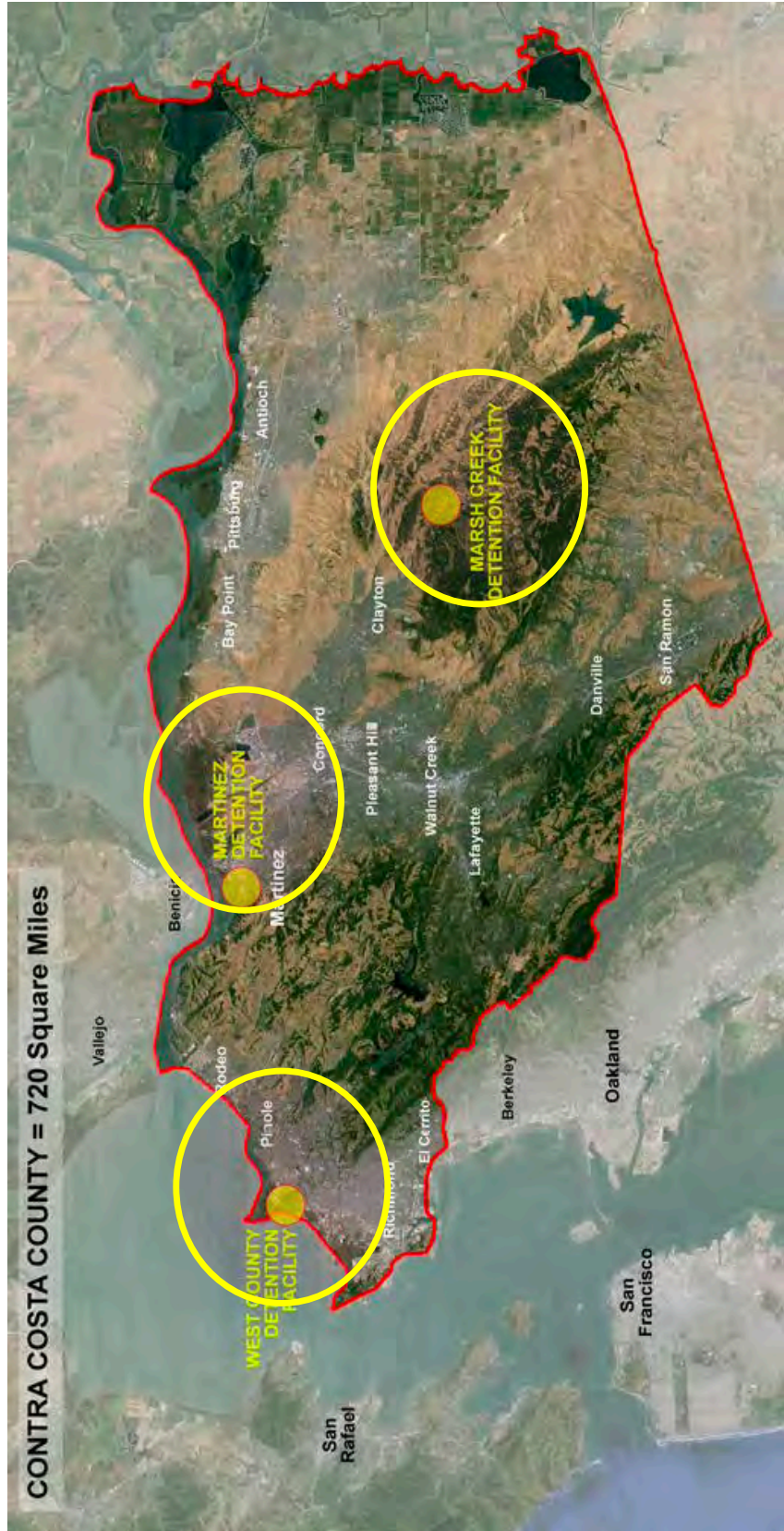
A Summary Case Study

Contra Costa County, CA: The Place



- 1.1 million population
- 720 square miles
- Three adult jails
- 1,979 rated capacity

Contra Costa County, CA: The Facilities



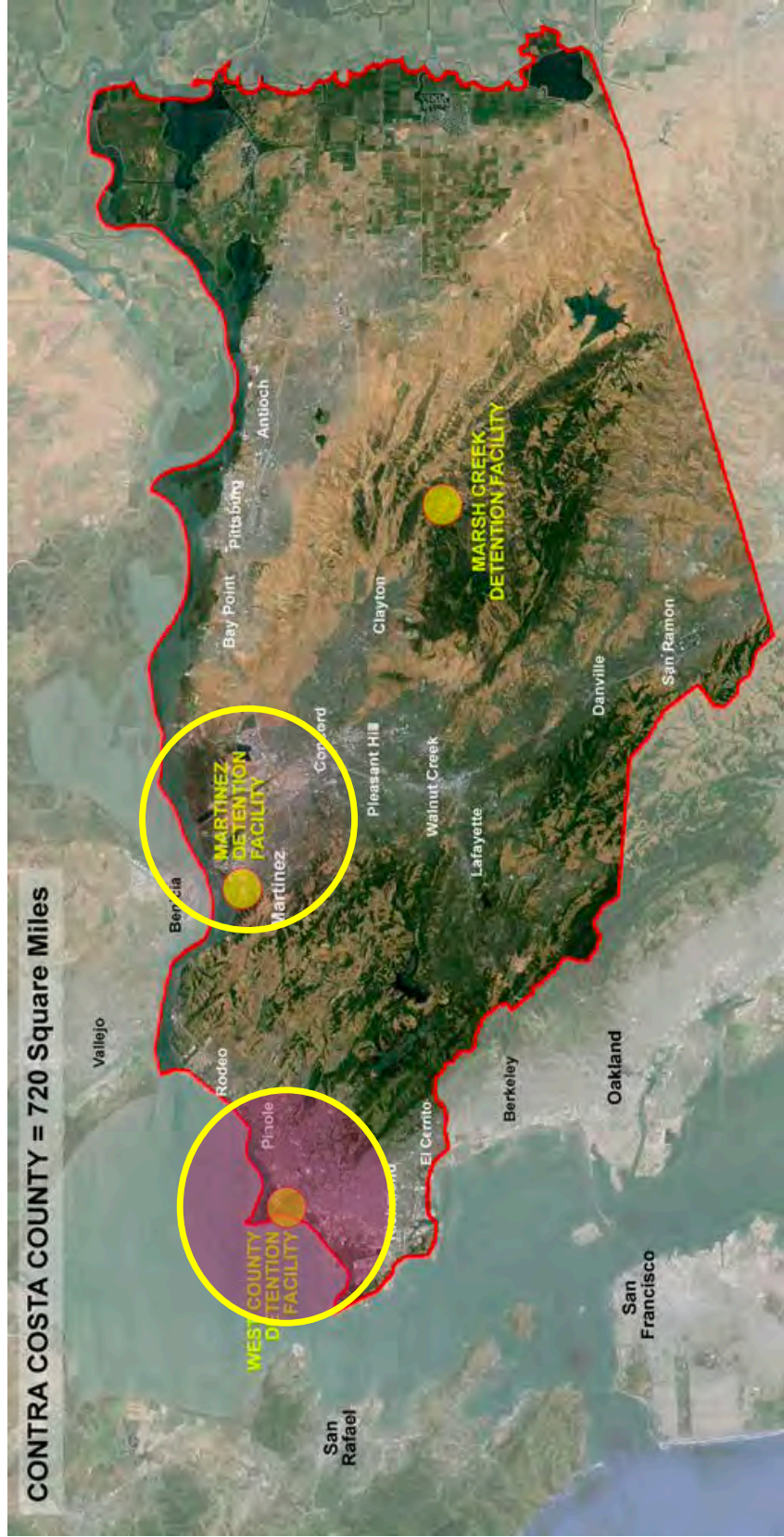
Marsh Creek: 188 beds, rural and remote, low-security, sentenced men

Martinez Detention Facility: 695 beds, high security, tower design, urban setting, double original rated capacity

West County Detention Facility: 1,096 beds, medium security, campus setting

Also has Pretrial Services pilot project and Custody Alternative Facility (post-conviction, non-custodial)

Contra Costa County, CA: The Project



CONTRA COSTA COUNTY = 720 Square Miles

- Eliminate 420 beds at high-security Martinez Facility to reduce overcrowding
- Build 416 replacement beds on existing vacant pad at West County campus
- (And benefit the whole jail system: More on that in a minute.)

Current Jail System: New Building

- ▲ New **420-bed, high-security, 118,000 sf** building (including 96 high-needs MH)
- ▲ Being constructed on **existing foundation/pad** co-located with medium-security jail,
- ▲ Reentry Services Complex will serve **all populations** at the campus: 1,516 beds (men and women, high and medium security, special populations)
- ▲ Staffing plan will also **extend services into remaining urban/tower jail** and low-security remote jail

At the heart of it all

REENTRY SERVICES COMPLEX: 20,127 SF

- ▶ 7,845 sf rehabilitation and reentry services center
- ▶ 3,570 sf workforce readiness center
- ▶ 2,125 sf child/parent contact visitation center
- ▶ 4,235 sf program offices and administration
- ▶ 2,352 sf medical/psychiatric services clinic

Core premises

- ▶ **Integrated treatment** (SUD and mental health)
- ▶ **Trauma informed services and setting** in all aspects and activities
- ▶ **Gender specific and subpopulation-specific**
- ▶ **Evidence-based, validated, implemented with fidelity, and tracked**
- ▶ **Rehabilitative support, as well as academic education and vocational training**

Office of Reentry and Rehabilitation

- ❑ Establish an ORR led by a Director reporting to Chief of Corrections
- ❑ **Develop, coordinate, supervise, evaluate** in-custody and transitional programs, services and staffing
- ❑ Convene and manage work of the **Transition from Jail to Community/Multi-Disciplinary** team, contribute to Criminal Justice Planning Board
- ❑ Develop and coordinate **roles, responsibilities, policies and protocols** of in-custody service partners
- ❑ **Manage nonprofit social service organization(s)** responsible for implementing R&R programs



Building Programming Tracks

Track 1: Reentry

- Medium/high Risk/ Needs/ Responsivity
- Sentenced
- Up to 6 months remaining
- Goal 15 hours rehabilitative hours/ week
- 300 hours over six months
- In addition to vocational and educational services

Track 2: High Risk

- High Risk/ Needs/ Responsivity
- Unsentenced
- Been in custody at least 14 days
- Goal 10 hours rehabilitative hours/ week
- 150 hours over four months
- In addition to vocational and educational services

Tracks 3&4: Medium/Low

- Open to all
- Service-matched to interests and needs, but lower/flexible dosage
- Goal 5 hours rehabilitative programming/week
- In addition to vocational/ workforce and educational services

Therapeutic modalities

Program	Rationale
Thinking for Change (4.0)	Men and women, CBT, manualized, 25 sessions (1x-3x wk) with aftercare options
Seeking Safety	Present-focused manualized modality for men/ women with history of trauma and substance abuse
Moving On	Women, relational theory and CBT, six modules, 23 sessions, 1x-3x/week, flexible and open-ended intake, 1:1 and group
Skillstreaming	Interpersonal skills-building, alternatives to aggression, stress-management, manualized, validated for adolescents (transition aged youth)
Helping Men Recover/ Helping Women Recover	Gender-responsive and gender-specific, trauma-informed SUD treatments, manualized, 18 sessions
Parenting Inside Out	Evidence-based parent skills and family support program for justice-involved families, inside/outside components

Staffing

Office of Reentry and Rehabilitation and Contracted CBOs

Reentry and Rehabilitation Services	FTE
ORR Director, LCSW (employed by Sheriff Office)	1
Multidisciplinary Services Manager, LCSW	1
Behavioral Services Manager, LCSW	1
Behavioral Health/Family Matters Case Managers	10
Resource Developers	6
Transition Coaches	5
Data and Evaluation Manager	1
Administrative Assistant	1
Educational Services/Teachers	5
Cost (CA nonprofit salaries, benefits): \$2,148,634	

Thinking about Day 2: Operationalizing Purpose

Objective

What one or two things **do you notice/ stand out for you** in what I've presented?



Reflective

What do you **like** about what you've heard? Or: What **concerns** you? Or: What's **unclear** to you?



Interpretive

What do you think are the challenges, to design and implement this approach to programming?



A few resources (among many!!)

- ▶ Vera Institute: **Reimagining Prison**: Design strategies to increase public safety and improve societal well-being, www.vera.org.
- ▶ **San Francisco Children of Incarcerated Parents Partnership**, (including SFCIPP Bill of Rights), www.sfcipp.org.
- ▶ Urban Institute, **Transition from Jail to Community Toolkit**, [www.http://tjctoolkit.urban.org](http://tjctoolkit.urban.org)
- ▶ **A registry of rated programs**, at <https://www.crimesolutions.gov>. (NREPP has been discontinued.)
- ▶ The **Allegheny (PA) Jail Collaborative**, www.alleghenycounty.us/Human-Services/About/History/Jail-Collaborative.aspx



FURTHER THE WORK

Building better justice.

Because justice matters.

Thank you.

REBECCA BROWN, FOUNDER AND PRESIDENT, FURTHER THE WORK
REBECCA@FURTHERTHEWORK.COM, 510 243-0122

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APPENDIX 6:

SEQUENTIAL INTERCEPT MODEL, BROCHURE
PRODUCED BY POLICY RESEARCH ASSOCIATES



FURTHER THE WORK

Building better justice.

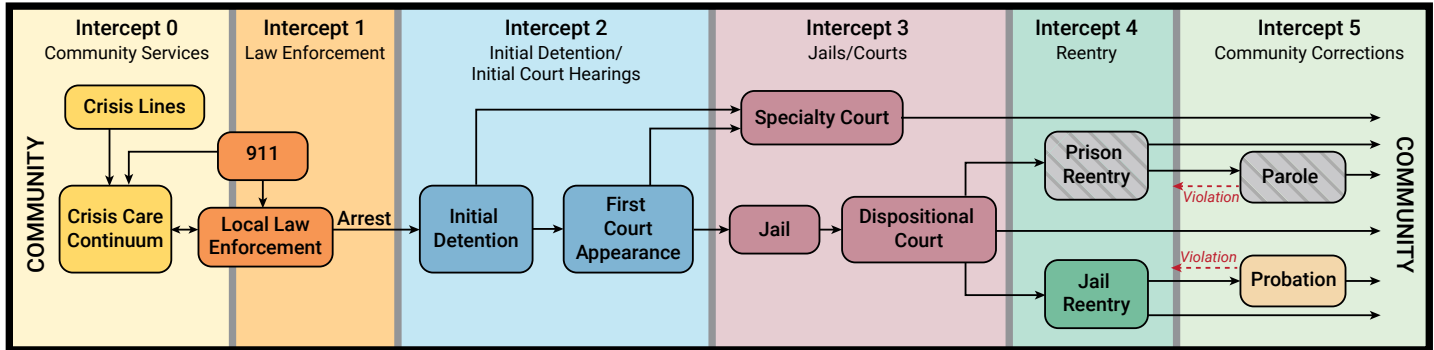
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THE SEQUENTIAL INTERCEPT MODEL

Advancing Community-Based Solutions for Justice-Involved People with Mental and Substance Use Disorders



The Sequential Intercept Model



Key Issues at Each Intercept

Intercept 0

Mobile crisis outreach teams and co-responders. Behavioral health practitioners who can respond to people experiencing a behavioral health crisis or co-respond to a police encounter.

Emergency Department diversion. Emergency department (ED) diversion can consist of a triage service, embedded mobile crisis, or a peer specialist who provides support to people in crisis.

Police-friendly crisis services. Police officers can bring people in crisis to locations other than jail or the ED, such as stabilization units, walk-in services, or respite.

Intercept 1

Dispatcher training. Dispatchers can identify behavioral health crisis situations and pass that information along so that Crisis Intervention Team officers can respond to the call.

Specialized police responses. Police officers can learn how to interact with individuals experiencing a behavioral health crisis and build partnerships between law enforcement and the community.

Intervening with super-utilizers and providing follow-up after the crisis. Police officers, crisis services, and hospitals can reduce super-utilizers of 911 and ED services through specialized responses.

Intercept 2

Screening for mental and substance use disorders. Brief screens can be administered universally by non-clinical staff at jail booking, police holding cells, court lock ups, and prior to the first court appearance.

Data matching initiatives between the jail and community-based behavioral health providers.

Pretrial supervision and diversion services to reduce episodes of incarceration. Risk-based pre-trial services can reduce incarceration of defendants with low risk of criminal behavior or failure to appear in court.

Intercept 3

Treatment courts for high-risk/high-need individuals. Treatment courts or specialized dockets can be developed, examples of which include adult drug courts, mental health courts, and veterans treatment courts.

Jail-based programming and health care services. Jail health care providers are constitutionally required to provide behavioral health and medical services to detainees needing treatment.

Collaboration with the Veterans Justice Outreach specialist from the Veterans Health Administration.

Intercept 4

Transition planning by the jail or in-reach providers. Transition planning improves reentry outcomes by organizing services around an individual's needs in advance of release.

Medication and prescription access upon release from jail or prison. Inmates should be provided with a minimum of 30 days medication at release and have prescriptions in hand upon release.

Warm hand-offs from corrections to providers increases engagement in services. Case managers that pick an individual up and transport them directly to services will increase positive outcomes.

Intercept 5

Specialized community supervision caseloads of people with mental disorders.

Medication-assisted treatment for substance use disorders. Medication-assisted treatment approaches can reduce relapse episodes and overdoses among individuals returning from detention.

Access to recovery supports, benefits, housing, and competitive employment. Housing and employment are as important to justice-involved individuals as access to behavioral health services. Removing criminal justice-specific barriers to access is critical.

Implementing Intercept 0

Crisis Response

Crisis response models provide short-term help to individuals who are experiencing behavioral health crisis and can divert individuals from the criminal justice system. Crisis response models include:

- Certified Community Behavioral Health Clinics
- Crisis Care Teams
- Crisis Response Centers
- Mobile Crisis Teams

Police Strategies

Proactive police response with disadvantaged and vulnerable populations are a unique method of diverting individuals from the criminal justice system. Proactive police response models include:

- Crisis Intervention Teams
- Homeless Outreach Teams
- Serial Inebriate Programs
- Systemwide Mental Assessment Response Team

Sequential Intercept Model as a Strategic Planning Tool

The **Sequential Intercept Model** is most effective when used as a community strategic planning tool to assess available resources, determine gaps in services, and plan for community change. These activities are best accomplished by a team of stakeholders that cross over multiple systems, including mental health, substance use, law enforcement, pretrial services, courts, jails, community corrections, housing, health, social services, people with lived experiences, family members, and many others. Employed as a strategic planning tool, communities can use the **Sequential Intercept Model** to:

1. Develop a comprehensive picture of how people with mental and substance use disorders flow through the criminal justice system along six distinct intercept points: (0) Community Services, (1) Law Enforcement, (2) Initial Detention and Initial Court Hearings, (3) Jails and Courts, (4) Reentry, and (5) Community Corrections
2. Identify gaps, resources, and opportunities at each intercept for adults with mental and substance use disorders
3. Develop priorities for action designed to improve system and service level responses for adults with mental and substance use disorders

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History and Impact of the Sequential Intercept Model

The Sequential Intercept Model (SIM) was developed over several years in the early 2000s by Mark Munetz, MD and Patricia A. Griffin, PhD, along with Henry J. Steadman, PhD, of Policy Research Associates, Inc. The SIM was developed as a conceptual model to inform community-based responses to the involvement of people with mental and substance use disorders in the criminal justice system.

After years of refinement and testing, several versions of the model emerged. The "linear" depiction of the model found in this publication was first conceptualized by Dr. Steadman of PRA in 2004¹ through his leadership of a National Institute of Mental Health-funded Small Business Innovative Research (SBIR) grant awarded to PRA. The linear SIM model was first published by PRA in 2005² through its contract to operate the GAINS Center on behalf of the Substance Abuse and Mental Health Services Administration (SAMHSA). The "filter" and "revolving door" versions of the model were formally introduced in a 2006 article in the peer-reviewed journal *Psychiatric Services* authored by Drs. Munetz and Griffin³. A full history of the development of the SIM can be found in the book *The Sequential Intercept Model and Criminal Justice: Promoting Community Alternatives for Individuals with Serious Mental Illness*⁴.

With funding from the National Institute of Mental Health, PRA developed the linear version of the SIM as an applied strategic planning tool to improve cross-system collaborations to reduce involvement in the justice system by people with mental and substance use disorders. Through this grant, PRA, working with Dr. Griffin and others, produced an interactive, facilitated workshop based on the linear version of the SIM to assist cities and counties in determining how people with mental and substance use disorders flow from the community into the criminal justice system and eventually return to the community.

During the mapping process, the community stakeholders are introduced to evidence-based practices and emerging best practices from around the country. The culmination of the mapping process is the creation of a local strategic plan based on the gaps, resources, and priorities identified by community stakeholders.

Since its development, the use of the SIM as a strategic planning tool has grown tremendously. In the 21st Century Cures Act⁵, the 114th Congress of the United States of America identified the SIM, specifically the mapping workshop, as a means for promoting community-based strategies to reduce the justice system involvement of people with mental disorders. SAMHSA has supported community-based strategies to improve public health and public safety outcomes for justice-involved people with mental and substance use disorders through SIM Mapping Workshop national solicitations and by providing SIM workshops as technical assistance to its criminal justice and behavioral health grant programs. In addition, the Bureau of Justice Assistance has supported the SIM Mapping Workshop by including it as a priority for the Justice and Mental Health Collaboration Program grants.

With the advent of Intercept 0, the SIM continues to increase its utility as a strategic planning tool for communities who want to address the justice involvement of people with mental and substance use disorders⁶.

- 1 Steadman, H.J. (2007). NIMH SBIR Adult Cross-Training Curriculum (AXT) Project – Phase II Final Report. Delmar, NY: Policy Research Associates. (Technical report submitted to NIMH on 3/27/07.)
- 2 National GAINS Center. (2005). Developing a comprehensive state plan for mental health and criminal justice collaboration. Delmar, NY: Author.
- 3 Munetz, M.R., & Griffin, P.A. (2006). Use of the sequential intercept model as an approach to decriminalization of people with serious mental illness. *Psychiatric Services*, 57, 544-549. DOI: 10.1176/ps.2006.57.4.544
- 4 Griffin, P.A., Heilbrun, K., Mulvey, E.P., DeMatteo, D., & Schubert, C.A. (Eds.). (2015). *The sequential intercept model and criminal justice: Promoting community alternatives for individuals with serious mental illness*. New York: Oxford University Press. DOI: 10.1093/med/psych/9780199826759.001.0001
- 5 21st Century Cures Act, Pub. L. 114-255, Title XIV, Subtitle B, Section 14021, codified as amended at 41 U.S.C. 3797aa, Title I, Section 2991
- 6 Abreu, D., Parker, T.W., Noether, C.D., Steadman, H.J., & Case, B. (2017). Revising the paradigm for jail diversion for people with mental and substance use disorders: Intercept 0. *Behavioral Sciences & the Law*, 35, 380-395. DOI: 10.1002/bsl.2300

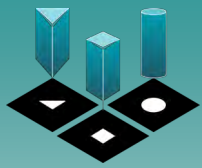
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APPENDIX 7:

AN INFORMATIONAL SUMMARY ON THE RISK-NEED-RESPONSIVITY SIMULATION TOOL
PRODUCED BY THE CENTER FOR CORRECTIONAL EXCELLENCE (ACE!)

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January
2013

The Center for Advancing Correctional Excellence

CRIMINOLOGY, LAW & SOCIETY, GEORGE MASON UNIVERSITY

Solutions For Justice Professionals

With goals to safely manage the offender population, justice professionals are tasked with responding to the risk and needs of individuals.

The **RNR Simulation Tool** is designed to help corrections and treatment agencies meet demands to be responsive to the needs and risks of individuals in the justice system. Increasing responsiveness is needed to reduce the risk of future offending.

Decision-support tools were funded by the Center for Advancing Correctional Excellence (ACE!) at George Mason University, the Bureau of Justice Assistance (2009-DG-BX-K026), the Substance Abuse and Mental Health Services Administration (202171), and The Public Welfare Foundation.

The Risk-Need-Responsivity Simulation Tool

For people involved in the criminal justice system, evidence-based practice (EBP) and treatments emphasize that assessment and programming should target criminal justice, criminogenic need, and other behavioral issues. The notion is that individual outcomes can be improved by assessing for a number of related and often overlapping dimensions such as offending (e.g. criminal history risk), needs (e.g. antisocial peers, antisocial cognitions, antisocial values/thinking) and behavioral health factors (e.g. substance use, mental health, trauma). This evidence-based practice is referred to as the Risk-Need-Responsivity (RNR) Model (Andrews and Bonta, 2010; Caudy et al., 2013).

Another component of the EBP model is the nature of the programs and interventions offered to individuals. Effective programs must be able to address the criminal justice, behavioral health, and criminogenic needs of individuals to achieve positive results.

The RNR framework focuses on improving outcomes by encouraging the justice system to respond to its clients in a manner that is likely to yield better outcomes. While effective *programs* can reduce recidivism for *individual* offenders, effective *systems* can reduce recidivism for *populations* of offenders. This requires individual assessments to pay particular attention to a broader range of factors that directly relate to individuals' risk for

reoffending and prioritize these needs for targeted treatment. It also requires practitioners to implement programs that target certain profiles of offenders with specific needs. The RNR framework reinforces the need for jurisdictions to have a range of effective, well-implemented programs that target the varying needs of the justice-involved population. It is important to address gaps in services to develop responsive programs and ultimately, a responsive system.

This web-based decision-support system—the RNR Simulation Tool—was developed to help jurisdictions and providers implement the RNR framework. The system assists justice and behavioral health agencies (government, private, or non-profit) who wish to translate EBPs into practice. This approach integrates the science around effective screening, assessment, programs, and treatment matching (responsivity) to improve individual and system outcomes. To that end, the RNR Simulation Tool has three portals: 1) The RNR Program Tool for Adults; 2) Assess an Individual; and 3) Assess Jurisdiction's Capacity.

This document provides users with general information about each portal and the intended uses. Please email rnrtool@gmu.edu for more specific information or to answer any questions about the tool. The RNR Simulation Tool is available online at: <http://www.gmuace.org/tools/>



Three Easy-to-Use Web Portals

THE RNR PROGRAM TOOL

This 30-minute program assessment tool examines the content, quality, dosage, and other factors of services/treatments/controls offered for justice-involved individuals. Jurisdiction administrators or program managers simply input information about a specific program offered and the tool provides detailed feedback indicating what risk-need profiles the program is best suited to meet. The portal also rates the program's overall quality according to the RNR principles and core correctional practice. When applicable, the tool provides recommendations for how program administrators can refine the program to better achieve responsivity and improve outcomes. The three main goals of the program tool are: 1) to classify programs to facilitate treatment matching, 2) to explore how programs currently target the risk level and criminogenic needs of their clients, and 3) to assess programs on their use of evidence-based practices. The tool is intended to help criminal justice agencies better understand the resources available to them and to foster responsivity to specific risk-need profiles.

ASSESS AN INDIVIDUAL

The Assess an Individual portal emphasizes using data from criminal justice and behavioral health screenings and assessments to determine the most effective type of program and controls to reduce individual recidivism. This portal can be used with a jurisdiction's instruments, by itself, or in combination with other tools. Designed for line staff, users are asked to answer 17 questions about individual offenders' risk, needs, and lifestyle factors. The system then provides a recommendation regarding the type of program that would best fit the individual and lead to the greatest recidivism reductions. If certain information is not available, the RNR Simulation Tool will rely upon its underlying database of offender risk-need profiles to estimate likely attributes based on the prevalence of each attribute in the national population. Users can integrate jurisdiction-specific data regarding the prevalence of individual attributes to produce customized feedback. This portal also estimates a percent reduction in recidivism that one might expect if the offender is matched to the level of programming that is consistent with their unique needs (i.e., a program of best fit).

ASSESS JURISDICTION'S CAPACITY

The Assess Jurisdiction's Capacity portal uses inputted information to assess a jurisdiction's capacity to be responsive to the risk-need profiles of individuals in its jurisdiction. Based on data from 18 questions about the prevalence of risk and needs of individuals in the jurisdiction, the portal provides an initial recommendation of the amount and type of programming needed to adequately respond to the jurisdiction's population. When users enter information regarding the available programs in a jurisdiction, the portal also identifies system-level gaps in the jurisdiction's capacity to provide responsivity and recommends levels of programming the jurisdiction may need to augment in order to better respond to the needs of their population.



EYE ON IT

The latest on evidence-based programming.

While there is no magic program that will work for every offender every time (Lipsey & Cullen, 2007), recent meta-analytic research indicates that certain correctional treatments tend to be more effective than others. Programs showing some of the largest reductions in offending include Cognitive-Behavioral Therapy (CBT), Medically-Assisted Treatment (MAT), Drug Courts, and Therapeutic Communities (TCs) (see Caudy et al., 2013).

The RNR Simulation Tool relies on these types of evidence to provide feedback to users. The RNR Program Tool portal allows users to enter information for each program or service they offer, whether it exists as a separate program or within a justice setting. The tool also includes the latest in implementation knowledge to assist programs with determining the degree to which their program adheres to the RNR model.

The RNR Program Tool



Assess your current programs based on treatment offered, content, quality, and other factors.

Classifying Programs to Guide Responsivity and Outcomes

The **RNR Program Tool** portal uses program-specific information to categorize programs into six different program groups. Each group has a different target area that reflects the program's focus to address offending behaviors.

Q: What are some essential features of effective correctional programs?

A. There are many different factors that can impact the effectiveness of a program including risk, needs, responsivity, implementation, and dosage. Programs with good adherence to each of these key features tend to have better outcomes. The key is what criminogenic behaviors the program ad-

GROUP A	• Dependence on "Hard" Drugs
GROUP B	• Criminal Thinking/Cognitive Restructuring
GROUP C	• Self Improvement & Management
GROUP D	• Interpersonal Skills
GROUP E	• Life Skills
GROUP F	• Punishment Only

RNR Program Group Primary Target Areas

*Hard Drugs are those substances that exhibit a direct link with offending behavior. These substances include amphetamines, opiates, and crack/cocaine.

dresses and the different cognitive and behavioral tools used to assist individuals in changing these behaviors. The RNR Program Tool provides users with feedback and scores on the essential features of programs to allow users to understand a program's strengths and areas where it

can be improved. The tool also provides examples of high-quality programs to guide improvements. Program managers can use overall program ratings or scores on essential features to work with justice agencies to maximize exposure to effective programs.

High-Quality Programs:

- Use cognitive behavioral therapy (CBT) and social learning interventions that focus on assisting with restructuring prosocial thinking;
- Offer programs that adhere to a core model, use an evidence-based treatment curriculum, and have staff that are skilled in service delivery;
- Manage dosage and intensity of interventions based on criminal justice risk factors, criminogenic needs, and behavioral health needs;
- Identify a primary target for cognitive interventions (e.g. substance dependence, criminal thinking);
- Collaborate with justice agencies to ensure that controls are integrated into treatment programming;
- Create an environment where individuals can improve by emphasizing motivation to change and building commitment to treatment; and
- Provide feedback to individual participants in programs to ensure long-term success.

Example of the RNR Program Tool Feedback Report for a Reentry Program

Below is a sample feedback report from the RNR Program Tool portal for a jail-based program that primarily targets criminal thinking. The feedback includes a summary of program components and scores in each of the six scoring areas as well as suggestions for improvement where applicable.

RISK: 100%

- Program targets moderate- to high-risk offenders.
- Program uses a validated risk-needs instrument.

NEED: 100%

- Program targets criminal thinking including antisocial thinking, criminal peers, and self-control.
- Program uses target-specific assessment criteria or instrument to determine eligibility.

RESPONSIVITY: 100%

- Research indicates the primary modality used in the program is effective (CBT, specifically the *Thinking for a Change* curriculum).
- The program uses both rewards and sanctions.
- The program is available for specific offender populations (e.g. offenders who are 18-30 years old).

IMPLEMENTATION: 64%

- Program requires attendance at a minimum of 75% of sessions for successful completion.
- Program is administered by either clinical staff or a mix of clinical and corrections staff.
- All program staff have at least a bachelor's degree and prior experience delivering the *Thinking for a Change* curriculum.
- Program staff regularly communicate with supervision staff about participants' progress.
- Program has been externally evaluated.
- Program uses *Thinking for a Change* manual to guide implementation.
- Program uses trained supervisors to coach staff on questions that arise during the course of instruction.
- Program has an internal team that monitors quality assurance.

To Improve Score:

- Change program completion criteria to require change in thinking errors.
- Integrate staff who have advanced degrees (e.g., MASW, LCSW, PhD).
- Program director can arrange for external evaluation of the program.

DOSAGE: 40%

- Program provides approximately 180 hours of treatment to participants.
- Treatment is spread across 13 to 17 weeks.
- Services are provided on a daily basis, for approximately 10 to 14 hours per week.

To Improve Score:

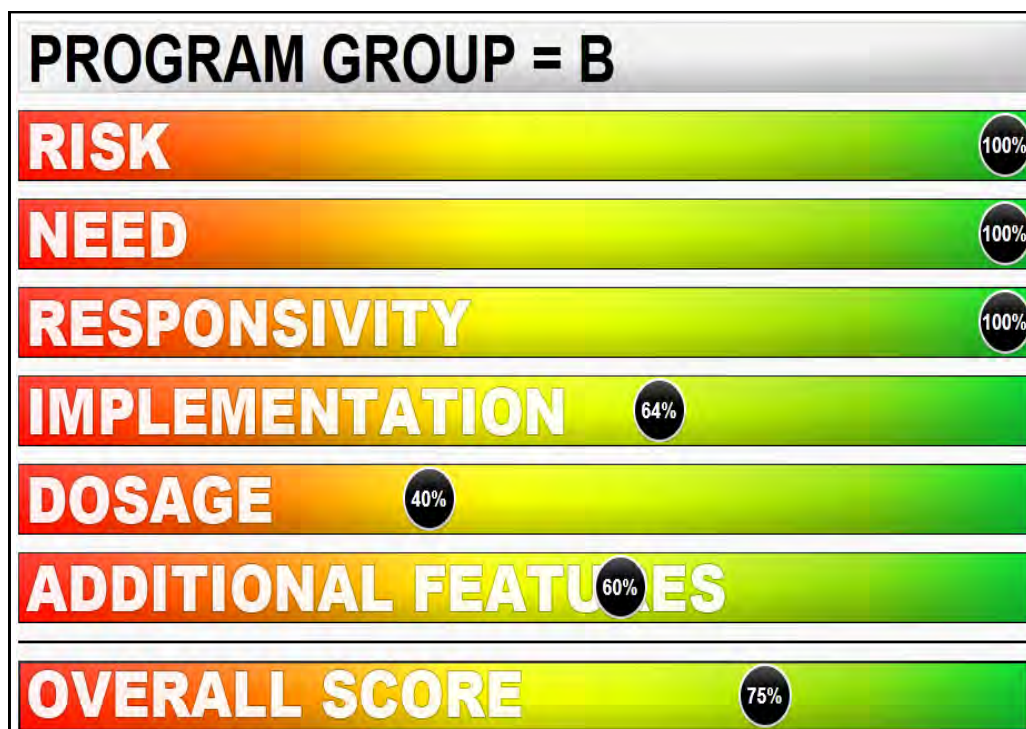
- Increase dosage to provide 200+ hours of direct treatment to participants.
- Extend program length to deliver services for 26+ weeks.
- Increase program hours to 15+ hours per week or 3+ hours per day.
- Offer program in phases and include aftercare.

ADDITIONAL FEATURES: 60%

- Program includes a number of complementary programming including: contingency management, educational services, psychosocial education, alcohol or drug education, moral reasoning, relapse prevention, and motivational interviewing.
- Program is located in a criminal justice facility (local jail).
- Program includes random monthly drug testing.

To Improve Score:

- Increase participation in other programs to complement the *Thinking for a Change* curriculum.



Assess An Individual



Assess offenders or estimate the reduction in recidivism by matching individuals to treatment programs.

Finding the Right Programs for Justice-Involved Individuals

USING RISK AND NEED INFORMATION TO IMPROVE RESPONSIVITY AND REDUCE OFFENDING.

The **Assess an Individual** portal of the RNR Simulation Tool assists users in selecting appropriate controls and treatment for individuals.

Q: What type of programming would this individual benefit from?

A. The first step in matching offenders to appropriate programming groups is to identify their risk of recidivism and criminogenic needs. Risk information includes criminal history, age at first arrest, prior terms of probation or incarceration, and violations. Needs information refers to factors that influence an individual's current situation, such as substance abuse or dependence, mental health, employment, associates, and criminal thinking. Often, this information can be obtained from a jurisdiction's validated risk and need assessment instrument. Certain information (e.g. substance use severity and mental health) may require additional assessment. To determine what programming would most benefit an individual, agencies should prioritize individuals' needs to ensure that criminogenic needs (those related to offending behaviors) receive immediate treatment.

Review case information with offenders to build an understanding of risk and to reinforce strengths.

Q: What if the type of program recommended is not available?

A. The Assess an Individual portal provides three recommendations of programming for each individual. The "best fit" programming recommendation will result in the highest recidivism reduction. The tool also provides second- and third-best fitting program recommendations. For each program recommendation made, the model also provides estimated reduced recidivism rates based on completion of a program. Users should keep in mind that the highest recidivism reductions will result from the best fitting programs.

Q: Does the tool consider individual strengths?

A. The RNR Simulation Tool assesses individual strengths to recognize the positive factors in individuals' lives. Strengths include education, housing stability, employment, financial stability, and prosocial supports. These positive factors act as important stabilizers to help a person successfully complete supervision and treatment, and take positive steps in their lives. Reviewing the risk and need profile with an individual builds their knowledge and understanding of their own needs and helps strengthen commitment to address these factors.

THE CASE OF THE MODERATE-RISK OFFENDER

Moderate-risk offenders may pose a special challenge for justice professionals. While they tend to have shorter criminal histories than higher-risk offenders, they may also have a number of criminogenic needs and destabilizing factors which contribute to the risk of reoffending.

For example, a young adult with few prior arrests, but who is dependent on heroin, may be classified as moderate-risk despite a clear dependence disorder. It is important to assess criminogenic needs in addition to risk to determine factors linked to offending behaviors.

In responding to moderate-risk offenders, interventions should emphasize their criminogenic needs. Often such individuals do not need the same level of supervision controls placed on them. However, they may still benefit from evidence-based programming to help reduce their needs and build stabilizers in their lives.

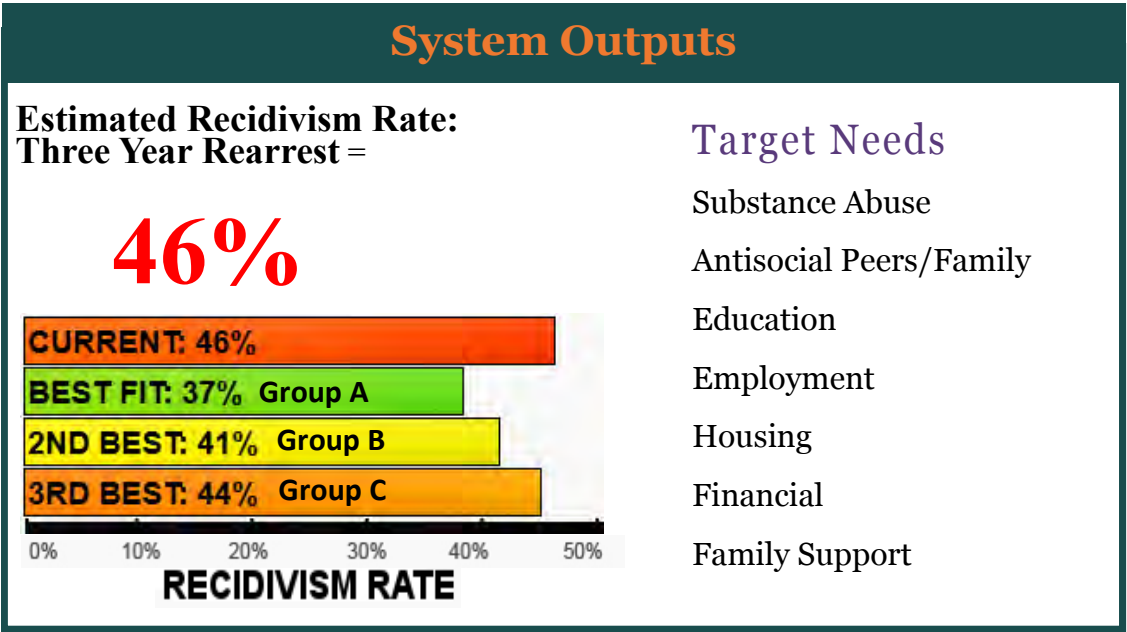
Example of the RNR Simulation Tool Individual Assessment

A DRUG-ADDICTED OFFENDER:

Jessica is a 39-year-old female offender on probation for possession of cocaine. She is a moderate-risk offender with a DSM-IV classification of dependence on cocaine. She does not display any patterns of criminal thinking, nor does she have any mental illness. She has someone she can depend on for emotional support. She does not have a high school diploma, and is not employed. She regularly depends on public shelters and has many financial difficulties. She also has a number of friends that are criminally active. Her environment does not promote a drug- and crime-free lifestyle.

Best Fit Program: Group A

Prioritize Treatment to Address Substance Dependence



The RNR Assess an Individual portal estimates that an individual like Jessica has a 46% chance of being rearrested within three years. Although she is only moderate-risk, given her substance dependence the tool recommends that a program in Group A would be the “best fit” for her and result in the greatest reduction in recidivism. As indicated, the system estimates Jessica’s likelihood of being arrested within three years can be reduced to 37% if she successfully completes a Group A program. In the event that such a program is not available, the system also provides second– and third-best fitting program recommendations. Since Jessica is a female offender, a Group A program that targets females may provide increased responsiveness.

Jessica is a moderate-risk offender with a primary need of substance dependence. It is important to target this primary need for treatment to elicit the largest recidivism reduction.

PROGRAM GROUP A - SUBSTANCE DEPENDENCE

Group A programs predominately target drug dependence on hard drugs (e.g., crack/cocaine, opioids, and amphetamines), but also include interpersonal and social skills interventions. These programs target offenders with substance dependence, and offer a range of dosage levels across a continuum of care. Staff who implement these programs should have advanced degrees and use an evidence-based treatment manual. Program settings may include residential drug treatment, therapeutic communities, specialty courts, or intensive outpatient treatment.

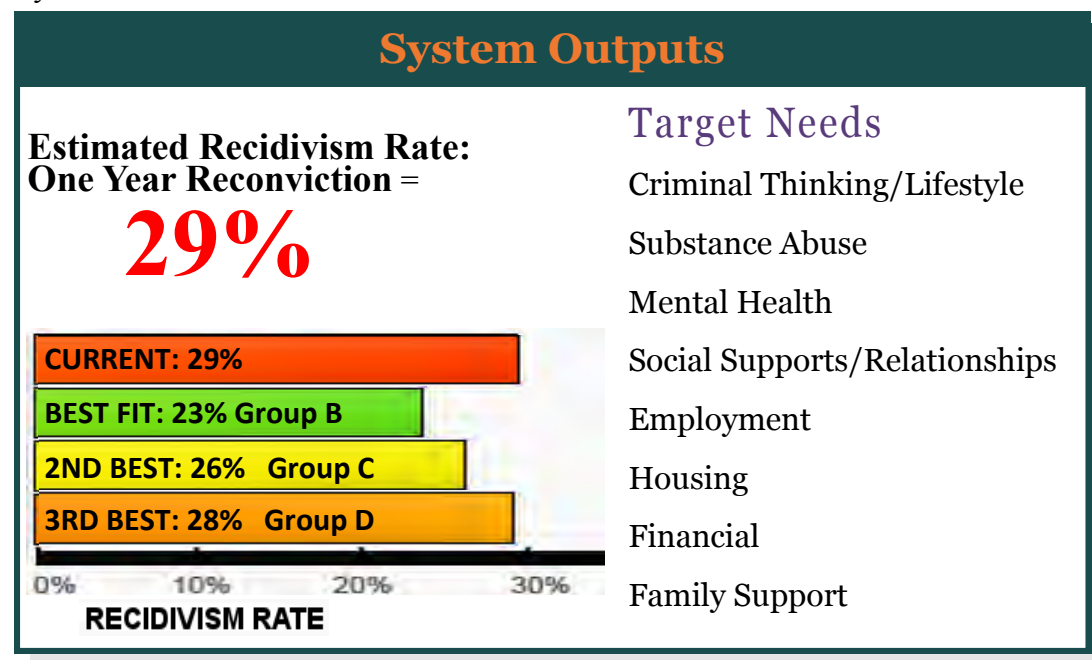
AN OFFENDER WITH CRIMINAL THINKING:

Connor is a 30-year-old male who was just released from jail. He served a sentence for breaking and entering (general offender). He has a long criminal history (both juvenile and adult) and is a high-risk offender with criminal thinking patterns. He meets DSM-IV criteria for dependence on marijuana and has a mental health condition. He says that he has no one he can count on for emotional or social support. He graduated from high school, but he does not currently have a job. He often sleeps at his friends' houses and occasionally will stay at a shelter. He uses his money to buy marijuana and often has trouble meeting his financial

obligations. His friends are not criminally involved, but his environment is not supportive of a drug- and crime-free lifestyle.

Best Fit Program: Group B

Prioritize Treatment to Address Criminal Thinking and Co-Occurring Substance Dependence



The RNR Assess an Individual portal estimates that an individual like Connor has a 29% chance of being reconvicted within one year. Given his criminal thinking/lifestyle and other risk and need factors the tool recommends that a program in Group B would be the “best fit” for him and result in the greatest recidivism reduction. As indicated, the system estimates that Connor’s likelihood of recidivism can be reduced to 23% if he successfully completes a Group B program. In the event a Group B program is not available, second- and third-best fitting program recommendations are also provided.

Connor is a high-risk offender with a primary need of criminal thinking. He also has co-occurring substance dependence and mental illness. Treatment should be prioritized to target criminal thinking while also working to stabilize his substance use and mental illness.

PROGRAM GROUP B - CRIMINAL THINKING

Group B programs primarily target criminal thinking/lifestyle by using cognitive restructuring techniques, but also include interpersonal and social skills interventions. These programs use cognitive-behavioral or behavioral based methods and offer a range of dosage levels across a continuum of care. Staff who implement the program should have advanced degrees in related fields and use an evidence-based treatment manual. Programs in Group B may include cognitive-based criminal thinking curricula, therapeutic communities, behavioral interventions, and intensive supervision paired with treatment to change criminal thinking patterns.

Building a Responsive System

CLOSING THE GAP BETWEEN RISK-NEED PROFILES AND AVAILABLE SERVICES

The **Assess Jurisdiction's Capacity** portal uses population-level data to assess a jurisdiction's capacity to provide responsiveness. Based on inputted data about the prevalence of aggregate risk and needs in a jurisdiction, the tool will recommend the type and quantity of services that would best match the needs of that jurisdiction. For maximum responsiveness, we recommend jurisdictions use this portal in

conjunction with the RNR Program Tool portal.

Q: How can my jurisdiction keep track of what programs we have available?

A. The RNR Simulation Tool offers a unique opportunity for program administrators to enter and save information about the programs they have available in their jurisdiction. Other site users can then view the available programs, includ-

ing the programs' intended targets (e.g., substance abuse, criminal thinking), to guide responsiveness and effectively match offenders to available programs.

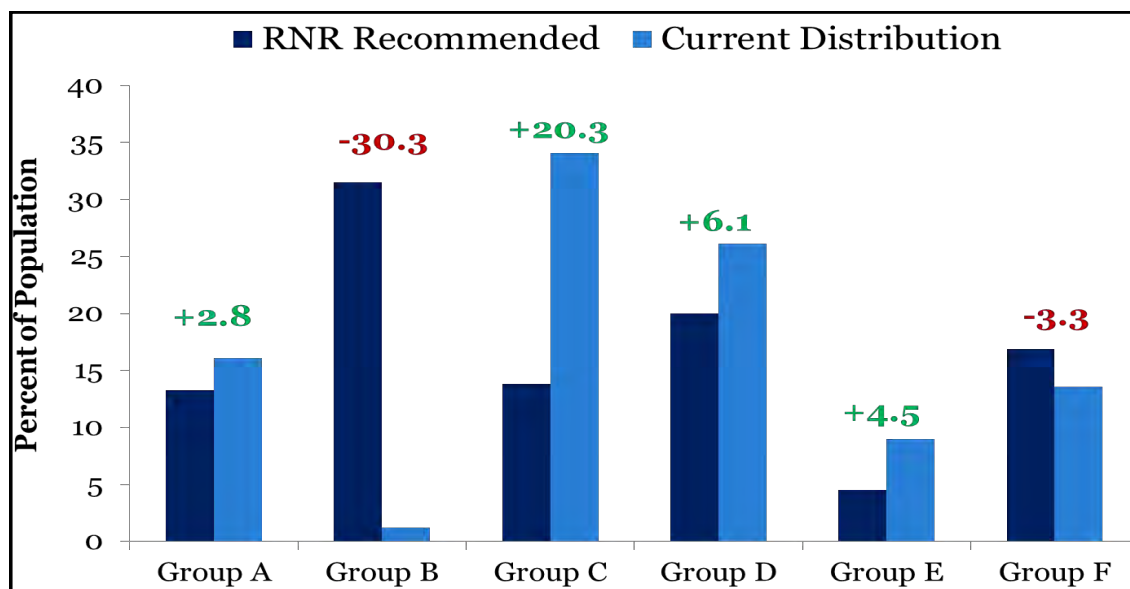
Q: How can the RNR Simulation Tool help my jurisdiction prepare for changes associated with the Affordable Care Act (ACA)?

A. The RNR Simulation Tool will assist justice professionals in preparing for and responding to the ex-

pected influx in offender populations who will require access to behavioral health treatment services under the Affordable Care Act. The tool enables jurisdictions to classify their programs based on offender needs and helps determine if adequate programming exists to accommodate the offender population. Where sufficient programming is lacking, the portal provides recommendations to fill the treatment gap.

Assess Jurisdiction's Capacity

Use client population data & current programming to identify programs that meet your population's needs.



The **Assess Jurisdiction's Capacity Portal** provides information on the match between a jurisdiction's actual program capacity and the programming capacity recommended by the RNR Simulation Tool.

Example: Reducing Recidivism through System-Wide Responsivity

Jurisdiction A serves over 35,000 justice-involved individuals with community-based substance abuse and mental health treatments. Fifty-five percent of the population is high risk, 26% is moderate risk, and 19% is low risk.

The individuals in this jurisdiction also have varying substance use disorders. Thirteen percent of the population meets DSM-IV criteria for substance de-

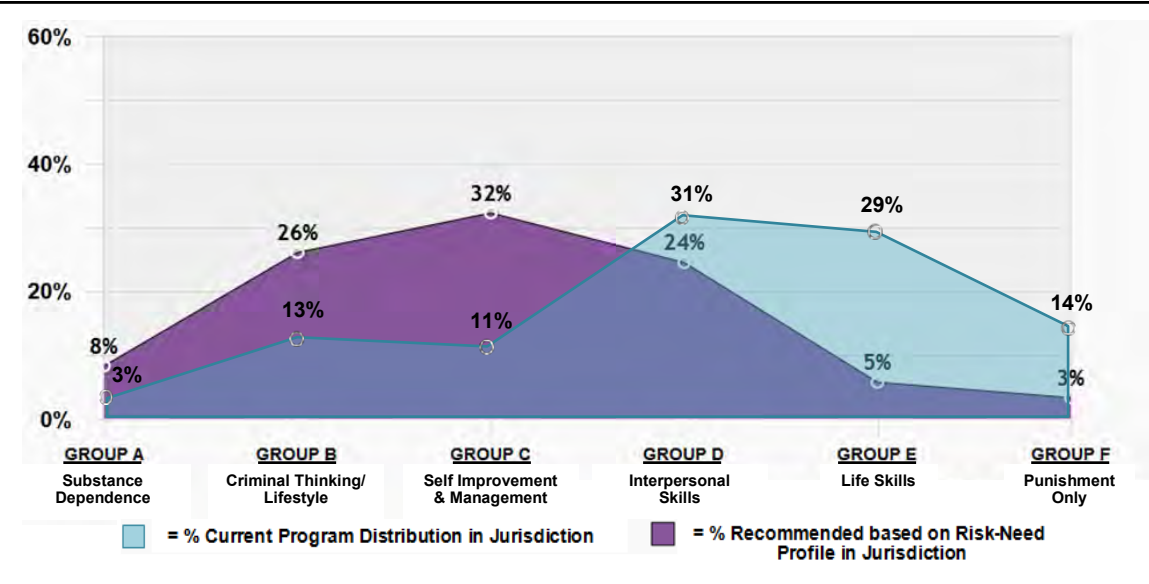
pendence on a criminogenic drug, 32% is dependent on marijuana or alcohol, 38% abuses a non-criminogenic drug, and 17% of the population does not meet DSM-IV criteria for substance use disorder. The population is also characterized by a number of other dynamic needs, with 68% of the population in need of employment assistance, 54% in need of educational services, 2% in need of housing assistance,

and 41% in need of a combination of two or more services.

The RNR Simulation Tool performed a gap analysis to determine if treatment needs are being met by the programs in this jurisdiction. This gap analysis revealed that despite the availability of programming, a gap exists for services which target the most severe substance dependencies. At the same time,

there is an excess of programming that targets interpersonal skill development (Group D).

Administrators can use this information to build the capacity of their system to provide appropriately targeted treatment to meet the needs of their offender population. This should help reduce offender needs, reduce individuals' risk of recidivism, and increase public safety.



Jurisdiction A's gap analysis indicates that they are currently lacking adequate programming in Groups A, B, and C, and have an excess of programming in Groups D, E, and F. The RNR Simulation Tool not only identifies this gap in service provision, but also provides recommendations of programs to help fill the gap and increase the jurisdiction's capacity for responsivity.

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The RNR Simulation Tool is part of a larger suite of web-based translational tools for practitioners. The CJ-TRAK Knowledge Translation Tool Suite is also home to SOARING 2, an eLearning software package to train community corrections officers in evidence-based practices, and EMTAP, a synopsis of research findings in corrections and related fields. For more information on these or other ACE! projects, please contact ace@gmu.edu.

CJ-TRAK

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[Evidence Mapping](#)
[Assess an Individual](#)
[The RNR Program Tool](#)
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[SOARING 2](#)

Welcome to the CJ-TRAK Knowledge Translation Tool Suite

Assess An Individual



Assess offenders or estimate the reduction in recidivism by matching individuals to treatment programs.

[LAUNCH](#)

The RNR Program Tool



Assess your current programs based on treatment offered, content, quality, and other factors.

[LAUNCH](#)

Assess Jurisdiction's Capacity



Use client population data & current programming to identify programs that meet your population's needs.

[LAUNCH](#)

SOARING2



A suite of tools to help learn about the EBP concepts.

[LAUNCH](#)

Evidence Mapping



View synthesized data from meta analyses and systematic reviews on what works in corrections and health.

[LAUNCH](#)

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APPENDIX 8:

TRIAGE MATRIX IMPLEMENTATION TOOL TO HELP SITES OPERATIONALIZE THE TJC MODEL
PRODUCED BY URBAN INSTITUTE



FURTHER THE WORK

Building better justice.

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Who Gets What? A Triage Matrix Implementation Tool to Help Sites Operationalize the TJC Model

Screening and Assessment				When	Where	Who Provides	Incentives	Questions/Next Steps
	Brief Description	Target Population	When	Where	Who Provides	Incentives	Questions/Next Steps	
Screening	Quick initial review to assess an inmate's immediate risks and needs and make decisions regarding follow-up and further assessment (examples include acute mental or physical health screens, suicide screen, etc.)	Everyone (sentenced and pretrial)	At booking	In jail	Correctional staff/intake officers	Mandatory	What items are included in the screen? Is this recorded electronically, or paper only?	
Classification	Assessment to determine housing placement in the jail	Those who are in jail at least 48-72 hours.	After booking and initial screening	In jail	Correctional staff/classification staff	Mandatory	What is the status of your jail classification system and protocols? Are your intake and classification systems integrated?	
Detailed Assessments	More comprehensive risk/needs assessment conducted when initial screen determines need for follow-up (e.g. comprehensive mental health assessments and risk/needs assessments)	Those in jail at least 72 hours; those who warrant further follow-up based on initial screen. Sentenced and pretrial	After booking; before housing placement (if any) and ongoing after housing placement (first 2 weeks)	In jail if still incarcerated; at release point otherwise	Correctional program staff; community supervision officers (pretrial and/or probation); or staff from community service agency	Mandatory	Which assessments should be used for which risks and needs?	
TRANSITION CASE PLAN								
Transition Case Plan	Transition plans specify the types of supports and services an individual needs, when and where interventions should occur and by whom, and the activities for which an individual needs to take responsibility. There are three components of a transition plan: In-custody (pre-release) plans covering the period of incarceration; discharge plans, covering the period immediately following release; and post-release plans, covering the mid to long-term transition period.	In-custody (pre-release) plan: Locally determined but generally sentenced and pretrial whose assessments determine need for a case plan and expected to stay in jail more than 2 weeks.	In-custody (pre-release) plan: After detailed assessment (within one week after)	In-custody (pre-release) plan: In jail	Ideally, one individual would oversee all phases of the transition plan. This individual could be a correctional case manager; community service provider; community supervision officer (pretrial and/or probation); correctional program staff	Formal recognition for plan completion; release earlier in the day for those with a plan; improved access to services	What does the form look like? What are the categories? Checklist for all or solely for med-high risk? If the plan is not overseen by one person, how does it "follow" the individual? Establish process to share plan information with providers and community supervision.	
		Discharge plan: Everyone expected to stay more than two weeks	Discharge plan: After detailed assessment; reassess monthly	Discharge plan: In jail				
PRE-RELEASE INTERVENTIONS								
Resource Information & Referrals	Information that can be provided to all individuals upon release	Everyone (sentenced and pretrial)	At booking; while completing discharge plan; upon release	Release point	Correctional staff; community service providers; inmates	Improved access to services	What information is provided? Who puts it together?	
Short Courses (1hour to 1 day)	Short informational sessions (e.g., on accessing resources, resume development, etc.)	All sentenced and pretrial in jail more than 24 hours	After booking (first 24-72 hours)	In jail or other facility	Correctional staff; community service providers or volunteers	Additional privileges for attendance (extra rec, visiting, phone calls, etc.); earned good time	What is the content of the short course(s)?	
Brief Training Sessions (3-10 days)	Short-term services such as skill training, psycho-educational classes, etc.	Low or medium risk/need with short/medium LOS (both sentenced and pretrial) whose assessments determine eligibility and who are in jail long enough (e.g., more than 72 hours).	After screening and assessment(s)	In jail or other facility	Community service providers in the lead as a bridge to post-discharge services; correctional staff	Additional privileges for attendance (extra rec, visiting, phone calls, etc.); earned good time	Are these stand alone courses, or designed to funnel participants into post-release services?	

	Brief Description	Target Population	When	Where	Who Provides	Incentives	Questions/Next Steps
Formal Services, Treatment, Training	Longer-term services such as cognitive based groups, educational services, employment readiness, job training and placement, mental health and substance abuse treatment	High risk/need with long LOS (at least 30-90 days) who are assessed as needing a particular treatment or training program. Both sentenced and pretrial	After transition plan is developed (2-4 weeks)	In jail or other facility	Community service provider; Correctional program staff	Visiting and rec privileges for program participants in good standing; earned good time	How long do you have to have for treatment interventions (in the facility) to be successful? Inventory community providers who could provide "in-reach"
Case Management	Intensive support and management for high risk/need individuals who need to follow strict treatment regimens	Those determined to be high risk and high need	Coincides with transition plan development	In jail or other facility	Community social worker; correctional social worker	First in line for ID's, benefits. Small tangibles like bus passes and food vouchers	Which organization can supply case managers? Can the same case managers work with the offender both pre- and post-release?
Mentoring	Support services for individuals when they are in jail and links them to community based resources and treatment	Locally determined	After case plan development	In jail or other facility	Community service provider or volunteer; successful former offenders, faith-based groups	Supported mentor/mentee activities (e.g. college admissions counseling) Visiting and rec privileges for program participants in good standing.	How should mentors be match with mentees? What are the skills or connections mentors need to bring to the table? Would drawing on successful ex-offender require a change in jail policy?
POST-RELEASE INTERVENTIONS							
Resource Information & Referrals	Information that can be provided to all individuals after release	Everyone (sentenced and pretrial)	After release (first 24 hours or ideally at release)	At release or In community	Community service provider; community supervision officer (pretrial and/or probation); mentor or volunteer	Improved access to services	Where is this provided? One location or multiple locations?
Brief Training Sessions (3-10 days)	Brief interventions immediately following release (e.g., How to access resources, resume development and job search assistance, skill training, psycho-educational classes, etc.)	Those determined high need by assessment but not enough time in jail or low/medium risk/need	After release (first week out)	In community -	Community service provider; community supervision officer (pretrial and/or probation); correctional transition staff, or volunteer	Small tangible items for participants (e.g. bus passes, food vouchers)	Determine need for these sessions. If need exists, who provides them, and where? Combined with resource information distribution?
Formal Services, Treatment, Training	Longer-term services such as cognitive based groups, educational services, employment readiness, job training and placement, mental health and substance abuse treatment	High risk/need assessed as needing a particular treatment or training program	Upon release (start within first week after release)	In community	Community service provider	If these are intensive programs, the incentives for participation need to be robust. Condition of probation if applicable.	How do you get people to show up for and continue with this treatment when it's not mandatory? How do you ensure the highest risk are prioritized for treatment? How do you identify evidence-based and/or best practice programs?
Case Management	Intensive support and management for high risk/need individuals who need to follow strict treatment regimens	Those determined to be high risk and high need	Upon release (start within first week after release), continuation from pre-release case management where possible	In community	Community social worker, ideally same individual as pre-release	Short-term rent assistance, small tangibles like bus passes and food vouchers. Condition of probation if applicable.	Is this targeted for the frequent fliers, or the dangerous? Where do the case managers come from, and to whom do they report?
Mentoring	Support services for individuals upon release and connects them to community based resources and treatment	Locally determined	After release	In community	Community service provider or volunteer; successful former offenders, faith-based groups	Short-term rent assistance, small tangibles like bus passes and food vouchers Supported mentor/mentee activities (e.g. college admissions counseling?)	How are mentors recruited, how are they matched with mentees? Who provides support and advice to mentors?

	Brief Description	Target Population	When	Where	Who Provides	Incentives	Questions/Next Steps
Supervision	For those with terms of community supervision following release, supervision agencies can broker services and hold individuals accountable	Those who are released onto supervision	Upon release (start within first week after release)	In community	Community corrections agent	Mandatory	Does which individuals get this have to be taken as a given, or is there an opportunity for strategic allocation?