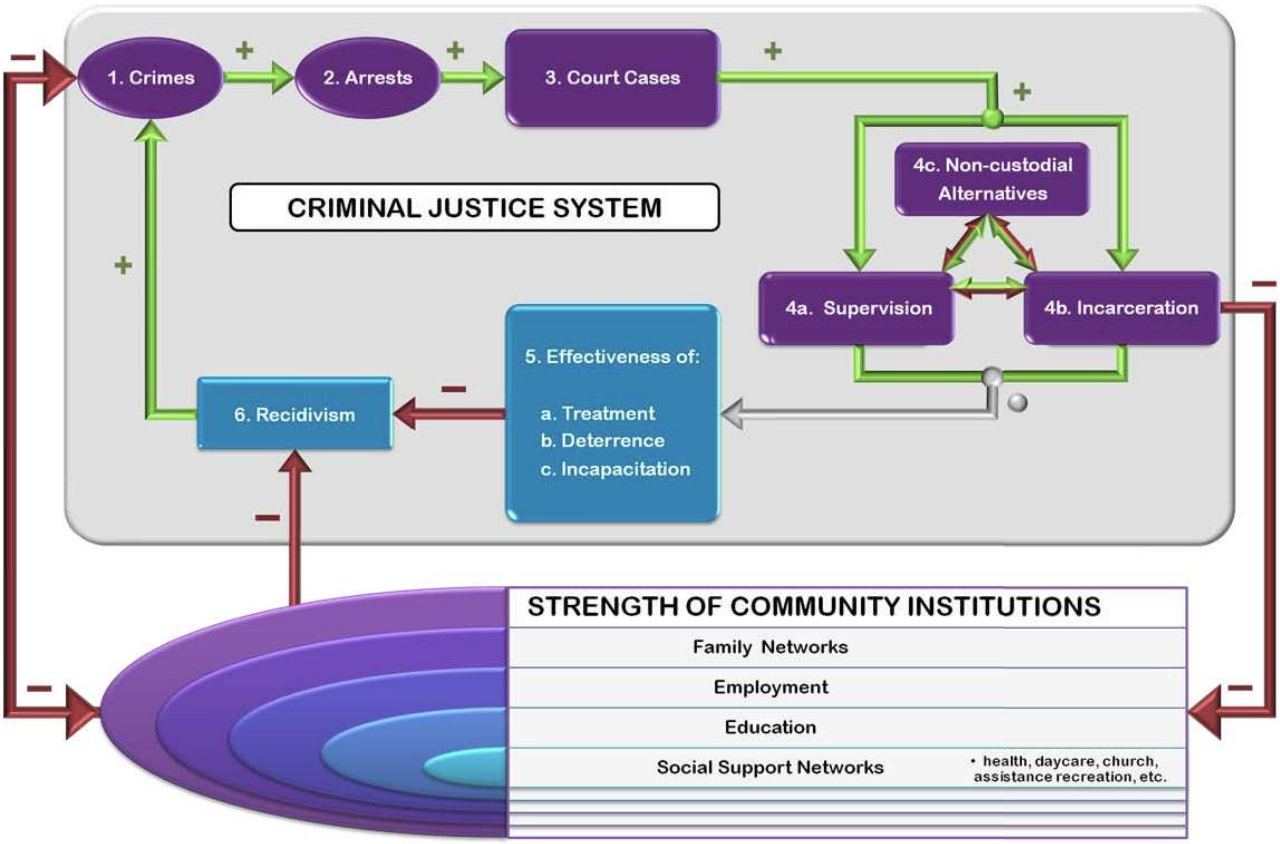
APPENDIX I: FUNCTIONAL MODEL OF A COMMUNITY CORRECTIONS SYSTEM



Treatment	Reducing likelihood of criminal behavior by enabling offenders to acquire new attitudes, skills, and resources
Deterrence	Reducing likelihood of criminal behavior by inducing fear of punishment in community members generally (general deterrence) or by inducing fear of repeated punishment in those who have been punished (specific deterrence)
Incapacitation	Reducing likelihood of criminal behavior by keeping offenders locked up and off the street
Recidivism	New criminal offenses committed by people who have been punished for previous ones

Interpreting the Functional Model

Reported crimes, arrests, and court proceedings (stages 1-3) function as inputs to the correctional system through a series of legally-governed interactions among multiple agencies, including prosecution, defense, courts, probation, jails, and social service providers. Correctional system results are displayed by numbers of people detained, sanctioned, supervised, and treated, as well as individual-level outcomes such as recidivism. BSCC's proposed community corrections metrics include both inputs and results. The model exhibits functional relationships that obtain, other things being equal:

- Though not all crimes result in arrests, an increase in criminal activity will generate increases in arrests;
- An increase in arrests will generate increased court cases and admissions to jail, prison, supervision, or alternative sanctions, and
- To the extent that offenders are incapacitated, deterred, or otherwise directed away from breaking the law, the amount of crime will decrease.

The model requires the caveat, other things being equal, because activity levels in each sector depend on other factors that vary according to local conditions:

- Arrests are a function of policing as well as criminal activity: for example, increased crime may not generate increased arrests if budget constraints have caused substantial lay-offs of police officers.
- Because jail ADP depends on lengths of stay as well as bookings, increases in arrests, court cases, and bookings may not be reflected in ADP if lengths of stay decrease; by the same token, longer stays will increase ADP even if bookings don't increase.

The community context must be taken into account because not all sanctioned offenders recidivate, new offenders enter the system at varying rates in different neighborhoods, and levels of incarceration are strongly associated with socioeconomic features of communities in which criminal justice operates. These relationships are represented as negative feedback loops: crime is lower in neighborhoods with stronger community institutions, but crime itself weakens community institutions by increasing fear and degrading the security of homes, schools, businesses, parks, and public spaces. Furthermore, although protecting community security by removing dangerous people from the streets constitutes a primary rationale for incarceration, there is a substantial body of evidence that high levels of incarceration weaken community institutions.[10]

[10] Travis and Western, 2014, *supra* n. 12.