

ALASKA LEGISLATURE COMMITTEE FILES

2007-2008

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William J. Carter

Signature of Camera Operator

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Date

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1/16/08

TO

1/17/08

CRIME

SUMMIT

Evidence-Based Policy Options
**To Reduce Prison Construction,
Criminal Justice Costs, and Crime Rates**

**Senate Judiciary Committee
Juneau, Alaska
January 16, 2008**

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Washington State Institute For Public Policy

Created by the 1983 Washington Legislature

Mission: carry out non-partisan research on projects assigned by the legislature or the Institute's Board of Directors

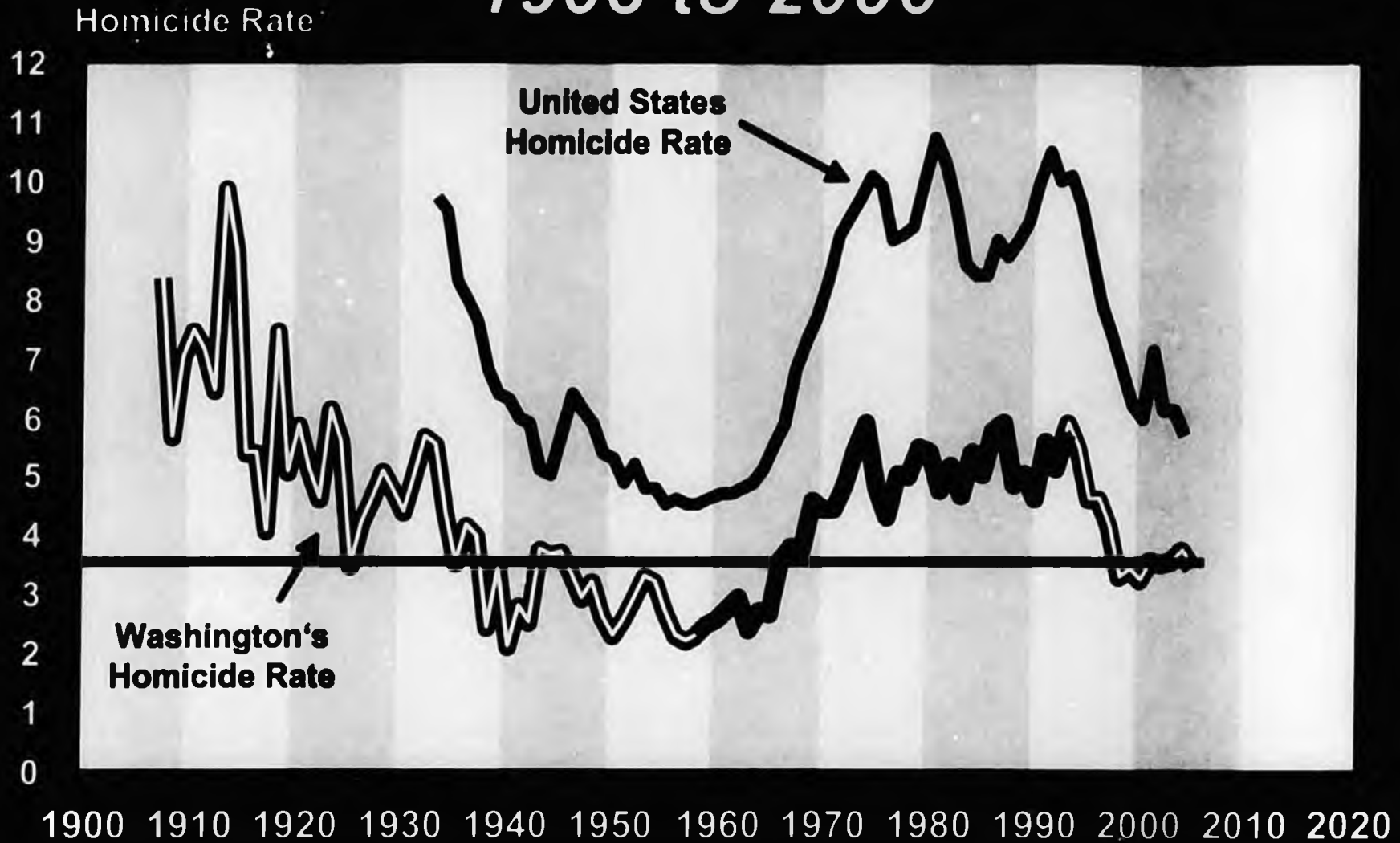
Topics

- 1. What Works? What's Economic?**
- 2. Results from Our 2006 Study & 2007 Washington Legislative Action**

The "Take Home" Message?

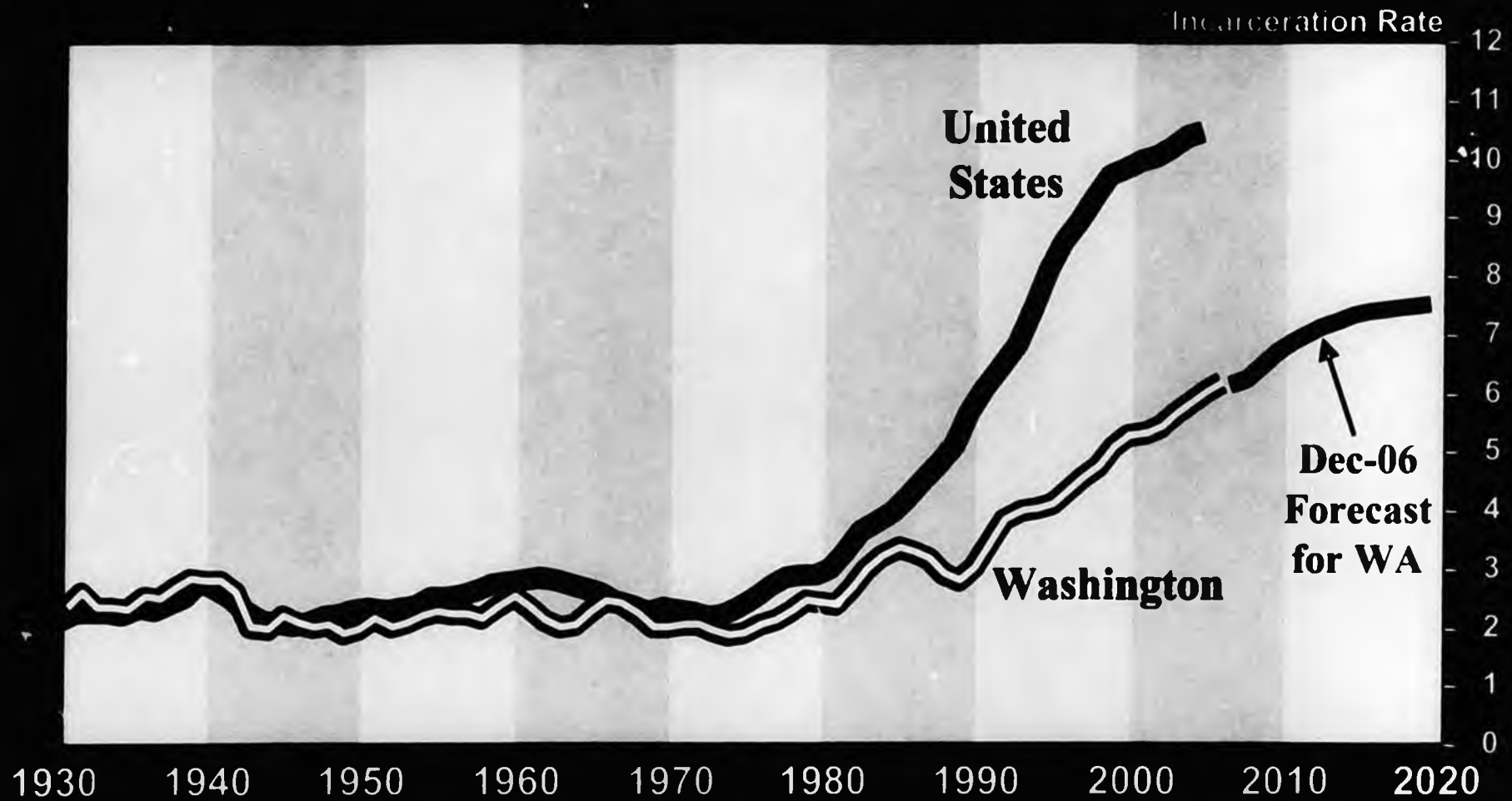
**The "Magic" of
Compound Interest!
(Small gains, over time, matter a lot)**

Homicide Rates: 1908 to 2006



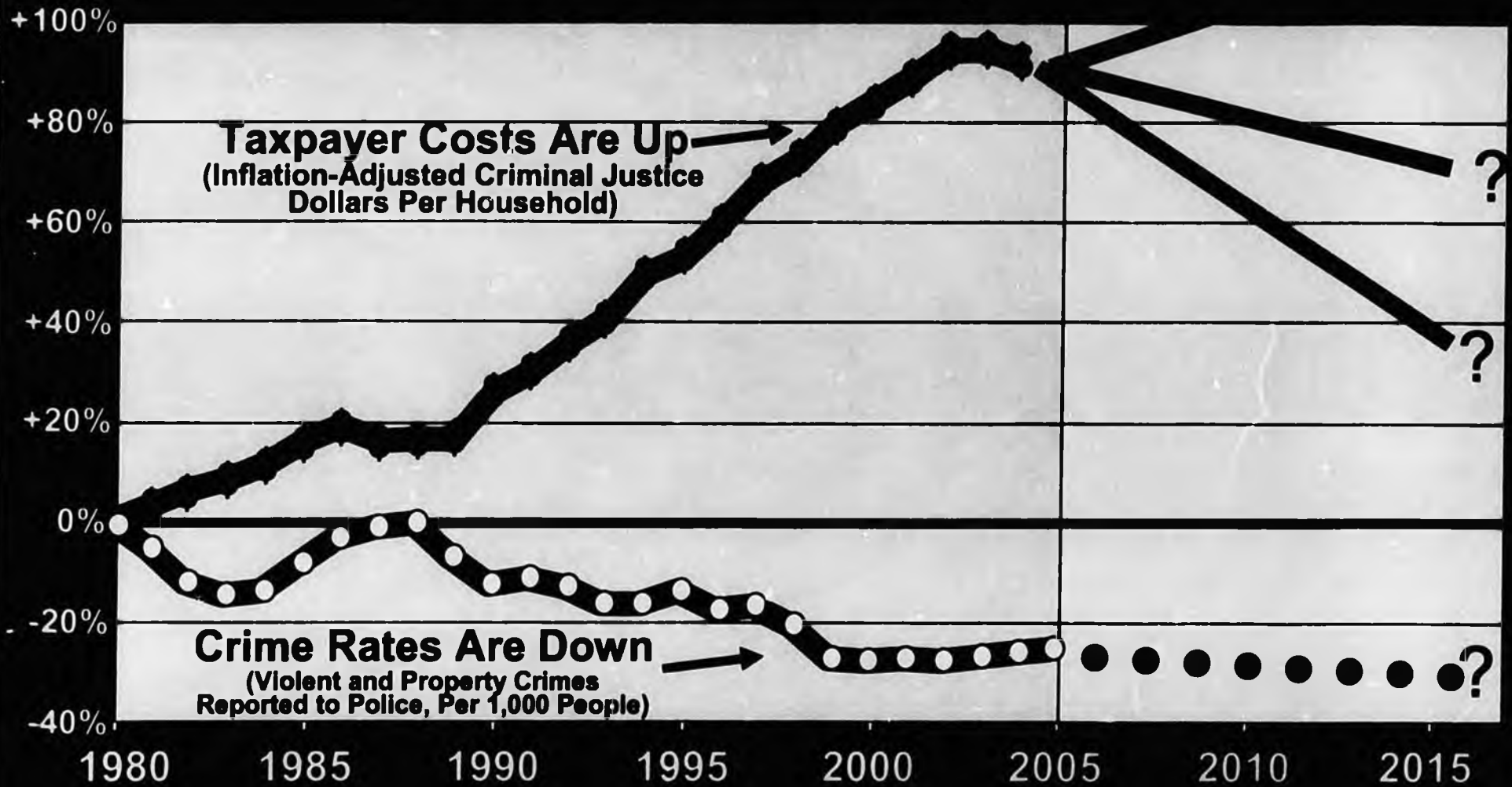
*Homicide rate defined as the number of deaths caused by homicide per 100,000 population

Adult Prison Incarceration Rates: 1930 to 2005



The incarceration rate is defined as the number of inmates in state prisons per 1,000 18- to 49-year-olds in Washington or the United States.

Crime Rates and Taxpayer Costs



Taxpayer Costs Are Up
(Inflation-Adjusted Criminal Justice Dollars Per Household)

Crime Rates Are Down
(Violent and Property Crimes Reported to Police, Per 1,000 People)

© Data from Zedner, 2006, p. 100

2005 Legislative Direction (LSSB 6094)

- ✓ **“Study options to stabilize future prison populations.”**
- ✓ **“Study the net short-run and long-run fiscal savings to state and local governments of implementing...**
 - **evidence-based treatment human service and corrections programs and policies, including prevention and intervention programs,**
 - **sentencing alternatives,**
 - **and the use of risk factors in sentencing.”**
- ✓ **“Project total fiscal impacts under alternative implementation scenarios.”**

We published our report in October, 2006

Our Research Approach

3 Steps

1. What works & what doesn't?

- ✓ **We located 571 rigorous (comparison group), real world evaluations of adult and juvenile corrections programs, & prevention**

2. What are the economics of each option?

- ✓ **We estimated the taxpayer and crime victim benefits and costs to people in Washington**

3. How would alternative “portfolios” affect future prison demand, spending, & crime?

- ✓ **We assessed market potential & developed Current Level, “Moderate” & “Aggressive” portfolios**

“Evidence-Based” Public Policy Levers to Affect Crime

- ✓ **Prisons/Jails**
- ✓ **Police**
- ✓ **Programs**

All three cost money (no free lunch)

All three can be effective (or ineffective)

Therefore, → Portfolio

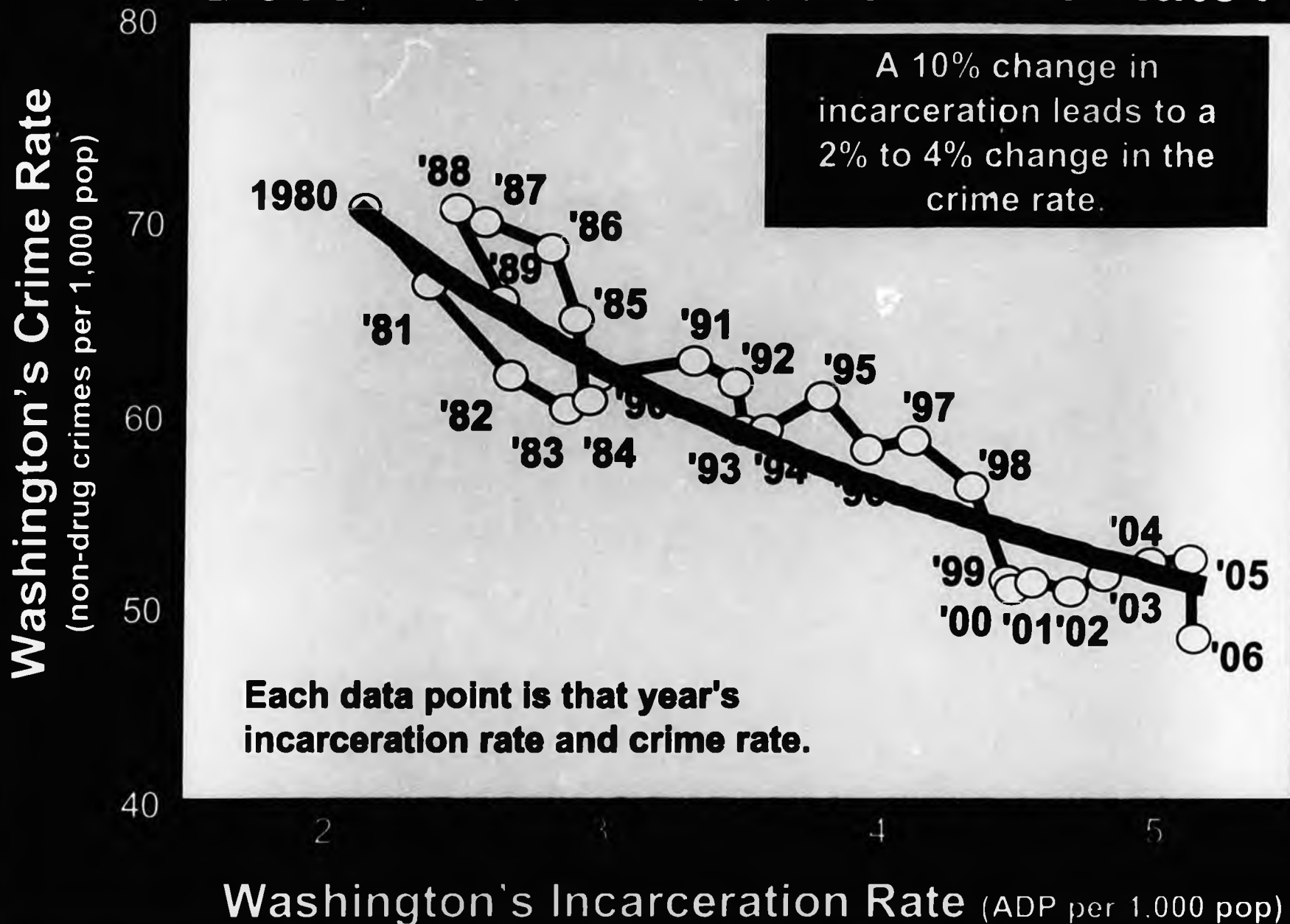
Slide 9

W2

demand for eb, market developing to meet it.
WSIPP, 5/23/2005

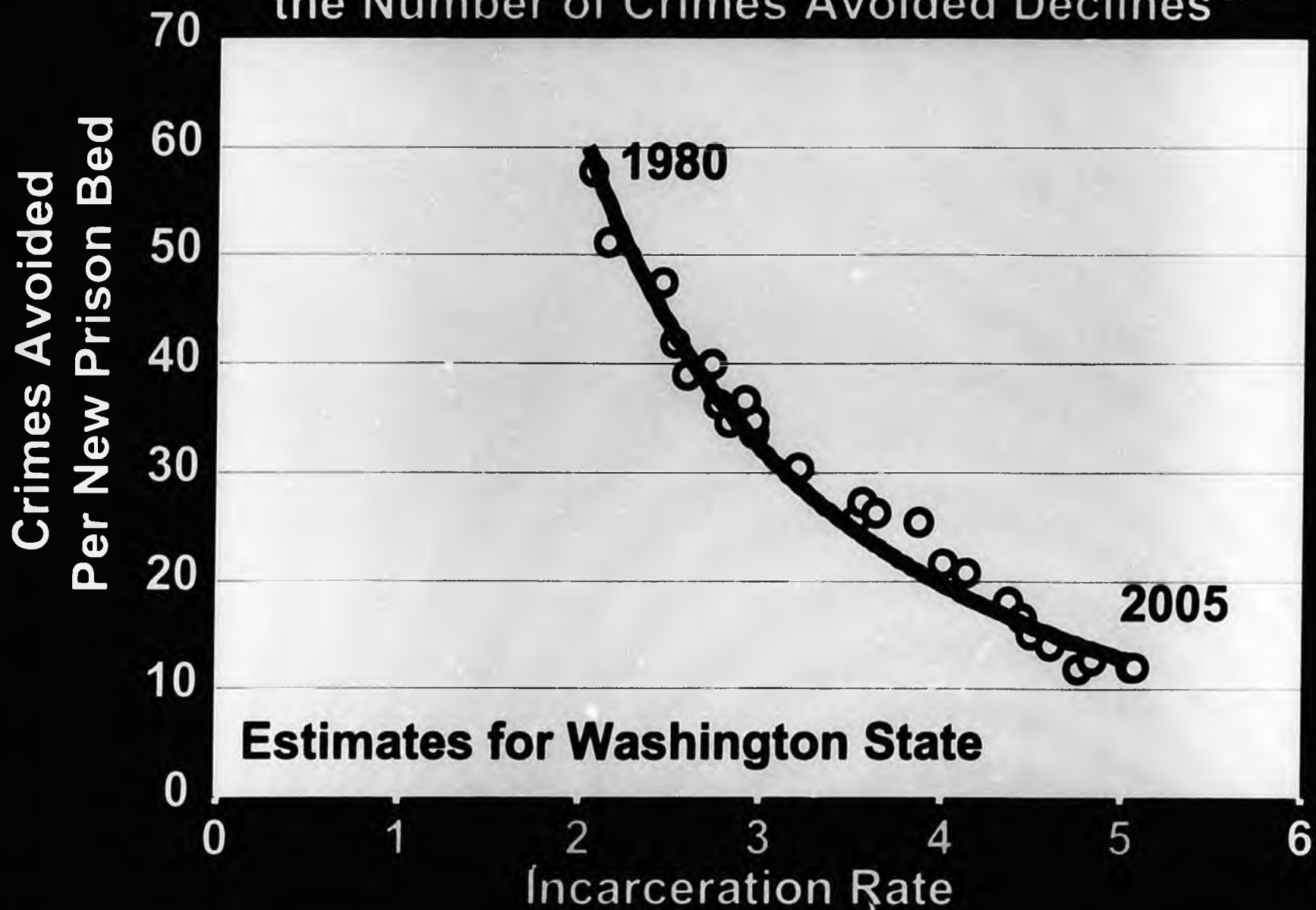
Prison Economics 101:

Does Prison Affect the Crime Rate?



Prison Econ 102. Diminishing Returns:

As Incarceration Rates are Raised,
the Number of Crimes Avoided Declines



Slide 11

s8

talking generally about bc, but specifically following our recipe
saos, 5/13/2005

Our "Consumer Reports" List

1. What Works?

2. What Doesn't?

3. What Are the Benefits & Costs?

Exhibit 4
Reducing Crime With Evidence-Based Options: What Works, and Benefits & Costs

Program	% Change	Cost	Benefit	Net Benefit	Net Cost
Programs for People in the Adult Offender System					
Vocational education in prison	-9.0% (4)	\$6,114	\$6,808	\$1,182	\$13,736
Intensive supervision treatment-oriented programs	-18.7% (11)	\$6,318	\$6,396	\$7,124	\$11,663
General education in prison (basic education or post-secondary)	-7.0% (17)	\$6,325	\$5,398	\$962	\$10,668
Cognitive-behavioral therapy in prison or community	-4.3% (28)	\$5,868	\$4,748	\$105	\$10,798
Drug treatment in community	-9.3% (8)	\$6,133	\$6,488	\$574	\$10,064
Correctional industries in prison	-5.8% (4)	\$6,360	\$4,488	\$417	\$6,438
Drug treatment in prison (therapeutic communities or outpatient)	-4.7% (20)	\$6,133	\$4,308	\$1,604	\$7,838
Adult drug courts	-4.0% (87)	\$4,366	\$4,705	\$4,333	\$4,787
Employment and job training in the community	-4.3% (18)	\$2,373	\$2,366	\$400	\$4,366
Electronic monitoring to offset jail time	0% (9)	\$0	\$0	\$870	\$870
Sex offender treatment in prison with aftercare	0% (23)	\$0	\$0	\$12,585	\$12,585
Intensive supervision surveillance-oriented programs	-20.0% (1)	\$18,020	\$15,116	n/a	n/a
Washington's Dangerousness/Mentally Ill Offender program	-4.5% (9)	\$2,481	\$2,868	n/a	n/a
Drug treatment in jail	0% (22)	\$0	\$0	n/a	n/a
Domestic violence education/cognitive-behavioral treatment	0% (9)	\$0	\$0	n/a	n/a
Jail diversion for mentally ill offenders	0% (11)	\$0	\$0	n/a	n/a
Life Skills education programs for adults	0% (4)	\$0	\$0	n/a	n/a
Programs for Youth in the Juvenile Offender System					
Multidimensional Treatment Foster Care (v. regular group care)	-22.0% (3)	\$61,828	\$32,915	\$6,945	\$77,798
Adolescent Diversion Project (for lower risk offenders)	-19.9% (8)	\$24,328	\$18,208	\$1,913	\$46,823
Family Integrated Transitions	-13.0% (1)	\$30,708	\$19,502	\$9,665	\$40,346
Functional Family Therapy on probation	-16.9% (7)	\$18,529	\$14,817	\$2,325	\$31,831
Multisystemic Therapy	-10.5% (10)	\$12,865	\$9,822	\$4,284	\$18,213
Aggression Replacement Training	-7.3% (4)	\$8,887	\$8,658	\$597	\$14,060
Teen Courts	-11.1% (5)	\$6,907	\$4,238	\$936	\$9,208
Juvenile boot camp to offset probation time	0% (14)	\$0	\$0	-\$8,077	\$8,077
Sex offender cognitive-behavioral treatment	-10.2% (5)	\$32,515	\$8,377	\$33,084	\$7,828
Restorative justice for low-risk offenders	-8.7% (21)	\$4,828	\$3,320	\$880	\$7,087
Interagency coordination programs	-2.6% (15)	\$3,084	\$2,308	\$205	\$5,186
Juvenile drug courts	-3.5% (15)	\$4,232	\$3,187	\$2,777	\$4,822
Regular surveillance-oriented parole (v. no parole supervision)	0% (2)	\$0	\$0	\$1,201	-\$1,201
Juvenile intensive probation supervision programs	0% (3)	\$0	\$0	\$1,588	-\$1,588
Juvenile wilderness challenge	0% (10)	\$0	\$0	\$3,085	-\$3,085
Juvenile intensive parole supervision	0% (10)	\$0	\$0	\$6,460	-\$6,460
Scared Straight	+8.8% (10)	-\$4,286	-\$8,253	\$58	-\$14,667
Counseling psychotherapy for juvenile offenders	-18.9% (6)	\$23,128	\$17,308	n/a	n/a
Juvenile education programs	-17.5% (3)	\$41,181	\$28,153	n/a	n/a
Other family-based therapy programs	-12.2% (12)	\$18,008	\$11,231	n/a	n/a
Team Child	-10.8% (2)	\$6,758	\$4,131	n/a	n/a
Juvenile behavior modification	-8.2% (4)	\$18,271	\$12,238	n/a	n/a
Life skills education programs for juvenile offenders	-2.7% (3)	\$6,441	\$4,081	n/a	n/a
Diversion prog. with services (v. regular juvenile court)	-2.7% (20)	\$1,441	\$1,034	n/a	n/a
Juvenile cognitive-behavioral treatment	-2.6% (8)	\$3,123	\$2,37	n/a	n/a
Court supervision vs. simple release without services	0% (8)	\$0	\$0	n/a	n/a
Diversion programs with services (v. simple release)	0% (7)	\$0	\$0	n/a	n/a
Juvenile intensive probation (as alternative to incarceration)	0% (5)	\$0	\$0	n/a	n/a
Guided Group Interaction	0% (4)	\$0	\$0	n/a	n/a
Prevention Programs (crime reduction effects only)					
Nurse Family Partnership-Mothers	-58.2% (1)	\$11,531	\$8,181	\$5,409	\$14,283
Nurse Family Partnership-Children	-18.4% (1)	\$8,832	\$4,922	\$733	\$12,822
Risk education for low income 3 & 4 year olds	-14.2% (8)	\$8,145	\$4,844	\$593	\$12,198
Seattle Social Development Project	-18.6% (1)	\$1,605	\$4,341	n/a	n/a
High school graduation	-10.4% (1)	\$1,738	\$2,851	n/a	n/a
Guiding Good Choices	-9.1% (1)	\$570	\$2,082	n/a	n/a
Parent-Child Interaction Therapy	-3.7% (1)	\$268	\$764	n/a	n/a
Program types in need of economic assessment & implementation research					
Programs targeting more at-risk populations in the adult offender system					
Case management in the community for drug offenders					
COBA (Faith-based supervision of sex offenders)					
Day fine (compared to standard probation)					
Domestic violence courts					
Faith-based programs					
Intensive supervision of sex offenders in the community					
Medical treatment of sex offenders					
Medical treatment of sex offenders in the community					
Regular parole supervision vs. no parole supervision					
Restorative justice programs for lower risk adult offenders					
Therapeutic community programs for mentally ill offenders					
Work release programs (from prison)					
Programs targeting more at-risk youth in the juvenile offender system					
Dialectical Behavior Therapy					
Increased drug testing (on parole) vs. minimal drug testing					
Juvenile curfews					
Juvenile day reporting					
Juvenile job programs					
Juvenile stimulus committees					
Mentoring in juvenile justice					

Evidence-Based Programs: Selected Results

	Change In Crime (# of EB Studies)	Benefits Minus Costs (per-person, life cycle)
<u>Adult Offenders</u>		
Adult Drug Courts	-8.0% (57)	\$4,767
Education Prgs., Prison	-7.0% (17)	\$10,669
Drug Tx in Prison (TC or out-patient)	-5.7% (20)	\$7,835
Cog-Behavioral Treatment	-6.3% (25)	\$10,299
ISP: surveillance	-0.0% (23)	-\$3,747
ISP: treatment	-17.1% (11)	\$11,563
Electronic Monitoring	-0.0% (9)	\$870
<u>Juvenile Offenders</u>		
Functional Family Thpy.	-15.9% (7)	\$31,821
Family Int. Transitions	-13.0% (1)	\$40,545
Aggression Repl. Trng.	-7.3% (4)	\$14,660
MDT Foster Care	-22.0% (3)	\$77,798
<u>Prevention</u>		
Pre-School* (low income)	-14.2% (8)	\$12,196
Nurse Family Partnership*	-36.3% (2)	\$27,105

Results for Three Example Portfolios of Evidence-Based Options

Prison Supply & Demand in Washington: 2008 to 2030



Taxpayer Summary Statistics

	Current Level	Moderate	Aggressive
Annual cost of portfolio	\$41 million	\$63 million	\$85 million
Long-run net taxpayer benefits	\$1.1 billion	\$1.7 billion	\$2.4 billion
Benefit-to-cost ratio	\$2.45	\$2.55	\$2.60
Return on investment	24%	27%	28%
Crime Rate in 2020 (2005 rate = 52)	48	48	49

Reducing Crime and Taxpayer Costs

- ✓ **COMPREHENSIVE & LONG-TERM ...**
Adult offender programs and *juvenile* offender and *prevention* programs need to be in the portfolio.
Compound Interest: Small gains, over time, matter a lot.
- ✓ **ASSESSMENT ...**Use formal assessment tools to align the right criminal justice resource with the right offender.
- ✓ **STATE & LOCAL EFFORTS ...**Fiscal and policy coordination is vital for many adult, juvenile, and prevention options.
- ✓ **PROGRAM ACCOUNTABILITY ...**It's critical to implement programs with quality control ("*Starbucks*")
- ✓ **EXPERIMENT ...**Try some non "evidence-based" approaches as well; evaluate the results rigorously

October 2006

EVIDENCE-BASED PUBLIC POLICY OPTIONS TO REDUCE FUTURE PRISON CONSTRUCTION, CRIMINAL JUSTICE COSTS, AND CRIME RATES[‡]

Current long-term forecasts indicate that Washington will need 6 to new prisons by 2020 and possibly another prison by 2030. Since a typical new prison costs about \$250 million to build and \$45 million a year to operate, the Washington State Legislature expressed an interest in identifying alternative "evidence-based" options that can: a) reduce the future need for prison beds, b) save money for state and local taxpayers, and c) contribute to lower crime rates.

The 2005 Legislature directed the Washington State Institute for Public Policy (Institute) to report by October 2006, whether evidence-based and cost-beneficial policy options exist.

If economically sound options are available, then the Legislature also directed the Institute to project the total impact of alternative implementation scenarios.¹

This report describes our results to date. We begin by providing background information on historic and projected incarceration rates in Washington, as well as a history of crime rates and fiscal costs of the criminal justice system. We then describe the process we use to determine if evidence-based and economically sound options exist and we present our findings. This is followed by our projections of the impact of alternative implementation scenarios. We conclude by discussing some implications of the findings and next steps. For technical readers, appendices begin on page 18 and describe our research methods and results in greater detail.

Original authors: Chris Axt, Maria Miller, and Elizabeth Diller. 2006. *Evidence-Based Public Policy Options to Reduce Future Prison Construction, Criminal Justice Costs, and Crime Rates*. Olympia: Washington State Institute for Public Policy.

Summary

Under current long-term forecasts, Washington State faces the need to construct several new prisons in the next two decades. Since new prisons are costly, the 2005 Washington Legislature directed the Washington State Institute for Public Policy to project whether there are "evidence-based" options that can:

- a) reduce the future need for prison beds,
- b) save money for state and local taxpayers,
- c) contribute to lower crime rates.

We conducted a systematic review of all research evidence we could locate to identify what works, if anything, to reduce crime. We found and analyzed 528 rigorous comparison-group evaluations of adult corrections, juvenile corrections, and prevention programs, most of which were conducted in the United States. We then estimated the costs and benefits of many of these evidence-based options. Finally, we projected the degree to which alternative "portfolios" of these programs could affect future prison construction needs, criminal justice costs, and crime rates in Washington.

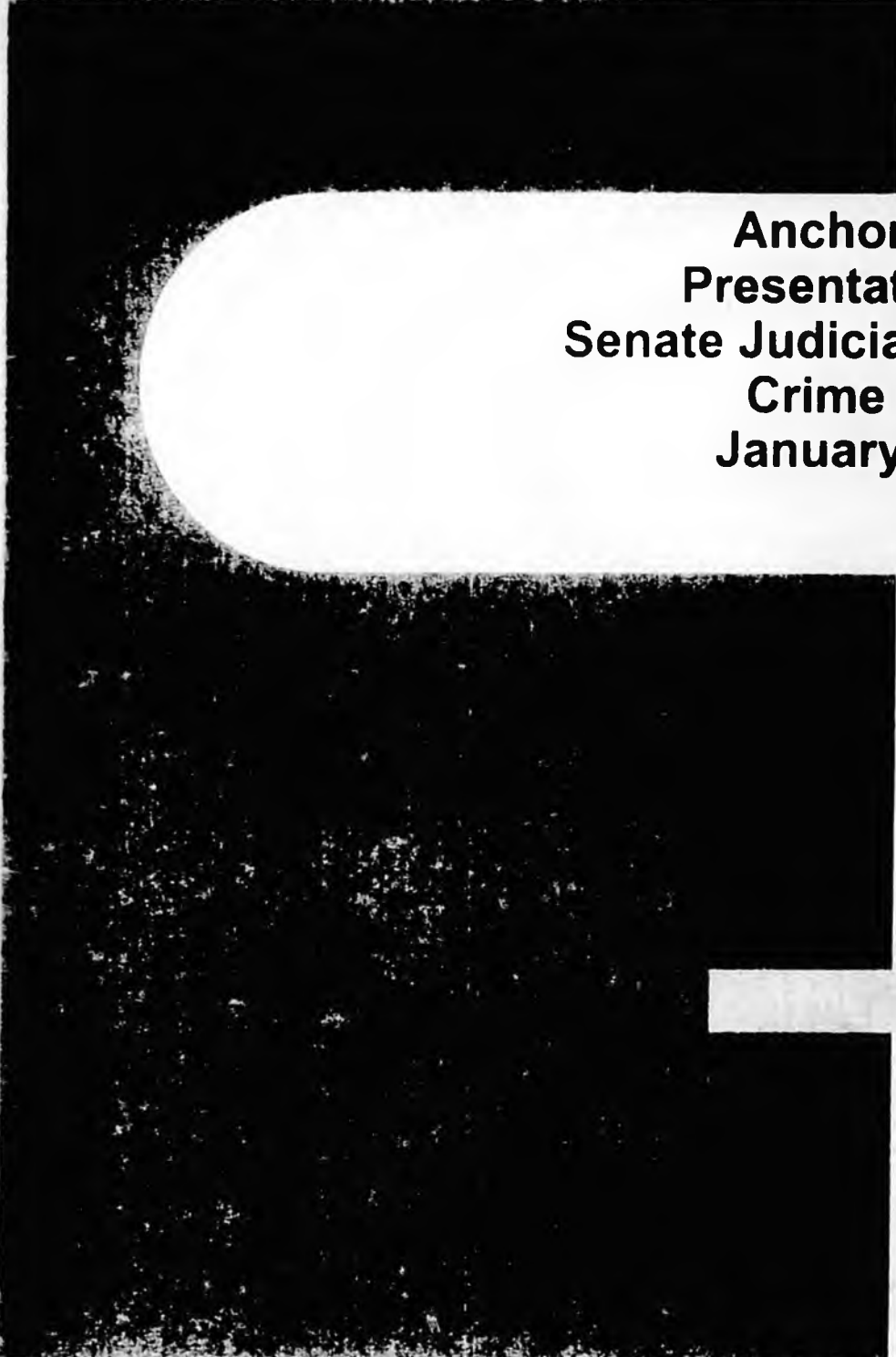
We find that some evidence-based programs can reduce crime, but others cannot. Per dollar of spending, several of the successful programs produce favorable returns on investment. Public policies incorporating these options can yield positive outcomes for Washington.

We project the long-run effects of three example portfolios of evidence-based options: a "current level" option as well as "moderate" and "aggressive" implementation portfolios.

We find that if Washington successfully implements a moderate-to-aggressive portfolio of evidence-based options, a significant level of future prison construction can be avoided, taxpayers can save money, and crime rates can be reduced.


Institute
Publications:
www.wsipp.wa.gov

Thank You!

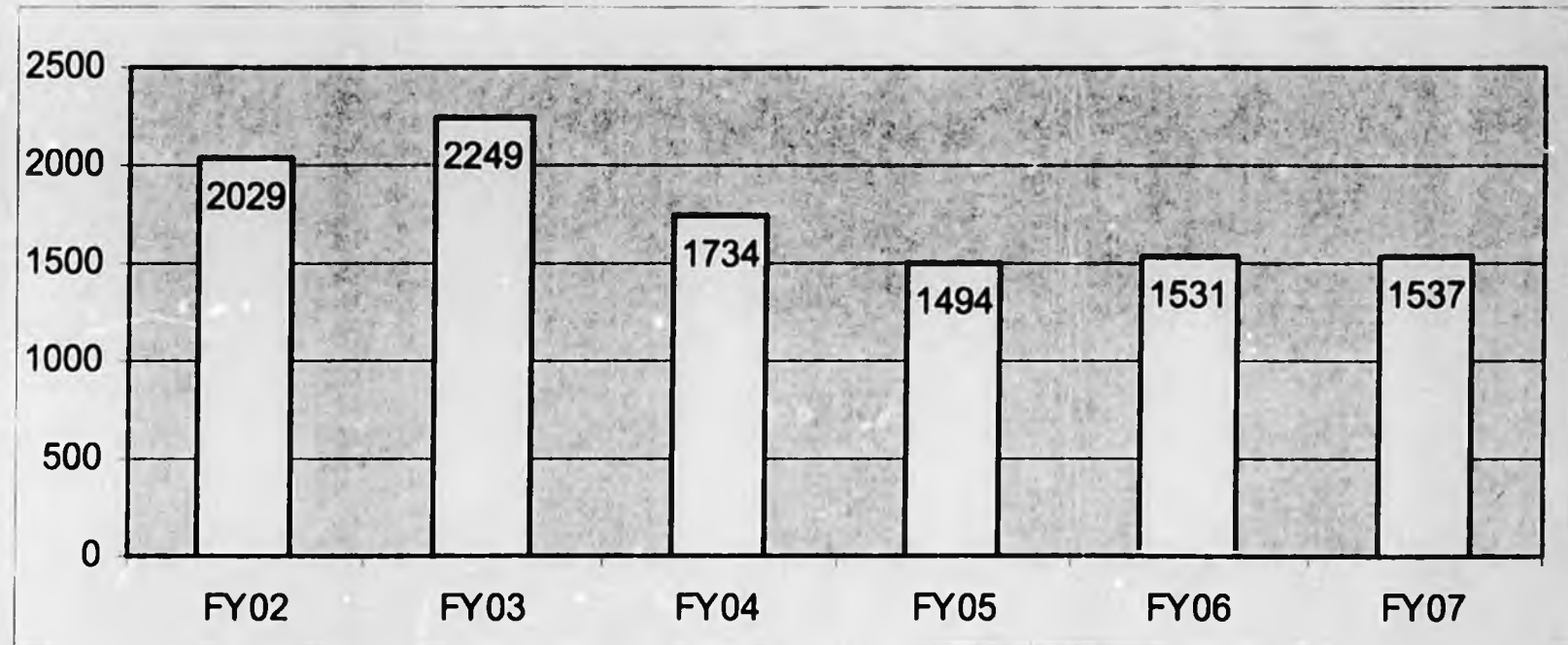


**Anchorage DJJ
Presentation for the
Senate Judiciary Committee's
Crime Summit
January 17, 2008**

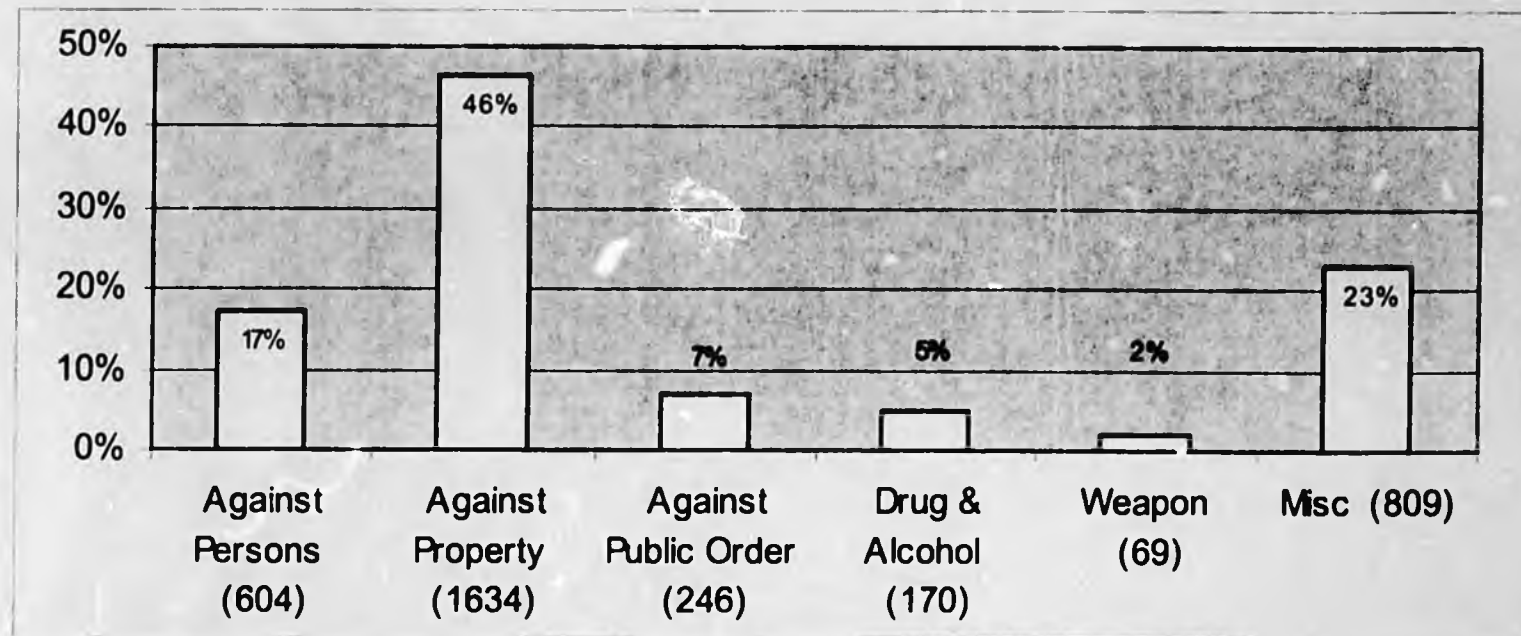
The Mission of the Division of Juvenile Justice is to hold juvenile offenders accountable for their behavior, promote the safety and restoration of victims and communities, and assist offenders and their families in developing skills to prevent crime.



Unduplicated # of juveniles referred to Anchorage DJJ FY06 & FY07

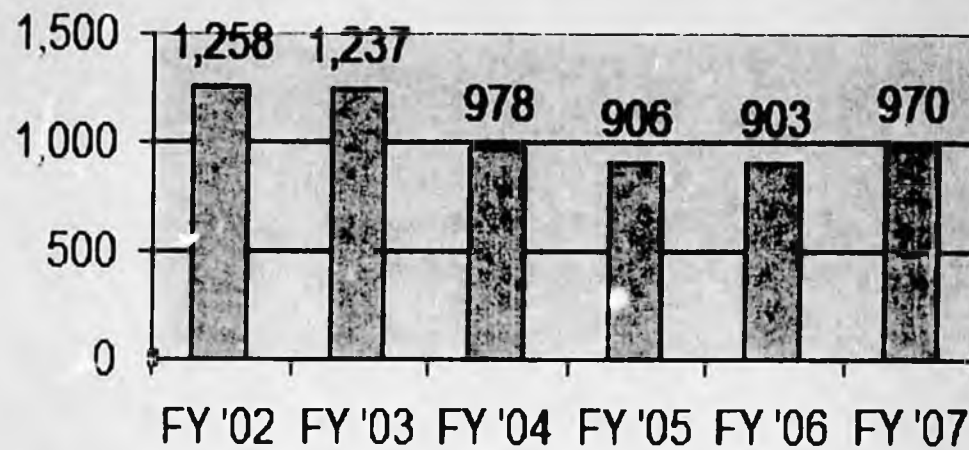


Charges by Type for Anchorage DJJ referrals FY07



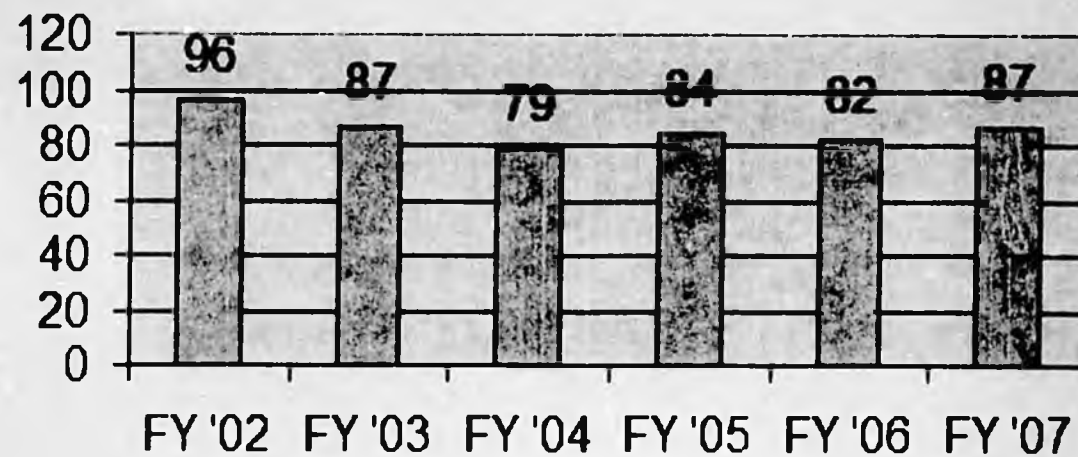
MYC Detention Admissions FY02-FY07

MYC Detention Admissions
FY '02- FY '07

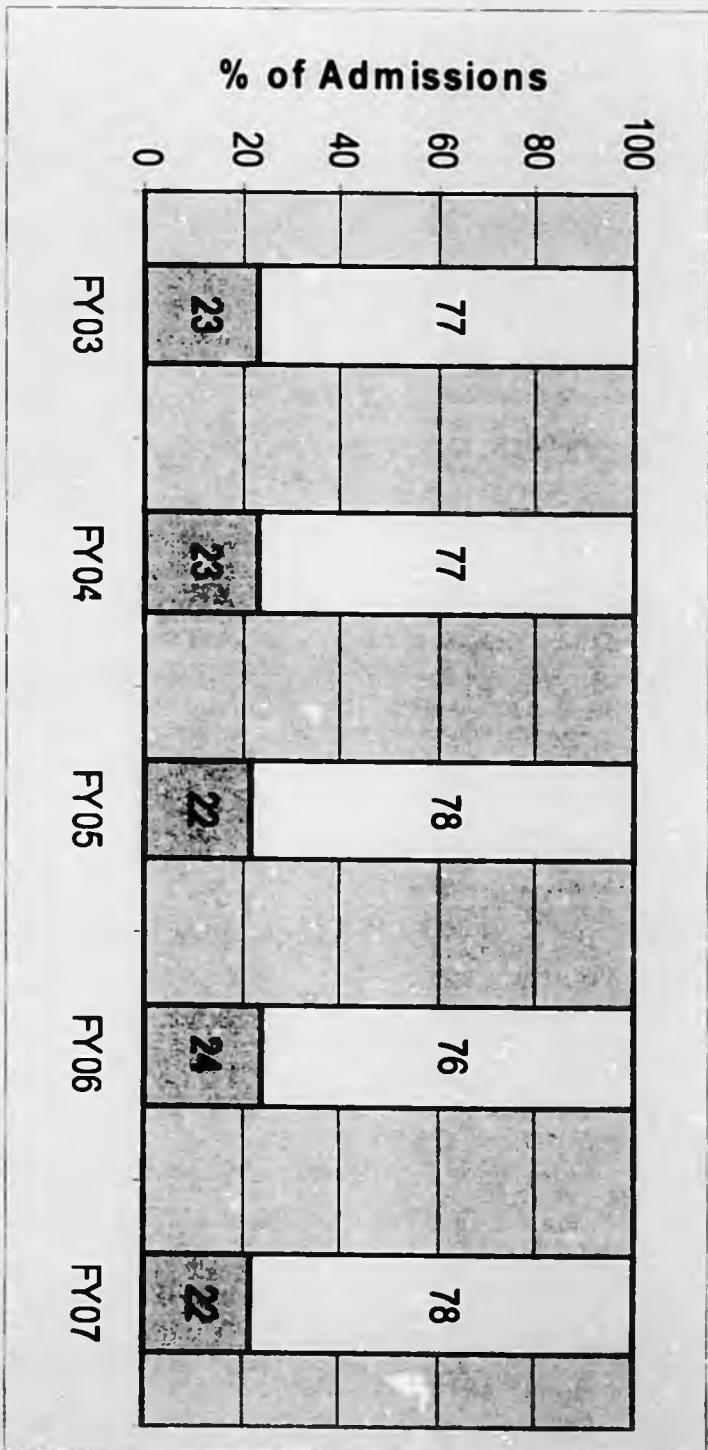


MYC Program Admissions FY02-FY07

MYC Program Admissions FY '02- FY '07



Gender Differences in MYC Detention Admissions FY03 - FY07



How many juveniles have a Mental Health Diagnosis?

FY07 DSM IV Breakdown of Juveniles



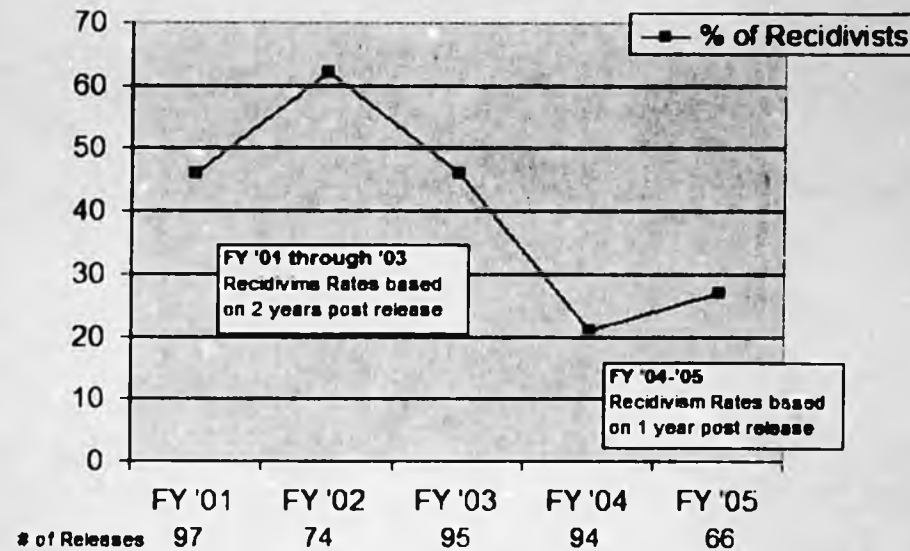
NO Diagnosis
54%



Primary
Diagnosis
46%

Recidivism Rates of Institutionalized youth at MYC FY01 – FY05

**McLaughlin Youth Center Recidivism Rates
2000-2005**



Successes

- **Partnerships**
 - Making a Difference Program
 - Anchorage Youth Court
 - Reclaiming Futures
 - Anchorage School District
 - Anchorage Police Department
 - Juvenile Justice Working Group
 - Tri-Borough Anti-Gang and Violence Policy Team
 - Disproportionate Minority Contact Committee

Successes

- Partnerships, continued
 - Tribal Youth Reentry Effort, with Alaska Native Justice Center
 - Boys and Girls Club
 - Mentoring Program with Big Brothers/Big Sisters and UAA
 - Job Readiness Skills taught in collaboration with Boys & Girls Club, Anchorage School District, WIA
 - Alaska Mental Health Trust grant

Successes

- **Evidence Based Interventions**
 - Cognitive Behavioral approach
 - Aggression Replacement Training
 - Clinically supervised, research based substance abuse curriculum
 - Performance Based Standards (PbS)
 - Strength Based Programming
 - Transitional Services Unit

Challenges

- Community based resources for special populations, including youth with domestic violence issues, sexual offending issues, youth with identifiable mental health disorders and substance abuse issues
- Resources to proactively respond to youth identified as high risk to offend
- Aging facility in need of significant repair and renovation
- Funding for sufficient facility staffing levels

Senate Judiciary Testimony

Greetings Honorable Senators

Overall the Alaska State Troopers continue to see an increase in calls for service of all types, especially white collar crimes, computer and identity theft type crimes, domestic violence calls, and property crimes. This of course can be attributed in part to population growth and the education of the criminally inclined regarding computers and the internet. It can also be attributed in part to the inefficiency of our system. Of course, Alaska is still number one for over 10 years in the UCR Forcible Rape category. The definition of that category does not include all of Alaska's sexual assaults or sexual abuse of minors, as our statutes are more broad than the UCR definition of the category. This would, if it could, make us even higher than number one. We are also seeing many more Search And Rescues's. In 2007 we responded to 721. That is about 2 per day. SAR's are very time consuming and expensive in manpower, effort and money. These will likely continue to increase due to greater access to the wilderness, more tourists, more citizens without proper training or precautions and the proliferation of big boy outdoor toys.

AST continues to make significant illegal drug and alcohol cases every day. There are many interdictions at the airport and mail facilities. There is still plenty of work in this area of criminality which is of course the basis for several of our other social and criminal problems that affect urban and rural Alaska. This is an excellent restriction point that diminishes downstream work and problems.

AST does very well in three areas;

- 1) Very complicated and very serious crimes like homicides and sexual assaults. And you may have noticed that our cold case squad has recently been very successful in a number of cases. These are examples of being able to devote the needed time to a case.
- 2) Immediate response to emergencies and calls for service; and
- 3) Search and rescue.

AST faces significant challenges in four areas as far as quantity and quality of work is concerned:

- 1) Investigative and follow up capabilities from uniformed patrol such as on DV's, burglaries, and injury MVC's (motor vehicle collisions). Troopers make an immediate response and then make another immediate response to the next call, one right after the other. So we do well on the immediate response, but we do terrible on follow-up. It is completely analogous to an emergency room triage situation, but whereas the ER Doc or a nurse will return, we do not have the time in many cases to get back to the initial patient for follow-up or referral in a timely manner. (Mention the "Anatomy of a Call for Service. Many people do not understand how complicated a call for service can be and that it is usually not completed in one visit.)

- 2) Judicial services, prisoner transportation and court security- the amount of work in this area just continues to increase as more courtrooms are added and population increases. There are almost 10,000 un-served arrest warrants in the state. Here is a copy of the Frontiersman which has a listing of over 2100 arrest warrants in the Mat-Su Valley and Glennallen. This type of problem causes the system to move in fits and starts rather than smooth production of work and services.
- 3) Lack of investigative services for felony crimes such as white collar crimes (we have three white collar investigators in ABI), identity theft, internet crimes and property crimes-not to mention SA's /SAM's.
- 4) Presence on Alaska's Highways. Right now, unless we are working using grant funds, AST does not have a dedicated highway safety plan that significantly modifies aggressive and poor driver behavior in order to prevent or diminish collisions. AST also does not have an adequate presence to check on drivers during poor weather conditions on many stretches of highway. Our current response is to conduct highway traffic law enforcement when we have no calls for service to answer or we have no follow-up to finish. In other words, almost never. We conduct highway patrol when we are on our way to another call for service, not as a directed task.

There are two areas where I have significant concerns for the safety of our troopers:

- Single rural troopers answering serious calls by themselves and
- Judicial services/court security officers.

AST still, along with law enforcement around the country, faces significant challenges with recruitment and retention. Law enforcement just does not seem to be as attractive a career to these recent generations. AST has been able to fill authorized positions, but not as quickly as we would like. After this next academy and lateral hire interval, we will be close to having all the authorized positions filled. It took approximately three years to make a net gain of 3 positions, and this includes the 19 out of the last academy that are still in field training. We suffered through several recent years of high numbers of separations and we anticipate approximately 12 to 15 retirements and separations per year in the coming years. We are in the process of conducting a staffing study to determine hiring and staffing needs for the next five years. The average experiential age of a trooper is @7.5 years and this drops every year. AST had an exceptional recruitment year in 2007 and was able to graduate 19 AST and 3 AWT in the last academy. This is not holding true for 2008 so far.

Although there have been some significant upgrades to APSIN in the last few years that include a more modern operating system and greater interoperability, AST is approx 25 years behind where we should be on the technology front. An example of a success in this area is ALEISS, wherein agencies across the state share information via their records management systems. AST is a user but not a contributor because we, the state police do not have an electronic records management system. Adequate and current technology could significantly impact our work in a positive way (i.e., more work output with the same number of personnel and faster response to the public). Our technology support

staff is significantly under-resourced. The public does not understand and cannot comprehend how backward AST is regarding technology. This provides inadequate and antiquated services to the public because of our outdated business processes, i.e. citizens should be able to report on-line and receive copies of reports on-line rather than an in-person request that may require two trips to AST.

Many of AST facilities are seriously out-of-date. Although there has been significant progress in recent years to provide new trooper housing which is extremely helpful in the recruiting efforts, this does not address the aged, dilapidated, and expensive business and office structures. We also do not have adequate regional shooting ranges. Confidence in your professional abilities, be it with your weapons or with your interview techniques helps to lower the number of complaints and lawsuits.

With these problems and the youthfulness of our work force, will begin to see even more citizen's complaints; lawsuits for a myriad of reasons from excessive force to inadequate response; and orders from the court to show cause as to why AST did not produce those services that are mandatory by law (show the newspaper from the Frontiersman with all the warrants in B Detachment). As this increase in dissatisfaction grows, AST will spend more time in self-examination and internal investigations to explain the shortcomings. This will create a negative feedback spiral, which will impact employee morale and citizen services and eventually recruitment and retention.

The answer to these problems is not necessarily to throw money at them. In fact, an unplanned infusion of money or capital could divert resources away from priorities. More importantly, the answer is to develop a plan for infrastructure replacement and upkeep, staying apace with current technology, and adding personnel in the correct areas at the correct time. In other words, we need to improve services according to a well-thought out business plan that is coordinated with other division and agency plans based upon common priorities.

At AST we have a new 10-year plan in place that will guide us in making two five-year plans. We will focus on four areas simultaneously: 1) Services, 2) Internal Capability, 3) External Relations and 4) Growth. The fourth one, Growth, does not necessarily mean an increase in personnel or costs, but rather planned development according to increases in populations or changes in the business of public safety. It also means "development" as in a maturation of the agency which includes succession planning and employee training. And it means "development" as in systemic inter-relations and interoperability using current and modern business practices, technology, and services. AST will be working on two fronts, internal and external. Internally, we will be focusing on our main assets, our employees. Externally, we will be trying to modernize our facilities and our business practices. This means we must be more communicative so we can educate and inform all our partners and the public we serve as to what our problems and our plans are. All this leads to better services.

The best thing that could happen to AST is to be able to run our operation in a prospective manner rather than a reactionary manner. We need to be planning for 5 years

in to the future. That also gives us the capability to adjust or correct our course if necessary to fit in with system-wide priorities. Right now we operate our infrastructure in a mostly "break-fix" manner and our annual operating plans and budgets can be upset by one major disaster or lawsuit. In our current budget proposal and 10-year plan, you will see that AST is working to provide some factual assessment of our technology, our facilities, and our manpower capabilities. When we get that information, we want to look forward with it.

To be successful in these endeavors, we need to cause you the legislature and the public to look at us in a different manner. The need for law enforcement will never go away, but the need and the cost can be diminished if it is efficient and effective. AST can be neither, if current practices continue. Now is the time to think of your public safety agency as an investment. We could actually save the state money on many of the social ills facing us if we were able to run AST in a pragmatic, business-like manner. Government should seldom take over individual or familial responsibilities, but there are many out there who would victimize others if they thought there were no consequences. We need to make those consequences believable and real.

The best thing that could happen to the Alaska criminal justice system is for it to be thought of in a global and systemic manner. The disparate parts of the system need to be integrated and standardized and to do that; we need system-wide oversight and direction. For example, there is the capability out there to create a technological system that has the accounting ability to determine how much work product moves from one part of the system to the other, what program was productive and what was not, which employees are productive and which are not, and subsequently which agency is productive and which is not. Right now it is very difficult to hold any agency or part of an agency responsible for anything because they can always look to the inefficiency of the system as their excuse. There should be a formalized Criminal Justice System governance committee, with appropriate subcommittees, such as technology, that is mandated to plan, organize and provide deliverables such as goals, schedules, and issue focus at least five years out in to the future. This would give the system underneath the direction that is sorely needed for planning.

I know that this looks like a daunting task with unimaginable amounts of money required, but that is just not so. We need a system-wide focus and tenacity on priorities and we need to look at the timing of this solution in terms of decades. This cannot be fixed overnight or just with money. It needs to be fixed with planning that requires incremental and affordable change. That requires a clear goal and a clear direction. The goal is easy: we need a balanced, coordinated, and up-to-date criminal justice system. The direction is forward, one step at a time. The impediment to all this is in our collective head not our pocketbook.



**Fairbanks Police Department's Report to Council, January 21, 2008
With Statistical Summary for the 2007 Calendar Year**

Personnel/Staffing Update

Commissioned Hires: The Fairbanks Police Department was budgeted for forty-four (44) commissioned personnel in 2007. We operated through the majority of the year with forty-three officers, due to retirement/resignations and subsequent replacements. We have begun the 2008 year at one under our authorized strength of forty-four (47) positions, with one candidate currently in the pre-hire process. Of our current officers, one (1) is our federally-funded *Weed-and-Seed* position, four (4) are reimbursed through our Alaska Highway Safety Office (AHSO) grant, and our Drug Investigator assigned to ABADE is reimbursed through Byrne/JAG funds. Of our currently-filled 46 positions, two are currently undergoing their initial field-training.

Crime Statistics- January 1st through December 31st, 2007

	2001	2002	2003	2004	2005	2006	2007	% Change From Prior Year
Homicide	3	2	4	2	3	1	5	--
Sexual Assault	60	45	48	54	56	68	42	-38%
Robbery	31	35	41	45	69	47	42	-10%
Aggravated Assaults	67	216	245	152	195	154	179	+16%
Other Asslts	1896	1678	1597	1394	1260	770	744	-3%
Burglary	224	233	268	230	243	306	248	-19%
Theft	990	999	1163	1133	1263	1285	987	-23%
Vehicle Theft	206	136	136	153	224	165	164	0%
Total UCR Index Crimes	3477	3344	3502	3163	3313	2796	2411	-14%

Homicides reported within city-limits were high in 2007 relative to recent years. However, given such a small sample-size, one or two incidents (such as the double-murder that we began the year with) can grossly inflate the average of two or three such incidents that we normally experience. Aggravated assaults were the only other major UCR crime category in which we experienced a measurable increase (16%) in 2007. As noted in previous reports to Council, a significant portion of these assaults are attributable to domestic violence situations, where either a weapon is used, or serious injuries such as strangulation occur.

Other serious crimes-against-persons, to include sexual assaults and simple assaults, were down from 2006 levels, with a significant reduction in reported sexual assaults. We have also seen a measurable reduction in our area property-crime, with reductions in both the number of burglaries and the number of reported thefts. Incidents of vehicle theft remained relatively constant from 2006.

Order Maintenance and Safety

TITLE 47 – We responded to a total of **237** incapacitated subjects during the month of November. In December we responded to **286**. For the entire year of 2007, we responded to a total of **3117** calls of incapacitated subjects. This represents a **48% increase** in the number that we handled in 2006, and represents the highest number we've dealt with in the past seven years. As has been discussed through the year, FPD was burdened with a considerable increase in the number of our pick-up/transport in early 2007, as FNA's CSP program efforts were phased-out. During the height of the summer months, as the Downtown Association's replacement CSP program struggled to receive funding and full-staffing, FPD continued to carry this burden. During the fall of 2007, the Downtown Association's program showed a steady increase in their number of pick-ups relative to FPD. In November the CSP responded to 238 such calls, and in December they responded to 209 calls. This equates to a respective share of 50% and 48%, a significant improvement over earlier months! It would appear that CSP services are now "leveling out." At present staffing levels, I don't believe they will be able to achieve the 65% relative-share of calls that we experienced under a fully-staffed FNA program.

Domestic Assault

Response to domestic and family violence in Fairbanks continued to present a problem of significant magnitude for our Department in 2007. The amount of domestic violence calls that the Fairbanks Police Department responded to in the month of November was **77**, dropping in the month of December to **60** calls, which is somewhat unusual for the holiday period. **19 arrests** for domestic-violence related cases were experienced in the month of November, followed by **29 arrests** in the month of December. In total, **360 arrests** were made by F.P.D. for domestic-violence related calls in 2007, representing a 12% reduction from 2006 arrest levels. Reports of domestic assaults in progress, service of protective orders, subsequent arrests, and investigations for violations of protective orders and/or offender's conditions-of-release consume a significant amount of patrol resources. In 2007 the Fairbanks Police Department responded to a total of **855** domestic-violence related calls.

Traffic

As we entered 2006, F.P.D. was successful in obtaining a significant grant through the Alaska Highway Safety Office (AHSO) to fund and equip a dedicated DUI/Traffic Enforcement Unit. This two-man unit was put into place in May of 2006, and continued to be staffed and funded through 2007. Working in conjunction with our regular complement of patrol officers, and utilizing additional AHSO directed-enforcement programs, we have produced significant results in this area:

- **DUI & DWSOL** – There were **50 DUI & Refusal** arrests made in November and December of 2007, and **18 DWSOL** (Driving with a Suspended/Revoked License) arrests. 2007 saw a total of **375 arrests** for DUI/Refusal, representing a 26% increase over “pre-implementation” efforts. Additionally, there were a total of **168 arrests** for driving with a revoked or suspended license in 2007.
- **CITATIONS** – There were **453** citations issued during the months of November and December, with a total of **4,287** citations issued in 2007. Additionally, our officers issued **257** citations for Minors Consuming Alcohol. We have already put the (new) third member of our Traffic Unit in place for 2008, and will install the fourth member once our first new-hire is out of field-training.
- **INCREASED STAFFING FOR 2008**- As noted previously, our 2008 Highway Safety grant will allow us to place two (2) additional traffic officers in our unit this coming year. Sgt. Matt Soden has already been put in place as the third member, performing both traffic enforcement and field-supervision duties. The fourth member will be put in place as soon as one of our new-hires completes FTO training and is deployed into patrol.

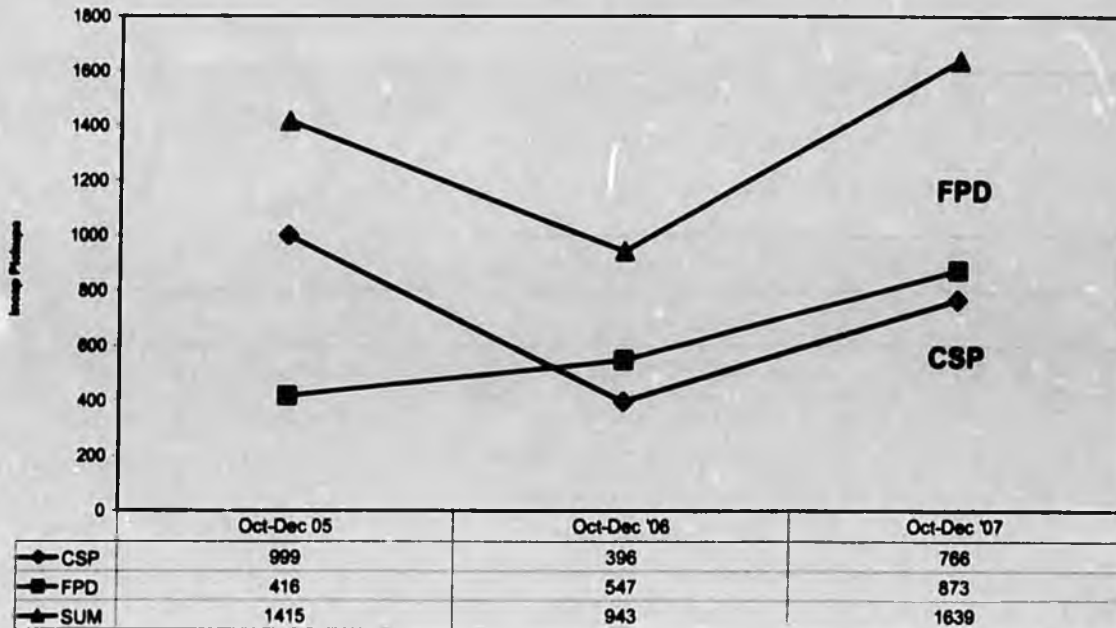
Other Items of Interest:

- **WEED AND SEED:** While our federally-funded *Weed-and-Seed* program experienced some starts and stops in 2006, placement of Cathy Persinger as the full-time Site Coordinator through United Way has led to sustained, coordinated action throughout 2007. Working in close coordination with Cathy, our assigned *Weed-and-Seed Officer*- Alana Malloy- has led multiple investigations and community collaborations in the area. The four sub-committees under the program- law enforcement, community policing, neighborhood restoration/revitalization, and substance-abuse/treatment are all working together to initiate positive change in our designated “footprint” area.
- **DEPARTMENT ACCREDITATION:** After completing an exhaustive review of Department policy, procedures, and overall operations, our application for accreditation to the *Alaska Law Enforcement Agency Accreditation Commission* (ALEAAC) was submitted in November of 2007. We are now awaiting ALEAAC’s assignment of an assessment-team, who will travel to Fairbanks to conduct an on-site assessment of FPD operations in 2008.

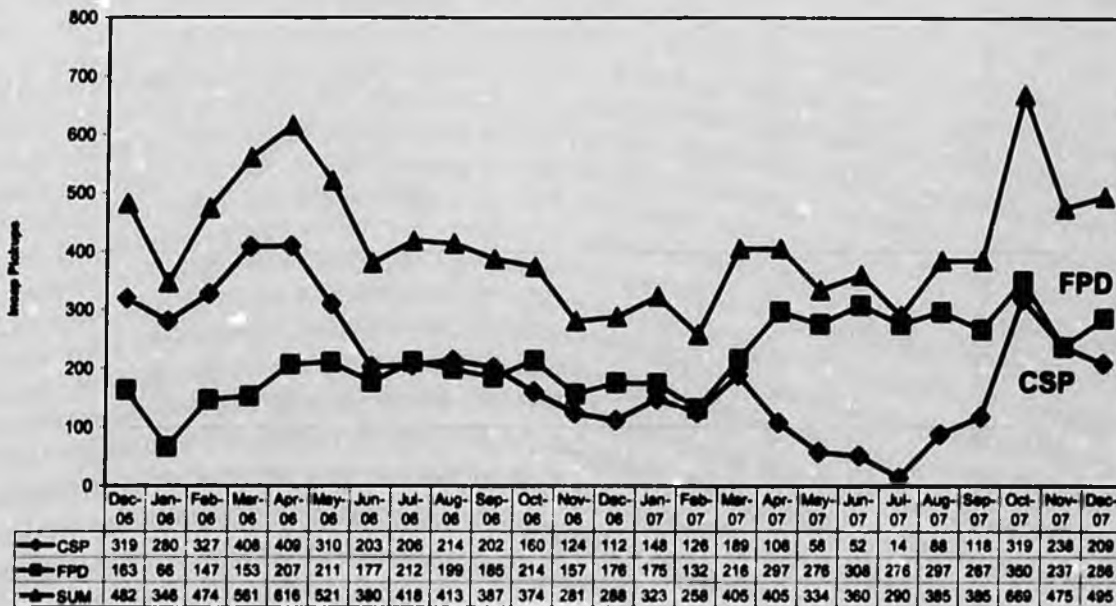
- **CONTINUED STRATEGIC PLANNING:** Last year I worked with my command-staff on the development of a three-year strategic plan, which guided our department's operations in 2007. As we enter 2008, we will revisit the plan, integrating the feedback that we receive from the City's *citizen-review committee* as we continue our "three-years out" planning process.
- **LEADERSHIP TRANSITION:** One significant component of our Department's strategic plan addressed planned leadership development and transition. The first such major instance addressed was the replacement of our Investigations Unit Supervisor, Lt. Dusty Johnson. Pre-planning and advance-training allowed for the successful transition into this critical position by Lt. Dan Welborn in July of 2007. Following this model, Deputy Chief Brad Johnson has now been selected and slated for attendance at the FBI National Academy for the Fall 2008 session.
- **ANNUAL REPORT:** Our Department's comprehensive *Annual Report* is slated for completion and distribution in March of 2008. City residents have placed a significant emphasis on accountability in government operations. This report provides us with opportunity to reflect information in three critical areas:
 - Current department structure, resources, and focus of operations
 - Current community crime statistics, as well as operational statistics
 - Goals and objectives for future operations
- **INCREASED FOCUS ON PROPERTY-CRIME IN 2008:** While we've seen an appreciable drop in both burglaries and thefts between 2006 and 2007, we are committed to make a significant impact on area property-crime in 2008. By directing additional investigative resources through the formation of a dedicated "Property Crimes Unit" in our Investigations Division, having our bolstered traffic presence and other patrol officers work in close coordination with this unit, and by working to form an inter-agency task force with AST, we want to send the clear message that those offenders who commit property crimes in the City of Fairbanks will be caught and prosecuted.

GOLDEN HEART PROJECT DATA- RESPONSE TO CHRONIC INEBRIATES IN FAIRBANKS FOR 2007

Off The Street



Off The Street



Fairbanks Population, Crime, and Police Staffing

A report to the City of Fairbanks Public Safety Commission by Chief Daniel Hoffman

October 10th, 2006

PART ONE: CITY POPULATION

The City of Fairbanks serves as the seat of government for the surrounding North Star Borough, which comprises a total population of 87,650 residents. As the center of commerce and distribution-hub for all of Interior Alaska, with multiple highways leading in and out of the City, it can reasonably be argued that the "effective population" of the City is somewhat greater than the 31,182 residents which reside within City limits. One only need to look at a comparable sized city such as Juneau- nearly identical in size to the City of Fairbanks, but removed from the road system and without a surrounding large Borough population, to see the exceptional differences in crime in these respective communities.

In order to compare "apples to apples," however, we are forced to evaluate our City from its reported size of 31,182 residents- even though we are obviously dealing with a larger effective population. Additionally, there are those in the community who would argue that the population of Fort Wainwright- our residential Army base that actually falls within our City limits- should be excluded from this population estimate. I don't believe that such exclusion makes inherent sense, and should be immediately dismissed for the following reasons:

- 1.) Despite the fact that Fort Wainwright has its own military police to deal with purely military matters, the Fairbanks Police Department is frequently called to investigate reported crimes on the base, particularly when civilians are involved.
- 2.) The population base comprising the residential component of Fort Wainwright is made up of largely young men, in the statistically highest age-group for those who are likely to engage in criminal activity. One only need to look at the reported assaults, sexual assaults, disorderly conducts, DUI's, etc. that the Fairbanks Police Department deals with on a weekly basis to see that our inclusive military population has a significant impact on crime and disorder in Fairbanks.
- 3.) Perhaps most importantly, the Uniform Crime Report (U.C.R.) statistics that are used for comparison-purposes in this report *reflect only those crimes that are reported to and handled by the Fairbanks Police Department*. Calls for service and military-on-military reports that are handled on-Post by the Fort Wainwright military police are not accounted for and/or included in City of Fairbanks crime statistics.
- 4.) Lastly, the argument that Fort Wainwright should be excluded due to the fact that F.P.D. officers don't routinely patrol the bases' residential neighborhoods is completely moot. Due to the heavy call-volume and demands for service that we currently respond to, our own City residential neighborhoods do not receive random, proactive patrols either.