

# **Options for Policymakers Considering a Justice Reinvestment Initiative in Louisiana**

Submitted to: National Center for Urban Communities  
at Tulane and Xavier Universities



**Council of State Governments**  
Criminal Justice Programs

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**Analysis of the Louisiana State Prison Population,  
the Communities to which State Prisoners Return, and  
Options for Managing the Growth of the System**

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## **I. Introduction**

This memorandum responds to a request for information that Senators Donald Cravins, Paulette Irons, and John Hainkel made to the National Center for the Urban Community at Tulane and Xavier Universities and the Council of State Governments.

The memorandum, prepared by expert consultants to the Council of State Governments (see appendix for biographies), provides an analysis of the state prison population, options for managing the growth of the prison population, a discussion of the savings that these options could generate, a geographic analysis of the concentration of people released from prison to particular communities, and a recommendation for reinvesting some of those savings in the communities receiving disproportionately large numbers of releasees.

## **II. Overview of State Demographics, Crime Rates, and Prison Population**

### **A. State Population**

Throughout the 1990s, Louisiana's state population increased by about 6 percent, which was faster than the rate of growth of the U.S. population. The same level of growth in the state's population during the 1990s is predicted to continue throughout the following decade. In terms of people ages 20-34, who represent nearly 60 percent of admissions to Louisiana's secure facilities in 2001, that population is projected to grow by 4.9 percent from 2000 to 2010.

It is also noteworthy that, compared to other states, Louisiana exceeds national averages in other poverty indicator categories: 1) income levels; 2) the percentage of people who have not completed their high school education; 2) the number of births to unmarried women; and 3) the percentages of people on public assistance. Thus, there are no demographic trends that suggest the pressure on criminal justice system will diminish shortly.

### **B. Crime**

As compared to the nation, Louisiana has a significantly higher crime rate for both violent and property crime. However, from 1999 to 2000, Louisiana posted a larger decrease in its serious crime rate (5.6 percent) than did the entire United States (3.3 percent). From 1990 to 1995, the number of UCR Part I crimes in Louisiana rose at an average annual rate of 1.2 percent, while from 1996 to 2000, they fell at an average annual rate of 3.5 percent.

### **C. Prisoner Population Trends**

Currently there are approximately 36,000 persons in the state's prison system. In terms of incarceration rates, the state has the highest rate in the United States (795 per



100,000 population compared to the national average of 427 per 100,000). The Black incarceration rate is 2,251 per 100,000 black residents.

In 1991 there were only 20,000 incarcerated representing an 80 percent increase over the 1991 figure. However, from 2001 to 2002, prison population actually declined but by less than one percent. Unlike other states, nearly half (16,500) of the prisoners are housed in the state's local parish prisons. From 1991 to 2001, the population of state offenders in state facilities grew by approximately 5,000, while the state offenders in local facilities grew by more than 10,000.

As compared to the state prison populations across the country, Louisiana's incarcerated population is comprised of a larger percentage of drug offenders. In Louisiana, approximately one-third of the state's incarcerated population is committed for a drug offense, while nationally, that figure is approximately one-fifth.

#### **D. Prison Admissions**

After displaying a steady upward trend from 1994 to 1998, the number of prison admissions has remained fairly even since 1998. The proportion of new felony commitments among admitted offenders has dropped every year since 1994, with a corresponding increase in the proportion of offenders returned to prison due to revocation. In 1994, new felony commitments and revocations each comprised half of the admitted population. Currently, new felony commitments are about one-third of all admissions with revocations reaching nearly two-thirds of admissions.

#### **E. Prison Releases**

The vast majority of inmates in Louisiana are released due to a diminution of sentence (also known as 'goodtime' releases). In the mid-1990s, diminution of sentence accounted for approximately 70 percent of releases, rising to approximately 80 percent of releases in 2001. Due to the large number of cases not eligible for parole, the number of inmates released via parole is a relatively small portion of the release population. From 1994 to 2001, an average of 10 percent of offenders each year were granted release via parole.

### **III. Options for Managing the Growth of the Prison Population**

Like states across the country, Louisiana's prison population has increased dramatically over the last two decades. Louisiana's rate of incarceration, however, the highest in the country, and of any nation in the world, is unlike any other jurisdiction.

Several aspects of the prison population present state officials opportunities to decrease the prison population without compromising public safety:

Implementing any one or more of the following options could enable the Department of Corrections to reduce significantly the state's inmate population. These options are meant to represent only the slightest shifts in policy to ensure no increased risk to public safety.

**1. Reduce the amount of time non-violent technical parole violators serve in prison.**

*Action A*

*Provide day for day credit for time non-violent parolees spend under supervision prior to any violations, new arrests, or new convictions.*

Detail:

Technical Revocation From	Bed Reduction
Parole	100
GTPS Supervision	300
Probation	1,450

*Action B*

*Restrict the amount of time any non-violent technical violator can serve in prison to 12 months.*

Detail:

Technical Revocation From	Bed Reduction
Parole	150
GTPS Supervision	535
Probation	1,975

**2. Reduce the number of technical violators admitted to prison.**

*Action: Reduce the number of parolees referred for technical violations by parole agents based on risk assessment. Divert these offenders to technical revocation centers.*

Detail:

Technical Revocation From	Bed Reduction
Parole	70
GTPS Supervision	320
Probation	1,200

**3. Increase the number of non-violent/low risk prisoners now eligible for parole to be paroled.**

Legislation Required: Require the parole board to adopt risk-based parole guidelines by December 31, 2004 that will result in low-risk prisoners being released at their initial parole hearing date.

Impact: 750 prison population reduction resulting from new commitments.

Implementing the strategies described above would generate significant savings to the state of Louisiana. The charts below explain these savings. Estimates for each proposal are based on a composite per diem of \$28, which is a mix of three different per-diem rates. The first is the \$26 per day that is paid to the sheriffs, the second is a \$22 a day marginal per diem rate for DOC and the third is a \$32 per diem rate for DOC. Depending on the mix of bed closings ultimately used (for example a higher proportion of sheriff beds versus a lower number of marginal DOC beds), the savings could increase or decrease. This per-diem assumes that at least half the beds in any scenario include reductions to the sheriffs and the other half is a mix of marginal and the higher per-diem rates at state facilities. This composite bed cost comes to slightly over \$10,000 per year. To simplify the analysis, it is this annual bed savings that will be used.

Though the total average per-diem cost for state facilities in DOC is \$44 a day, this analysis assumes that because of the level of fixed costs, that level of savings will be difficult to achieve. However, it is possible based on aggressive capacity management, that DOC officials could achieve more savings than this analysis shows. For instance, if the DOC made the decision to close state facilities as opposed to reduce sheriff payments once bed savings exceeded 1,000 beds, the annual per-bed savings could increase from the \$10,000 used in this analysis to \$11,700.

These cost savings estimates contain the following additional assumptions:

- 1) The DOC population is leveling off and as a result is appropriately budgeted for the next fiscal year. This means that all projected cost savings are savings against the budget. That is, these savings reflect real state dollars that can be made available for other governmental purposes.
- 2) The legislation required to achieve these savings is assumed to pass and take effect in the next year and the administrative changes necessary are all to begin to be implemented during the fiscal year as well.
- 3) All the projected bed savings are phased in over several years.
- 4) There is a certain level of reinvestment in community based and DOC programs in order to achieve, maintain and, hopefully, increase these savings. While some of these proposals initially require no new resources such as legislatively capping the length of time technical violators can spend in prison, this proposal will ultimately increase the numbers of people under community supervision which will create the need for more community correction resources. Other proposals such as the one to divert violators from prison will require funding to strengthen community-based efforts at reducing the levels of violation and recidivism. This analysis assumes that 25 percent of the savings will be reinvested in those and other community-based efforts each year.

Option	Bed Savings by Year				
	Year 1	Year 2	Year 3	Year 5	Year 10
<b>1(b). Reduce the amount of time nonviolent technical parole violators serve in prison*</b>	450	900	1250	1575	2660
<i>Cost Savings (in millions of dollars)</i>	4.5	9.0	12.5	15.8	26.7
<b>2. Reduce the number of technical violators admitted to prison</b>	300	700	1,000	1,300	1,600
<i>Cost Savings (in millions of dollars)</i>	3.0	7.0	10.0	13.0	16.0
<b>3. Increase the number of non-violent/low risk prisoners now eligible for parole to be paroled</b>	100	150	300	500	750
<i>Cost Savings (in millions of dollars)</i>	1.0	1.5	3.0	5.0	7.5

#### **IV. Reinvestment of Some of the Savings in an Employment Initiative**

Options such as those above present policymakers looking for ways to balance the budget with ways to cut costs without reducing services to the community or laying off state employees. Accordingly, if state officials exercise any of the above options, they would no doubt return a certain percentage of the savings generated to the general fund. At the same time, state officials should also keep in mind the importance of investing some of these resources in improving community safety and in ensuring the successful transition of the ex-offenders to the community. For example, as indicated earlier in this paper, implementation of some of these options will require the expansion of alternative to incarceration programs. Some of the savings will need to be applied to these efforts.

The quality and availability of employment and job placement services will also have a significant impact on the extent to which probationers and parolees succeed in the community. Officials in Texas report that an ex-offender without a job is three times as likely to return to prison as someone who has employment following his or her release from a correction facility. In New York State, for example, 83 percent of all probationers and parolees who violate the conditions of their release and are returned to prison were unemployed.

State officials seeking to ensure that at least a portion of the savings generated through one of the new population management strategies described in this paper are protected for an employment initiative for ex-offenders have at least three options:

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\* This table describes the fiscal impact of implementing "Action B" under the first option only. Because Actions A and B contemplate many of the same people, it is difficult to estimate the combined impact of implementing both measures.

- a. Move the savings "off budget" into a newly created economic development corporation or other authority.
- b. Create a budget line or code in the central budget (or miscellaneous budget).
- c. Appropriate funds directly to a state agency and charge officials there (possibly in collaboration with other agency officials and community leaders) with the administration of the initiative.

**V. Development of an Employment Services Program Model for a Community to which a Large Percentage of Ex-Prisoners Return**

Employment programs for returning prisoners must address the direct need for employment and the supporting elements necessary for employment acquisition and retention. Successful programs include soft and hard skills training, access to treatment services (substance abuse, medical, mental health), adequate housing and family support services with case management/retention service personnel working with the participants for an appropriate period of time. Immediate employment offers structure, work readiness development, and a legitimate income in a effective time frame. Transitional jobs are, therefore, important.

Because this program is intended to address a population not limited to returning prisoners only, namely community residents without criminal histories, a job creation effort should also be included. Community loan pools and start business incubators are examples of proven community development/job creation tools.

To accomplish the above goals, the legislature should establish and fund a three-year demonstration project aimed at reducing recidivism, building community capacity, and removing barriers to employment for parolees and probationers. Included should be a Certificate of Rehabilitation and a revision of Professional Standards for Certification and licensure to remove exclusive language in appropriate categories such as barber licenses and nail technician.

A list of specific recommendations for each of the three years of the demonstration project follows:

**Year One**

1. Build strategic partnerships with community residents, service providers, faith-based groups and employers.
2. Establish a one-stop center closely located to a parole/probation office in the densely parolee-populated community selected incorporating a community resource center, job preparation, acquisition, and job retention services. Employer incentives should be established and marketed.

3. Establish a transitional jobs/vocational training program offering workplace skill development and paid work experience.
4. Build program infrastructure: policies, procedures, data collection and other MIS tools, and evaluation design and tool development.

#### Year Two

1. Establish a second one-stop center.
2. Expand transitional jobs/vocation training program.
3. Establish community loan pool.
4. Develop transportation solutions.

#### Year Three

1. Launch university-based micro-enterprise incubator.
2. Expand employer incentives.
3. Complete the evaluation.
4. Establish long term funding.

The measures described above require considerable planning, and, during the course of implementation, will need to be revised. Successful implementation will yield reduced recidivism rates, increased employment opportunities and safer communities. Investment dollars will range from \$2,000 to \$5,000 per participant. The difference in cost should be based on risk and need.

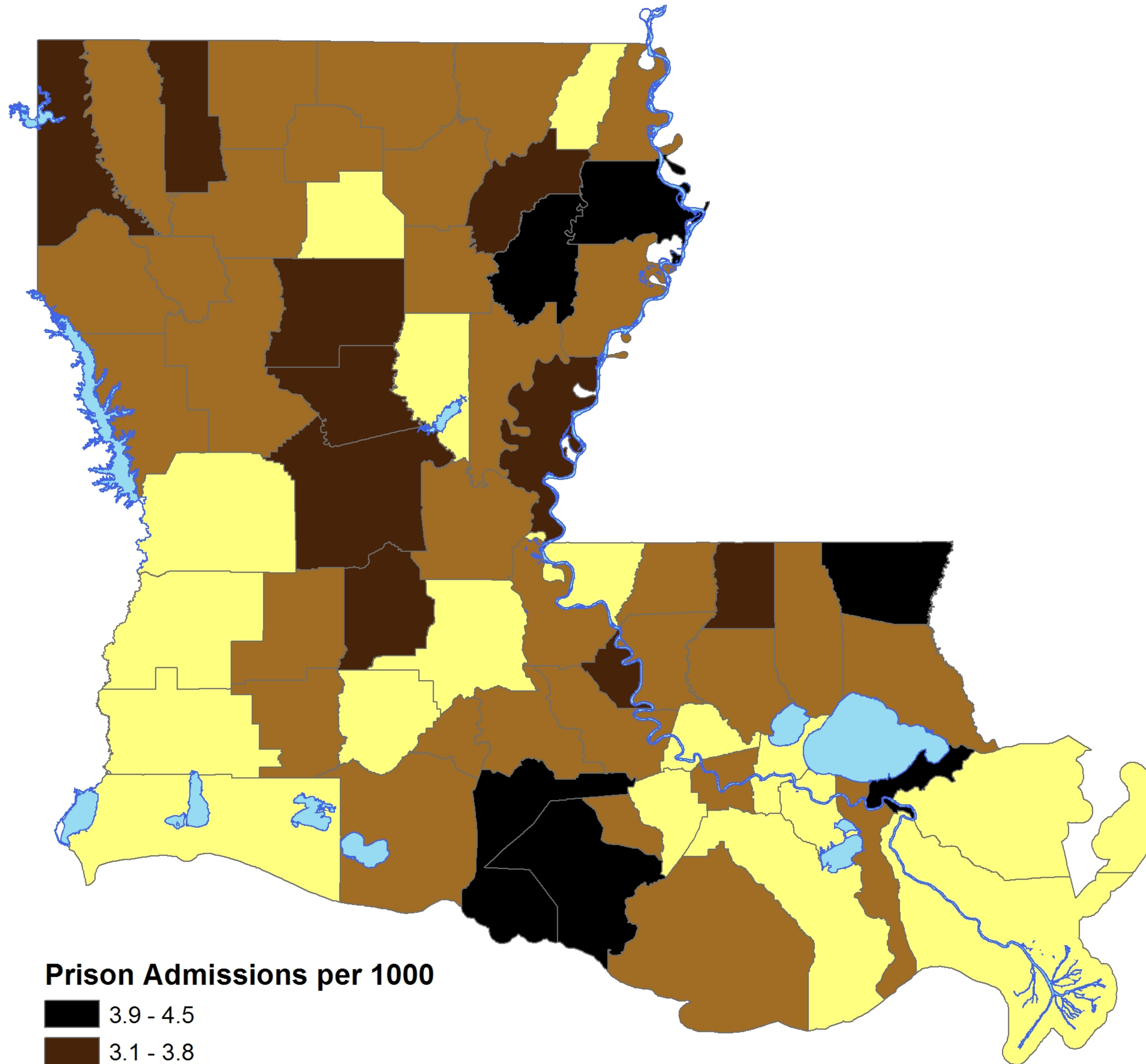
**Comparison Between United States and Louisiana  
On Key Criminal Justice Attributes**

<b>Attribute</b>	<b>US</b>	<b>Louisiana</b>
<b>Crime Rate</b>	<b>4,267</b>	<b>5,423</b>
<b>Violent</b>	<b>525</b>	<b>681</b>
<b>Property</b>	<b>3,742</b>	<b>4,742</b>
<b>State Prison Population – 2001</b>	<b>1,249,000</b>	<b>34,954</b>
<b>Prison Only</b>	<b>426</b>	<b>795</b>
<b>Prison and Jail Per 100,000</b>	<b>639</b>	<b>1,013</b>
<b>White</b>	<b>366</b>	<b>379</b>
<b>Black</b>	<b>2,209</b>	<b>2,251</b>
<b>Hispanic</b>	<b>759</b>	<b>966</b>
<b>Male</b>	<b>1,208</b>	<b>1,913</b>
<b>Female</b>	<b>105</b>	<b>167</b>
<b>Last Year's Rate of Prison Growth</b>	<b>0.3%</b>	<b>1.4%</b>
<b>Prison Admissions</b>	<b>582,232</b>	<b>15,928</b>
<b>% Parole Violators</b>	<b>35%</b>	<b>56%</b>
<b>Prison Releases</b>	<b>570,996</b>	<b>15,197</b>
<b>Estimated LOS</b>	<b>26 mos</b>	<b>26 mos</b>
<b>Parole Population</b>	<b>652,199</b>	<b>22,860</b>
<b>Parolees Per 100,000 Adults</b>	<b>312</b>	<b>704</b>
<b>Successful Parole Discharges</b>	<b>42%</b>	<b>47%</b>
<b>Criminal Justice Per Capita Costs</b>		
<b>All CJS Costs</b>	<b>\$442</b>	<b>\$411</b>
<b>Corrections</b>	<b>\$162</b>	<b>\$151</b>

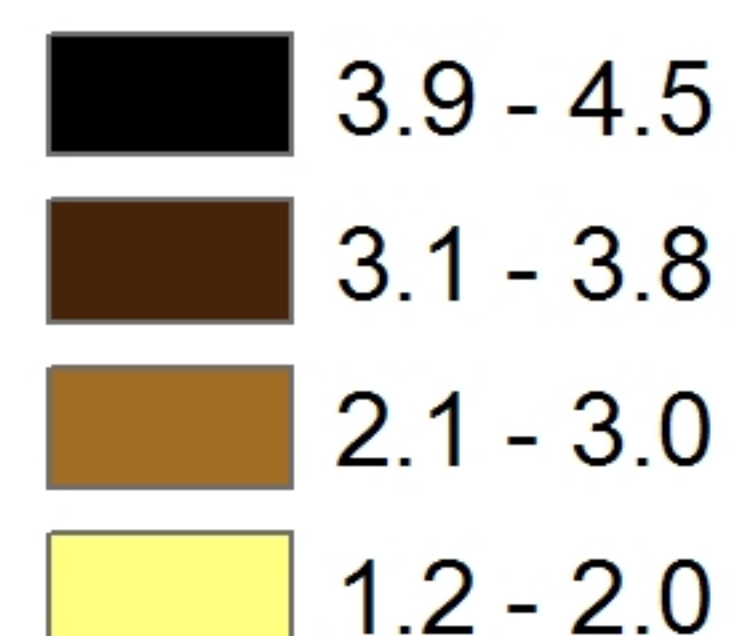


# Prison Admissions per 1000 Residents, 2003

## by Louisiana Counties



**Prison Admissions per 1000**



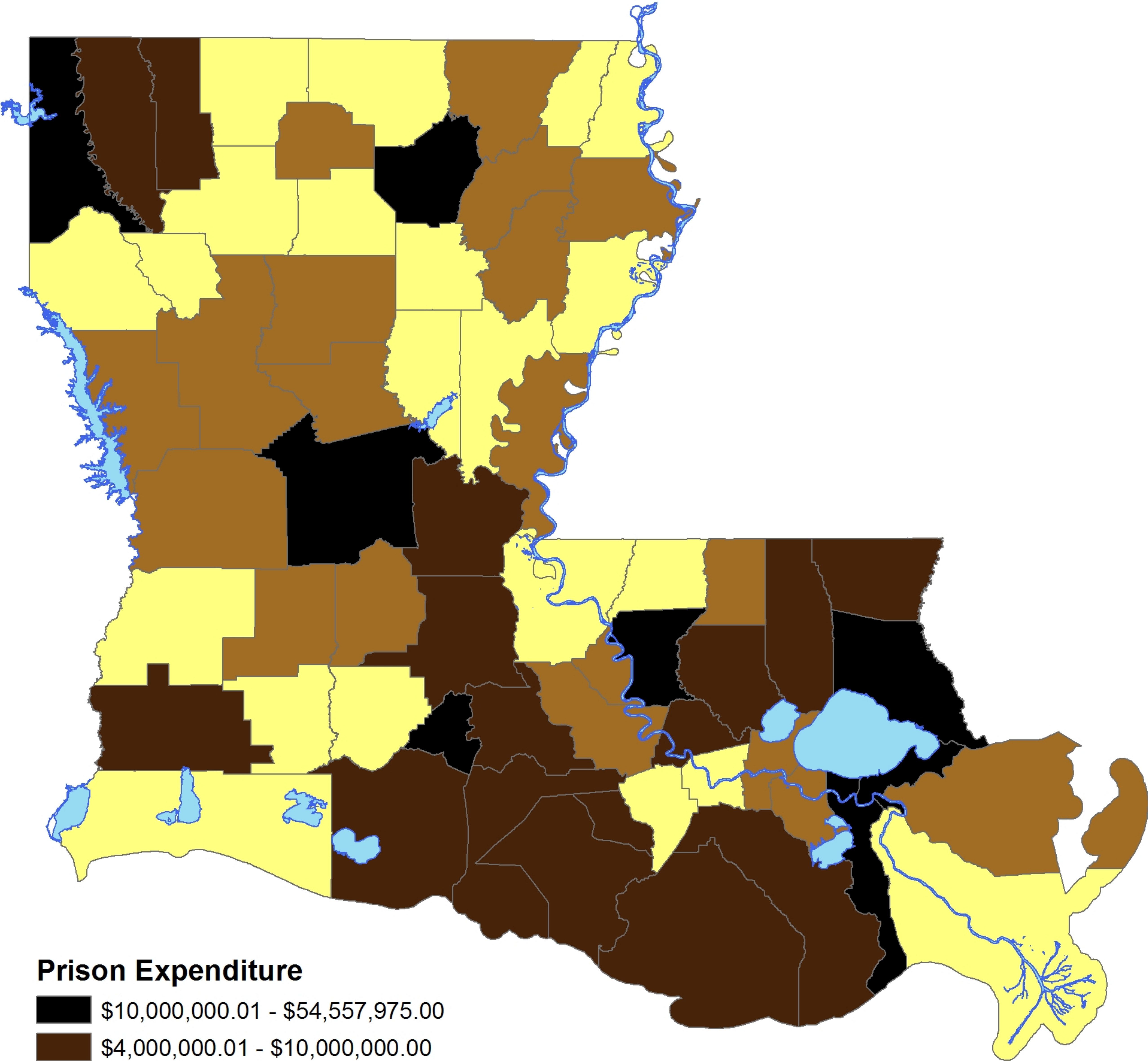
Admission Type	Count	% of Total
New Commitment	4,148	30.48
Non Technical PV	4,751	34.91
Technical PV	4,710	34.61
Total	13,609	100.00

County	Population	Admissions	% of Total	per 1000
Orleans	484,674	1,950	16.29	4.00
Jefferson	455,466	1,204	10.06	2.60
Caddo	253,000	966	8.07	3.80
East Baton Rouge	411,687	863	7.21	2.10
St. Tammany	190,731	479	4.00	2.50
Lafayette	206,216	430	3.59	2.10
Ouachita	147,404	422	3.52	2.90
Rapides	125,609	405	3.38	3.20
Calcasieu	180,529	312	2.61	1.70
Bossier	97,278	252	2.10	2.60
Tangipahoa	94,998	241	2.01	2.50
Terrebonne	81,415	223	1.86	2.70
Livingston	76,346	222	1.85	2.90
Iberia	45,398	196	1.64	4.30
Lafourche	113,214	191	1.60	1.70
Washington	44,506	187	1.56	4.20
St. Martin	64,744	185	1.55	2.90
St. Mary	43,542	175	1.46	4.00
St. Landry	91,729	165	1.38	1.80
Webster	43,170	159	1.33	3.70
Ascension	76,624	141	1.18	1.80
Natchitoches	41,784	121	1.01	2.90
Evangeline	34,409	116	0.97	3.40
St. Bernard	67,229	116	0.97	1.70
Vermilion	53,207	113	0.94	2.10
Avoyelles	41,471	106	0.89	2.60
St. Charles	47,112	96	0.80	2.00
Lincoln	43,583	94	0.79	2.20
Iberville	34,328	91	0.76	2.70
Morehouse	31,772	90	0.75	2.80
Vernon	50,757	89	0.74	1.80
Franklin	20,500	85	0.71	4.10
West Baton Rouge	21,613	78	0.65	3.60
St. John the Baptist	43,422	77	0.64	1.80
Richland	21,181	73	0.61	3.40
Beauregard	35,437	72	0.60	2.00
Acadia	42,701	70	0.58	1.60
Jefferson Davis	30,381	67	0.56	2.20
Allen	24,978	65	0.54	2.60
De Soto	25,531	64	0.53	2.50
St. Helena	18,082	61	0.51	3.40
Concordia	18,317	61	0.51	3.30
Grant	18,540	61	0.51	3.30
Winn	15,659	58	0.48	3.70
Madison	12,547	57	0.48	4.50
Sabine	22,527	54	0.45	2.40
Pointe Coupee	21,652	51	0.43	2.40
St. James	21,954	49	0.41	2.20
Union	23,122	49	0.41	2.10
Plaquemines	26,757	45	0.38	1.70
Claiborne	15,341	42	0.35	2.70
Assumption	22,344	40	0.33	1.80
West Feliciana	21,726	36	0.30	1.70
East Feliciana	15,910	33	0.28	2.10
Bienville	14,515	33	0.28	2.30
La Salle	14,457	29	0.24	2.00
Catahoula	11,188	28	0.23	2.50
Jackson	14,137	26	0.22	1.80
East Carroll	9,343	25	0.21	2.70
Caldwell	11,324	25	0.21	2.20
Red River	9,105	19	0.16	2.10
West Carroll	12,562	19	0.16	1.50
Tensas	6,175	13	0.11	2.10
Cameron	6,930	8	0.07	1.20
Total	4,423,890	11,973	100.00	



# Prison Expenditure, 2003

## by Louisiana Counties



### Prison Expenditure

- \$10,000,000.01 - \$54,557,975.00
- \$4,000,000.01 - \$10,000,000.00
- \$2,000,000.01 - \$4,000,000.00
- \$145,976.00 - \$2,000,000.00

Admission Type	Count	Expenditure	% of Total
New Commitment	4,148	\$195,029,174	42.62
Non Technical PV	4,751	\$126,935,806	27.74
Technical PV	4,710	\$135,657,444	29.64
Total	13,609	\$457,622,425	100.00

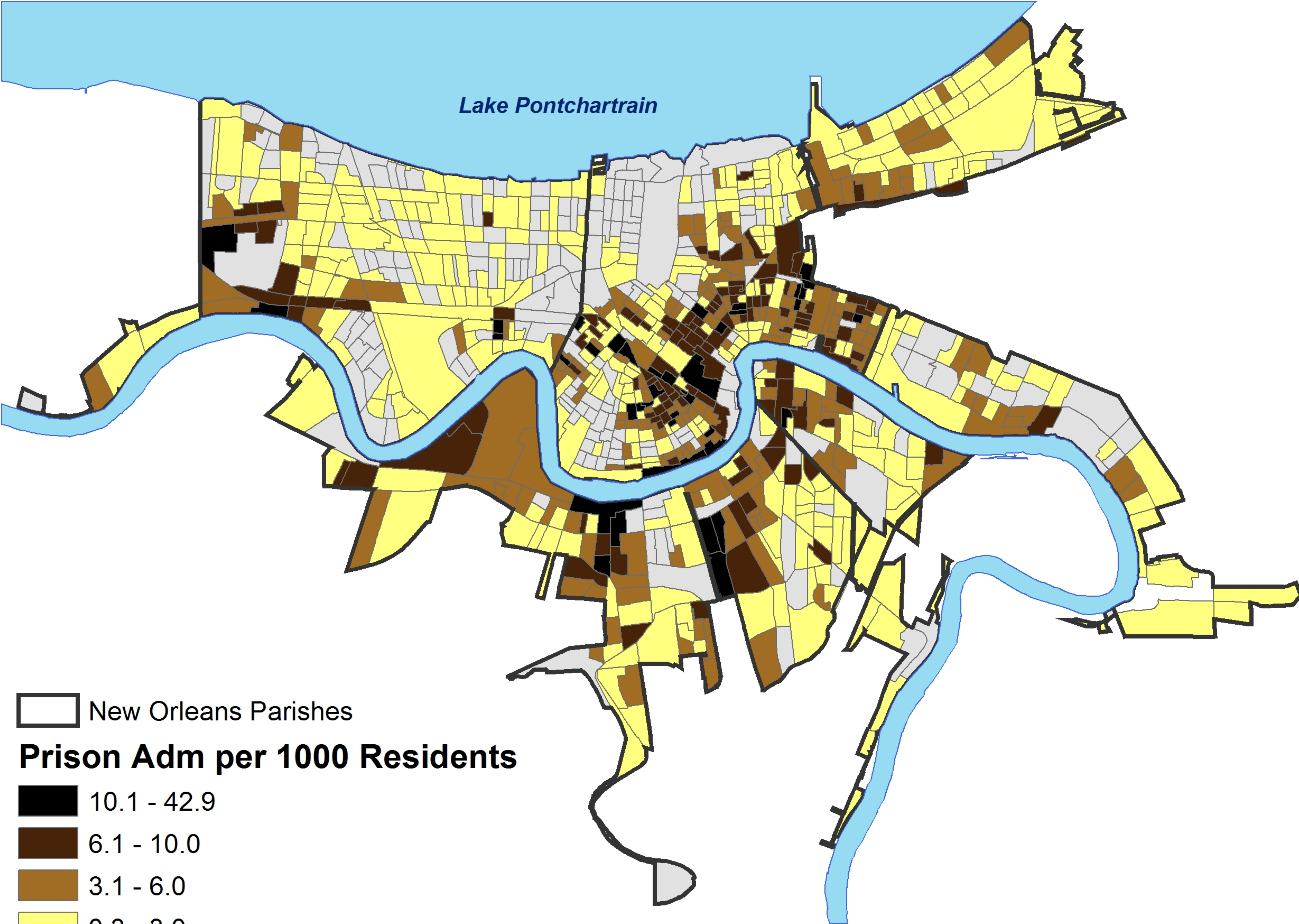
County	Population	Admissions	Expenditure	% of Total
Orleans	484,674	1,950	\$54,557,975	14.11
Jefferson	455,466	1,204	\$43,089,830	11.14
East Baton Rouge	411,687	863	\$31,603,302	8.17
Caddo	253,000	966	\$30,373,152	7.85
St. Tammany	190,731	479	\$16,022,182	4.14
Ouachita	147,404	422	\$15,340,776	3.97
Rapides	125,609	405	\$13,468,198	3.48
Lafayette	206,216	430	\$12,713,634	3.29
Calcasieu	180,529	312	\$9,551,067	2.47
Iberia	45,398	196	\$8,390,700	2.17
Livingston	76,346	222	\$7,400,738	1.91
Tangipahoa	94,998	241	\$7,357,146	1.90
Bossier	97,278	252	\$7,269,503	1.88
St. Martin	64,744	185	\$7,195,248	1.86
Webster	43,170	159	\$6,938,896	1.79
Washington	44,506	187	\$6,904,258	1.79
St. Mary	43,542	175	\$6,260,552	1.62
Terrebonne	81,415	223	\$6,162,472	1.59
Lafourche	113,214	191	\$5,257,780	1.36
Ascension	76,624	141	\$4,589,820	1.19
Avoyelles	41,471	106	\$4,462,874	1.15
St. Landry	91,729	165	\$4,066,901	1.05
Vermilion	53,207	113	\$4,025,734	1.04
Vernon	50,757	89	\$3,949,434	1.02
Natchitoches	41,784	121	\$3,251,666	0.84
Grant	18,540	61	\$3,209,152	0.83
Allen	24,978	65	\$3,031,803	0.78
Lincoln	43,583	94	\$2,932,742	0.76
Morehouse	31,772	90	\$2,928,064	0.76
Madison	12,547	57	\$2,869,234	0.74
Iberville	34,328	91	\$2,762,924	0.71
Franklin	20,500	85	\$2,737,192	0.71
St. Charles	47,112	96	\$2,680,526	0.69
Concordia	18,317	61	\$2,545,680	0.66
Richland	21,181	73	\$2,439,458	0.63
St. Bernard	67,229	116	\$2,371,991	0.61
Evangeline	34,409	116	\$2,268,978	0.59
West Baton Rouge	21,613	78	\$2,238,922	0.58
Sabine	22,527	54	\$2,153,449	0.56
St. John the Baptist	43,422	77	\$2,140,613	0.55
St. Helena	18,082	61	\$2,131,648	0.55
Winn	15,659	58	\$2,021,852	0.52
Beauregard	35,437	72	\$1,987,318	0.51
Jefferson Davis	30,381	67	\$1,856,060	0.48
Pointe Coupee	21,652	51	\$1,838,104	0.48
Union	23,122	49	\$1,701,790	0.44
Acadia	42,701	70	\$1,612,984	0.42
De Soto	25,531	64	\$1,610,196	0.42
Plaquemines	26,757	45	\$1,391,144	0.36
Assumption	22,344	40	\$1,363,464	0.35
La Salle	14,457	29	\$1,098,883	0.28
West Feliciana	21,726	36	\$992,780	0.26
St. James	21,954	49	\$985,270	0.25
Caldwell	11,324	25	\$983,521	0.25
Claiborne	15,341	42	\$952,755	0.25
Bienville	14,515	33	\$686,718	0.18
East Feliciana	15,910	33	\$677,791	0.18
Jackson	14,137	26	\$657,830	0.17
East Carroll	9,343	25	\$643,213	0.17
Catahoula	11,188	28	\$603,428	0.16
West Carroll	12,562	19	\$449,493	0.12
Red River	9,105	19	\$430,507	0.11
Tensas	6,175	13	\$335,631	0.09
Cameron	6,930	8	\$145,976	0.04
	4,423,890	11,973	\$386,672,922	100.00

Production Director: Eric Cadora  
Cartographer: Charles Swartz  
Data Development: Institute on Crime, Justice & Corrections  
Data Source: Louisiana Department of Public Safety and Corrections. All Prison Admissions in 2003



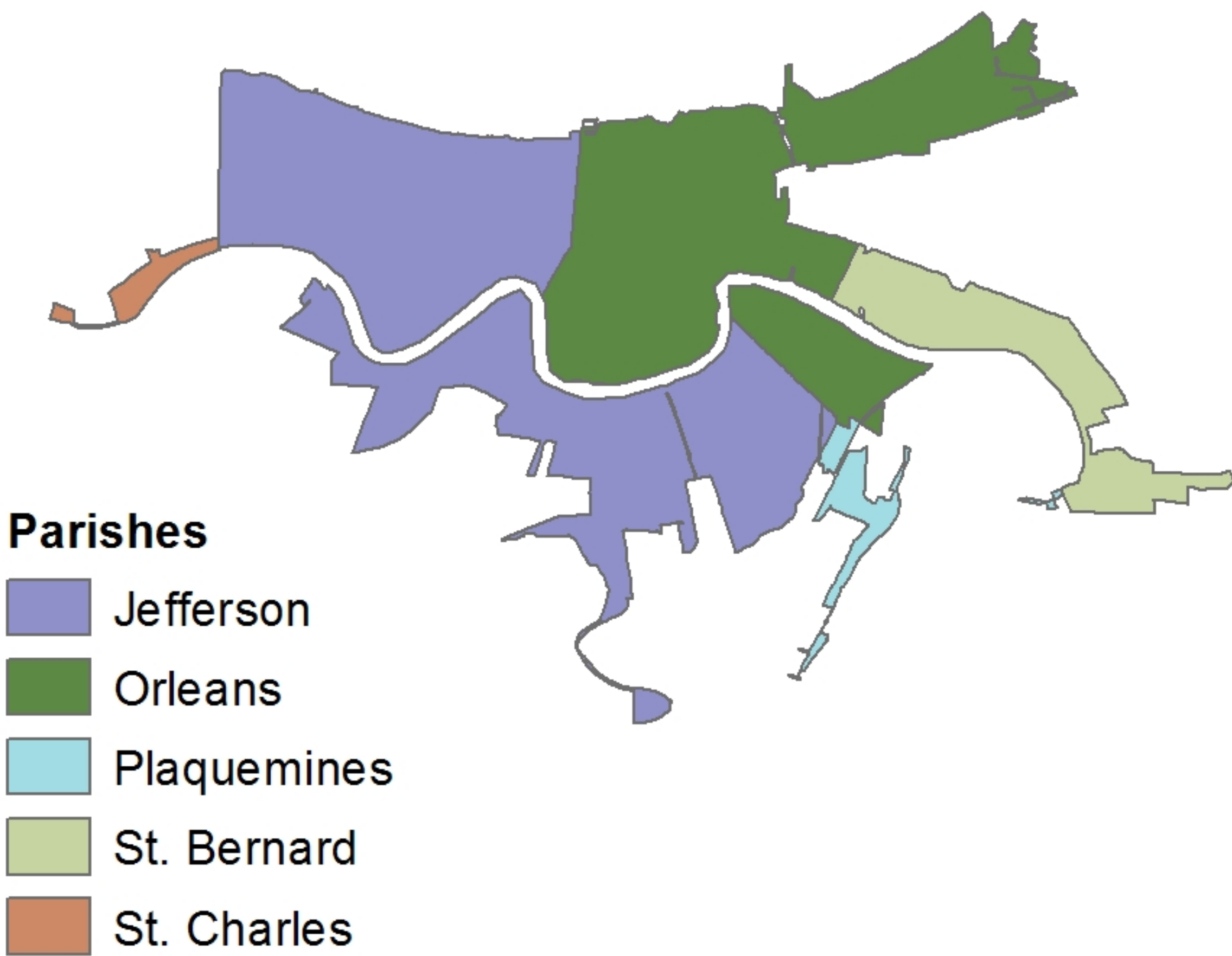
# Prison Admissions per 1000 Residents, 2003

## by Census Block-Group with Parish Boundaries



Parish	Population	Admissions	% of Total	per 1000
Orleans	465,906	1,652	59.66	3.5
Jefferson	428,638	1,026	37.05	2.4
St. Bernard	60,035	86	3.11	1.4
Plaquemines	5,319	3	0.11	0.6
St. Charles	3,127	2	0.07	0.6
TOTAL	963,025	2,769	100.00	

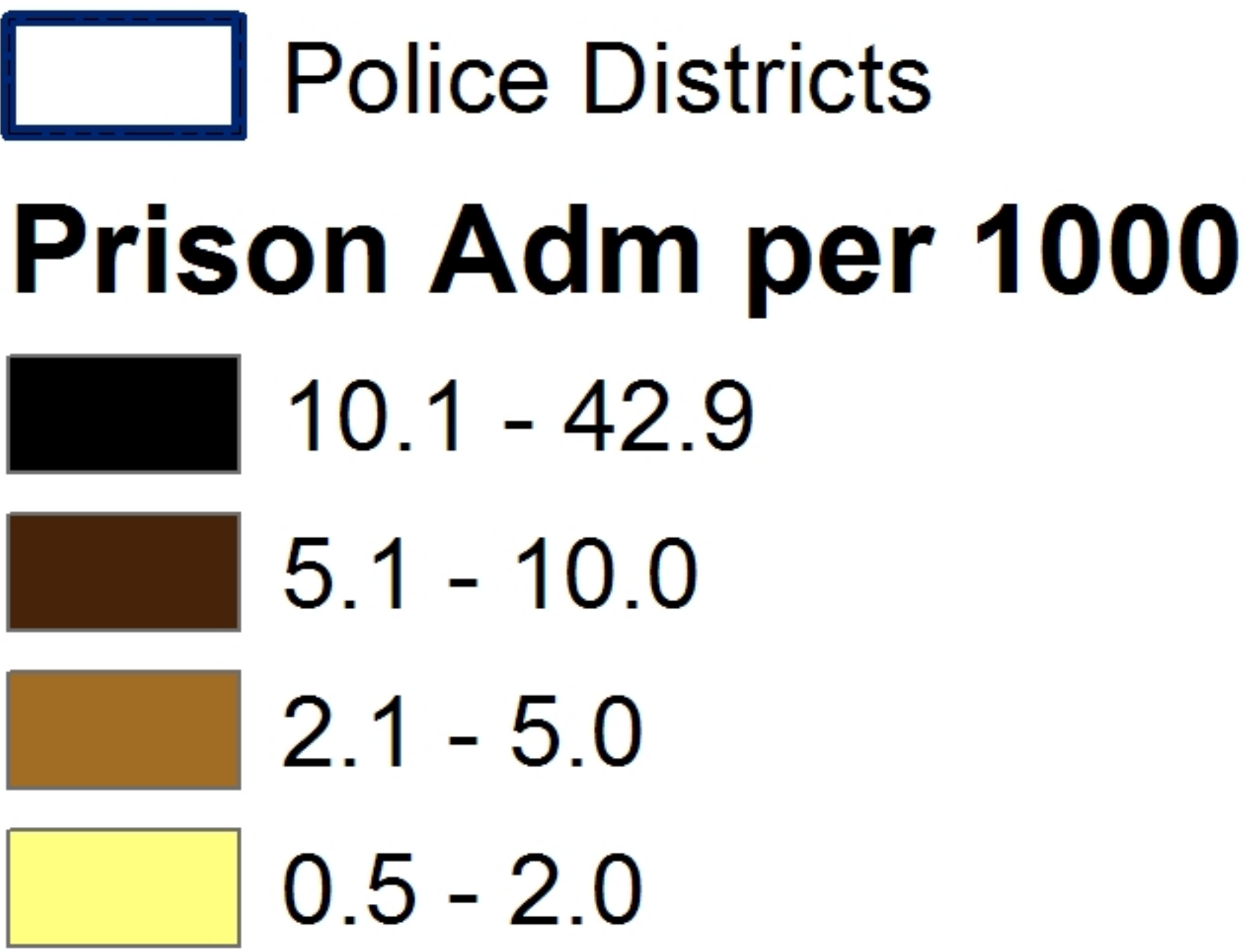
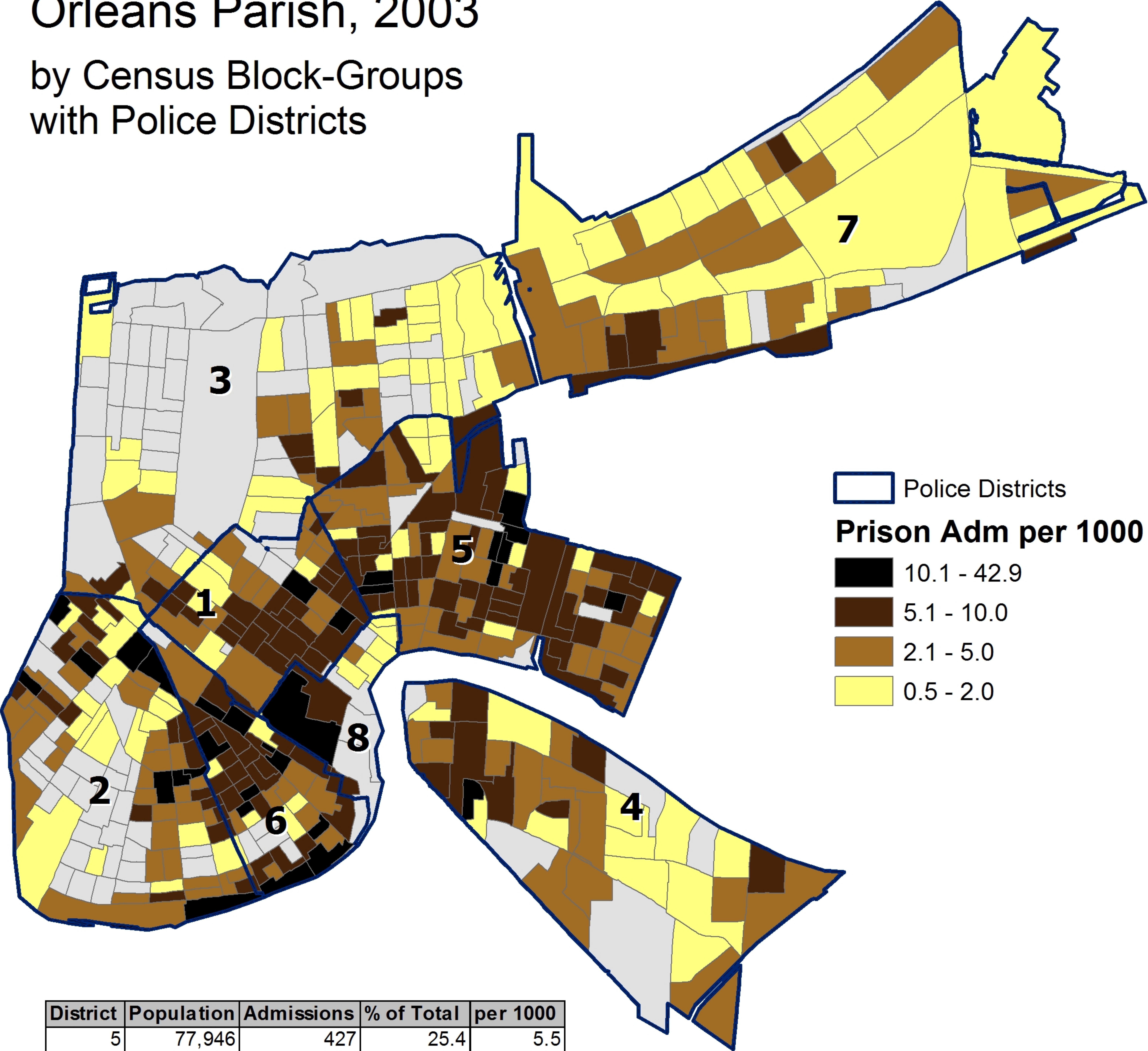
Admission Type	Count	% of Total
New Commitment	946	33.37
Non Technical PV	937	33.05
Technical PV	952	33.58
Total	2,835	100.00





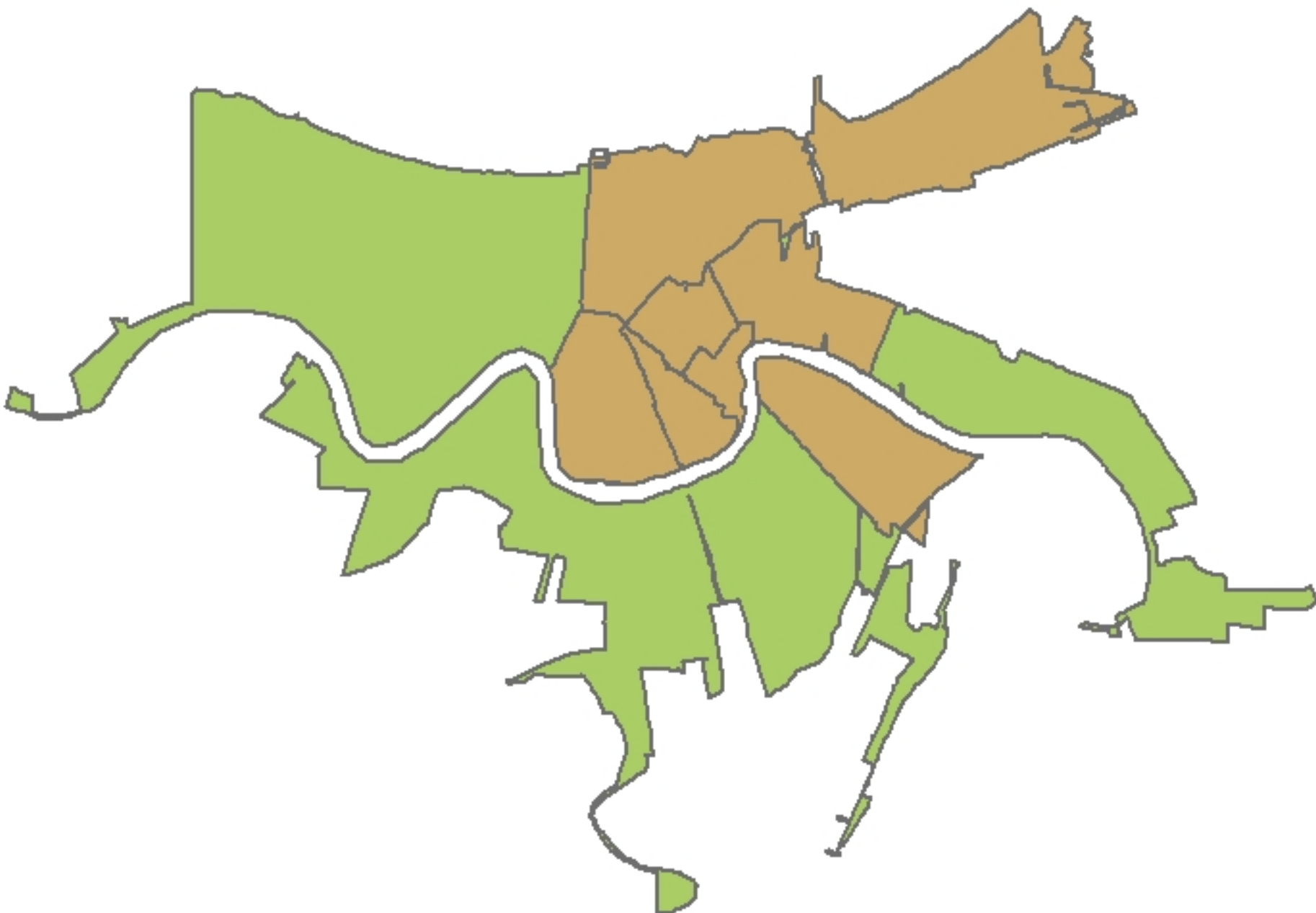
# Prison Admissions per 1000 Residents Orleans Parish, 2003

by Census Block-Groups  
with Police Districts



District	Population	Admissions	% of Total	per 1000
5	77,946	427	25.4	5.5
6	40,013	257	15.3	6.4
2	82,321	248	14.7	3.0
1	46,771	214	12.7	4.6
7	94,542	209	12.4	2.2
4	55,612	168	10.0	3.0
3	77,000	135	8.0	1.8
8	7,550	26	1.5	3.4
Total	481,755	1684	100.0	

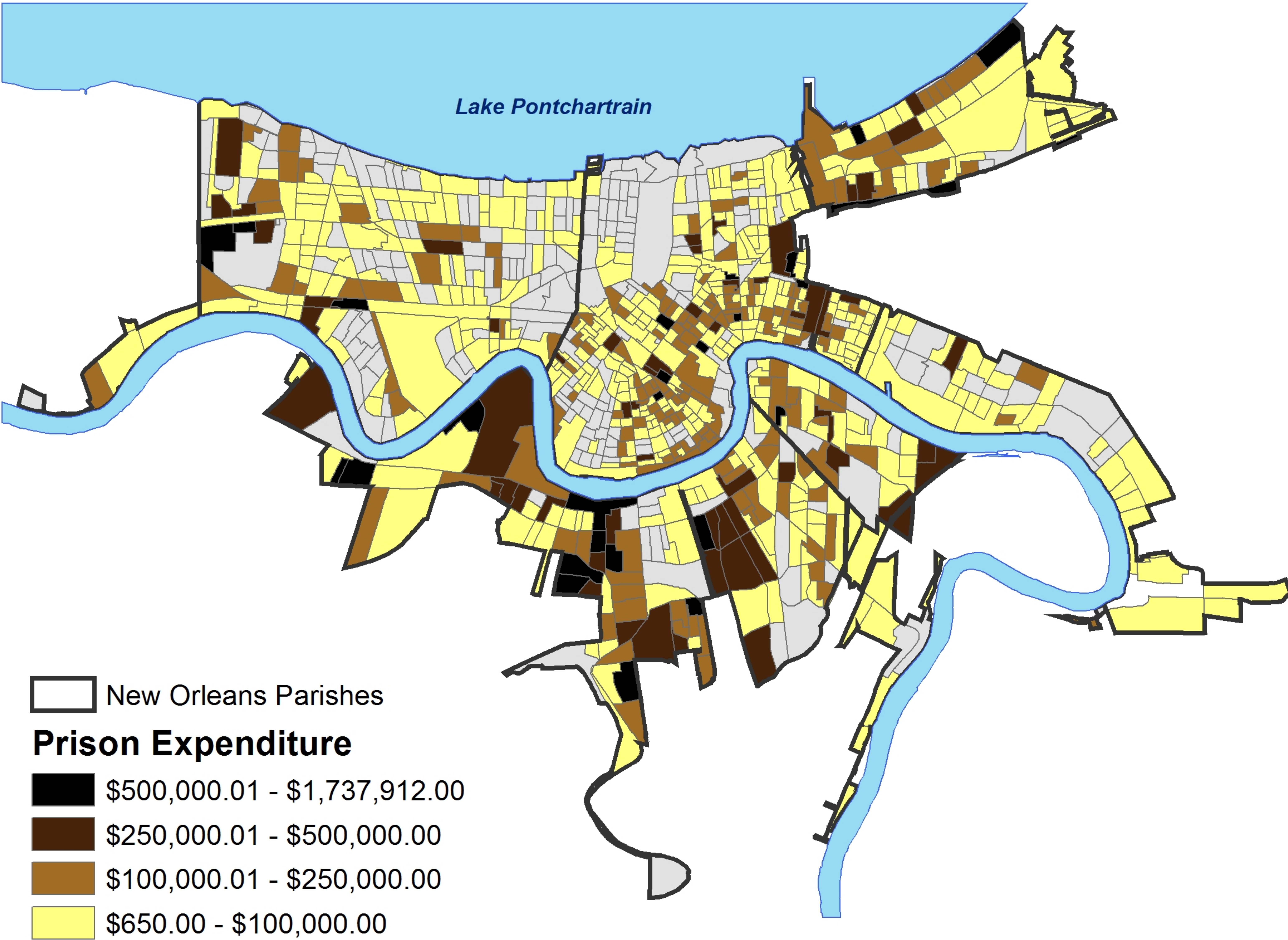
Admission Type	Count	% of Total
New Commitment	619	36.85
Non Technical PV	517	30.77
Technical PV	544	32.38
Total	1,680	100.00





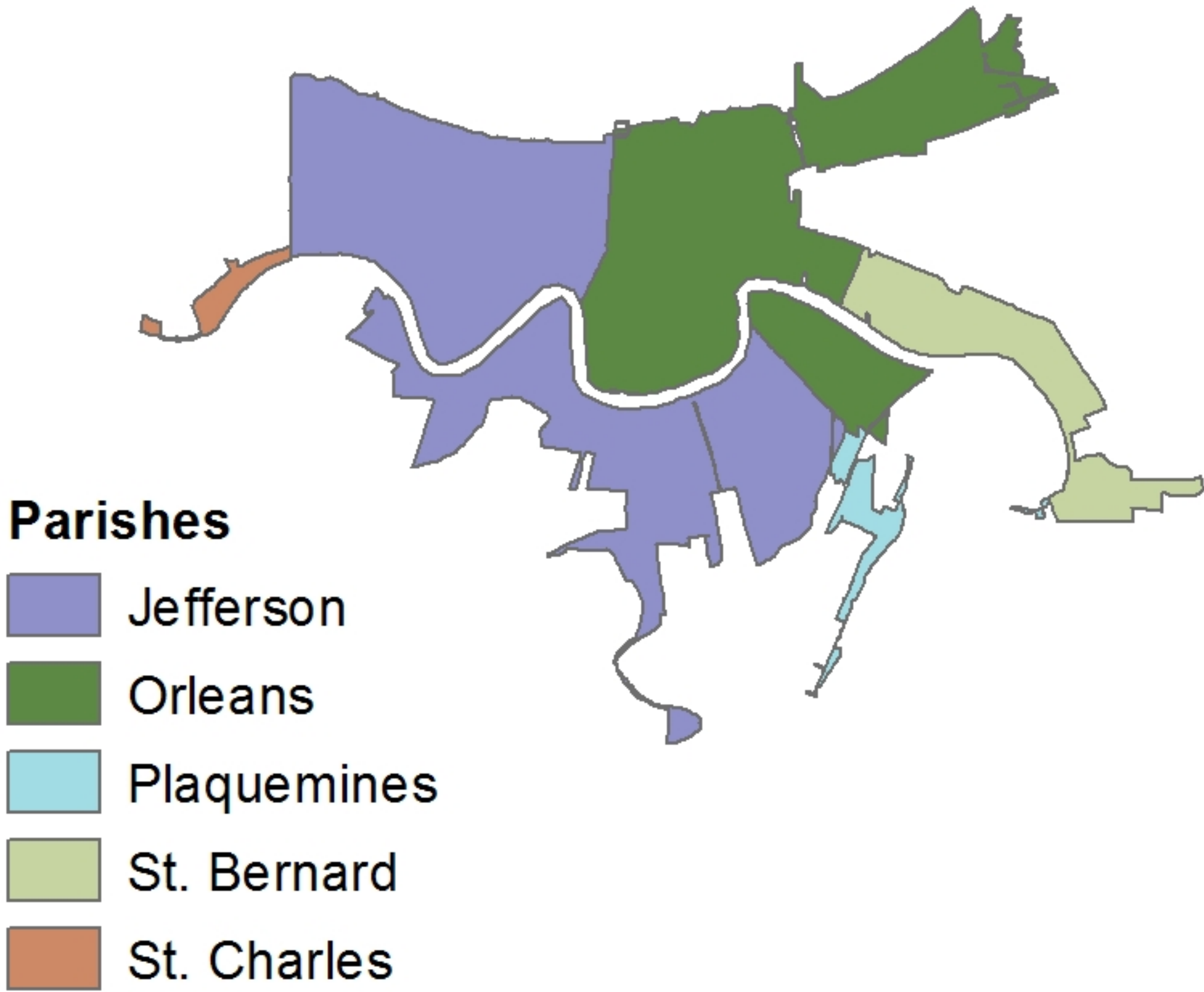
# Prison Expenditure in New Orleans, 2003

## by Census Block-Group with Parish Boundaries



Parish	Population	Admissions	Expenditure	% of Total
Orleans	465,906	1,652	\$47,624,980	55.78
Jefferson	428,638	1,026	\$36,055,784	42.23
St. Bernard	60,035	86	\$1,614,470	1.89
Plaquemines	5,319	3	\$74,715	0.09
St. Charles	3,127	2	\$9,209	0.01
TOTAL	963,025	2,769	\$85,379,158	

Admission Type	Count	Expenditure	% of Total
New Commitment	946	\$40,675,258	46.63
Non Technical PV	937	\$25,065,338	28.74
Technical PV	952	\$21,487,585	24.63
Total	2,835	\$87,228,181	100.00



Production Director: Eric Cadora  
Cartographer: Charles Swartz  
Data Development: Institute on Crime, Justice & Corrections  
Data Source: Louisiana Department of Public Safety and Corrections, All Prison Admissions in 2003



## Biographies of Report Contributors<sup>†</sup>

### ***James Austin***

***Director, Institute on Crime, Justice, and Corrections, George Washington University***

Dr. James Austin is the director of the Institute on Crime, Justice, and Corrections at the George Washington University in Washington, D.C. Prior to joining GWU, he was the Executive Vice President of the National Council on Crime and Delinquency where he was employed for 20 years. He began his career in corrections in 1970 when he was employed by the Illinois Department of Corrections as a correctional sociologist at the Joliet and Stateville prisons.

Dr. Austin was named by the American Correctional Association as its 1991 recipient of the Peter P. Lejin's Research Award. In 1999 he received the Western Society of Criminology Paul Tappin award for outstanding contributions in the field of criminology. Since 2000, he has served as the Chair of American Society of Criminology National Policy Committee.

Dr. Austin has authored numerous publications including three books. His most recent book, *It's About Time: America's Imprisonment Binge*, was first published in 1996 (co-authored with Dr. John Irwin). The third edition was published this spring.

Each year the ICJC is awarded approximately \$1.5 million in research contracts from federal and state correctional agencies. Many State departments of correction, including those in Texas, Georgia, and California, have sought Dr. Austin's assistance in analyzing their prison population. Dr. Austin has also directed studies in 25 states that entail projections of correctional populations based on current and proposed sentencing reforms. In addition, the ICJC has recently conducted national evaluations of "Three Strikes and You're Out" laws, the privatization of prisons, juveniles in adult corrections, and prison classification systems. In 1999 Dr. Austin was designated by the U.S. Department of Justice's Civil Rights Division to serve as the Federal Monitor to oversee major reforms in the Georgia juvenile correctional system.

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<sup>†</sup> Eric Cadora prepared the maps provided in this report. His biography was not available at the time this report was printed.

***Michael P. Jacobson***

***Professor, John Jay College of Criminal Justice***

Dr. Michael P. Jacobson teaches at the City University of New York Graduate Center and the John Jay College of Criminal Justice in the Department of Law, Police Science, and Criminal Justice Administration. He has also served on the Graduate Faculty of the Wagner School of Public Administration at New York University, where he taught courses on public policy analysis and governmental budgeting. He has a Ph.D. in Sociology from the CUNY Grad Center.

Dr. Jacobson retired from government administration in 1997. He had been appointed Correction Commissioner in 1996 by Mayor Rudolph W. Giuliani, after serving as Acting Correction Commissioner beginning in January 1995. While Acting Correction Commissioner, he continued to serve as Commissioner of the New York City Probation Department, having been appointed to that position in 1992.

Prior to his appointment as Probation Commissioner, he served as Deputy Budget Director at the City's Office of Management and Budget, where he worked for seven years. He previously served as Deputy Director of the Mayor's Arson Strike Force for five years, where he helped plan and coordinate the City's anti-arson strategies.

For two decades, Dr. Jacobson has specialized in the field of criminal justice, particularly in the areas of financial issues, technology initiatives, multi-agency operations and victims' rights. He also is a member of the Vera Institute of Justice Board of Trustees.

***B. Diane Williams***

***President and CEO, Safer Foundation, IL***

Ms. Williams is president and CEO of the Safer Foundation, a nationally recognized nonprofit organization located in Chicago, Illinois. The Safer Foundation is the country's largest private nonprofit provider of social services, education and employment services exclusively targeting offenders and ex-offenders. Ms. Williams was appointed to her position in February 1996, after having served on its Board of Directors and as a volunteer since the 1970s.

Ms. Williams is a recognized authority on criminal justice policies, with particular expertise in community corrections strategies and programming for adults and juveniles. She serves as an advisor to the National Institute of Corrections and is a member of the Board of Directors of the International Community Corrections Association.

Prior to assuming this position, Ms. Williams had a 23-year career in telecommunications at Ohio Bell, AT&T, Rockwell International and Ameritech, where she gained expertise in management, marketing, sales and strategy. She earned an MBA from Northwestern University's Kellogg School of Management.

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