State of our State

- Update on Major Reforms & Investments
  - Medicaid Reform and Redesign
    • Monique Martin, Gen Moreau-Johnson
  - Psychiatric/SUD Care System
    • Randall Burns, Katie Chapman, Andy Jones
  - Housing & Homelessness
    • Daniel Delfino

- Criminal Justice Reform and Reinvestment
  • Adam Rutherford, Brad Myrstol, Susan Di Pietro, Alysa Wooden, Gen Moreau-Johnson

- Workforce and Provider Perspectives
  • Kathy Craft, Tom Chard, Jerry Jenkins, Lizette Stiehr
CRIMINAL JUSTICE REFORM IN ALASKA
REASONS FOR REFORM

- Unsustainable prison growth
  - Had trends continued, Alaska would have had to build a new prison in 2017 – five years after opening the last new prison
  - Prisons are expensive, and Alaska is facing a budget crisis

- Need for improved public safety outcomes
  - Recidivism rate was around 2/3 in three years
  - Trust beneficiaries recidivated at nearly twice the rate of other offenders in the first year

- Need for fairer justice system
  - Incarceration rates racially disproportionate
  - Pre-trial detention closely linked to ability to pay cash for bail
  - Trust beneficiaries were 40% of annual incarcerations
  - Trust beneficiaries had longer lengths of stay
The prison population grew 27% in one decade.

Alaska’s sentencing model changed in 2005.

Source: Alaska Department of Corrections
REASONS FOR REFORM

Spending on Corrections increased by 60% over 2 decades

*Figures do not include capital expenditures; 60% based on inflation-adjusted numbers

Source: Alaska Department of Corrections
- Recidivism rate was around 2/3 in three years
- Large number of inmates were pre-trial (Trust beneficiaries had longer pre-trial stays)
- Large number of inmates were supervision violators (Trust beneficiaries had more supervision violations)
- Length of stay had been increasing for many categories (Trust beneficiaries stay longest)
- Over half of all inmates were nonviolent or supervision violators

**REASONS FOR REFORM**

**Prison Population on July 1, 2014, by Offense Type**

- Person crimes: 29%
- Sex crimes: 16%
- Supervision violator: 22%
- Public order: 6%
- Other: 4%
- Property: 12%
- Drug: 7%
- Alcohol: 4%

Source: Alaska Department of Corrections
REASONS FOR REFORM

- Minorities Disproportionately Confined

State Population, 2013 by Race/Ethnicity:
- White 67%
- Alaska Natives 15%
- Black 7%
- Other 7%

Prison Population on July 1, 2014 by Race/Ethnicity:
- White 46%
- Alaska Natives 36%
- Black 10%
- Hispanic 3%
- Other 5%

Source: Alaska Department of Corrections and U.S.
Alaska Criminal Justice Commission created by legislature and instructed to reduce recidivism and save money.

- Commissioners represent law enforcement & prosecutors, victims, courts, Native communities, public defenders, the Trust, and DHSS.
- All recommendations based on evidence and data about what works to reduce recidivism.
What works?

- Assess risks, target needs, and address barriers
- Use swift, certain, and proportional sanctions
- Use incentives and rewards
- Incorporate treatment into supervision
- Frontload resources for offenders coming out prison
- Monitor quality, fidelity, and outcomes
REFORMS

- Base pretrial release decisions on risk of pre-trial failure, not ability to pay
- Rely less on incarceration and more on community-based sanctions and treatment
- Reform probation to focus resources on higher-risk individuals and get compliant individuals off caseloads
- Enhance supports for citizens returning to the community
## REINVEST SAVINGS

<table>
<thead>
<tr>
<th>Dept</th>
<th>Item</th>
<th>FY17 Allocated</th>
<th>FY17 Expended</th>
<th>FY18 Allocated</th>
<th>FY19 Allocated</th>
<th>FY20 SB91 Fiscal Note</th>
<th>FY21 SB91 Fiscal Note</th>
<th>FY22 SB91 Fiscal Note</th>
<th>SB91 Fiscal Note total</th>
</tr>
</thead>
<tbody>
<tr>
<td>DOC</td>
<td>Substance Abuse Treatment Program</td>
<td>$500,000</td>
<td>$164,900</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$5,500,000</td>
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<tr>
<td></td>
<td>Community Residential Centers</td>
<td>$500,000</td>
<td>$0</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$5,500,000</td>
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<tr>
<td>DHSS</td>
<td>BH Treatment and Recovery Grants</td>
<td>$1,000,000</td>
<td>$644,300</td>
<td>$2,000,000</td>
<td>$3,125,000</td>
<td>$1,625,000</td>
<td>$1,625,000</td>
<td>$1,625,000</td>
<td>$9,500,000</td>
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<tr>
<td></td>
<td>BH Medicaid Services</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$375,000</td>
<td>$375,000</td>
<td>$375,000</td>
<td>$375,000</td>
<td>$1,500,000</td>
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<tr>
<td>DPS</td>
<td>CDVSA Violence Prevention</td>
<td>$1,000,000</td>
<td>$986,300</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$11,000,000</td>
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<tr>
<td></td>
<td>Totals</td>
<td>$3,000,000</td>
<td>$1,795,500</td>
<td>$6,000,000</td>
<td>$7,500,000</td>
<td>$6,000,000</td>
<td>$6,000,000</td>
<td>$6,000,000</td>
<td>$33,000,000</td>
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</table>
## REINVEST SAVINGS

<table>
<thead>
<tr>
<th>Dept</th>
<th>Item</th>
<th>FY17 Allocated</th>
<th>FY18 Allocated</th>
<th>FY19 Allocated</th>
<th>FY20 SB91 Fiscal Note</th>
<th>FY21 SB91 Fiscal Note</th>
<th>FY22 SB91 Fiscal Note</th>
<th>SB91 Fiscal Note total</th>
</tr>
</thead>
<tbody>
<tr>
<td>DOC</td>
<td>Parole Board</td>
<td>$775,900</td>
<td>UNK</td>
<td>UNK</td>
<td>$700,900</td>
<td>$700,900</td>
<td>$700,900</td>
<td>$4,280,400</td>
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<tr>
<td></td>
<td>Pretrial Services (Pretrial Enforcement Division)</td>
<td>$3,260,100</td>
<td>$10,209,300</td>
<td>$10,233,800</td>
<td>$10,187,700</td>
<td>$10,187,700</td>
<td>$10,187,700</td>
<td>$54,198,600</td>
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<tr>
<td>DHSS</td>
<td>Alcohol Safety Action Program</td>
<td>$30,300</td>
<td>UNK</td>
<td>UNK</td>
<td>$29,200</td>
<td>$29,200</td>
<td>$29,200</td>
<td>$176,300</td>
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<tr>
<td>ACS</td>
<td>Judicial Council/Alaska Criminal Justice Commission</td>
<td>$261,700</td>
<td>$261,700</td>
<td>$261,700</td>
<td>$261,700</td>
<td>$261,700</td>
<td>-</td>
<td>$1,308,500</td>
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<tr>
<td><strong>Totals</strong></td>
<td></td>
<td><strong>$4,328,000</strong></td>
<td><strong>UNK</strong></td>
<td><strong>UNK</strong></td>
<td><strong>$11,179,500</strong></td>
<td><strong>$11,179,500</strong></td>
<td><strong>$10,917,800</strong></td>
<td><strong>$59,963,800</strong></td>
</tr>
</tbody>
</table>
Re-Investment in the Criminal Justice Population
Expansion Services Currently In Place

- Expansion of Medicated Assisted Treatment
  - Fairbanks Correctional Center
  - Goose Creek Correctional Center
  - Anvil Mountain Correctional Center
  - MATSU Pre-Trail
- Partnership with Wellness Courts
  - Assessment
  - Bridging Treatment
  - MAT Services
- Dual Diagnosis Clinicians
  - Anchorage Correctional Complex
  - Spring Creek Correctional Center
- Sober Living Units
  - Spring Creek Correctional Center
  - Goose Creek Correctional Center
Expansion Services Currently In Place

- CRC Based Community IOP Services
  - Anchorage
  - Nome
- Peer Based Interventions
  - Wellness Recovery Action Plan (WRAP)
  - Alternatives to Violence (AVP)
- Multiple Fee for Service Vendors
  - Assessment (Including Telehealth)
  - Treatment
  - Rural Areas
- Institute of Circumpolar Health Studies
  - Use of Vivitrol with Individuals exiting AKDOC
- Continuum Software
  - Triage
  - Guided Clinical Assessment Tool
• Expansion of CRC Based Community Treatment
• Expansion of Dual Diagnosis Treatment Services
• Placement of Substance Abuse Treatment Staff in Probation Offices
• Expansion of MAT Services
• Increase in Community Partners Providing Fee For Service
• Regional MAT/Opioid Response Coordinators
• Immediate Access Residential Treatment Services
Recidivism Reduction

Reinvestment: Department of Corrections, Division of Behavioral Health, Department of Public Safety

Figure 18: Summary of FY17 & FY18 Reinvestment Allocations
For Criminal Justice Reform Programs

<table>
<thead>
<tr>
<th>Item</th>
<th>FY17</th>
<th>FY18 (SB 91 Fiscal Note)</th>
<th>Total FY17 &amp; FY 18</th>
</tr>
</thead>
<tbody>
<tr>
<td>DOC</td>
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<td></td>
</tr>
<tr>
<td>Substance Abuse Treatment in Prison</td>
<td>$700,000</td>
<td>$1,000,000</td>
<td>$1,700,000</td>
</tr>
<tr>
<td>Substance Abuse Treatment at CRCs</td>
<td>$300,000</td>
<td>$500,000</td>
<td>$800,000</td>
</tr>
<tr>
<td>DHSS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community-Based Reentry Services</td>
<td>$1,000,000</td>
<td>$2,000,000</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>DPS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CDVSA Victims' Services &amp; Violence Prevention</td>
<td>$1,000,000</td>
<td>$2,000,000</td>
<td>$3,000,000</td>
</tr>
<tr>
<td><strong>Treatment &amp; Prevention Subtotal</strong></td>
<td><strong>$3,000,000</strong></td>
<td><strong>$5,500,000</strong></td>
<td><strong>$8,500,000</strong></td>
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<tr>
<td>Implementation costs</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Pretrial Services, Commission staffing, ASAP, Parole Board</td>
<td>$5,828,000</td>
<td>$11,179,500</td>
<td>$17,007,500</td>
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<tr>
<td><strong>Reinvestment Total</strong></td>
<td><strong>$8,828,000</strong></td>
<td><strong>$16,679,500</strong></td>
<td><strong>$25,507,500</strong></td>
</tr>
</tbody>
</table>

Source: Alaska Criminal Justice Commission Annual Report: October 2017
Recidivism Reduction

Reinvestment: Department of Corrections, Division of Behavioral Health, Department of Public Safety

- DOC: 35%
- DPS: 30%
- DHSS: 35%

DBH Community-based Reentry Services
Implementation is process, not a destination.

-- Melissa Threadgill, Keynote Presenter, Reducing Recidivism Conference 2018
Reduced Recidivism
Access to Services
Increase Public Safety / Public Health

Prepared By Alysa Wooden, DBH Program Coordinator
(1) increase stroke around photo to 2.25, (2) for notes/handout have specific program measures for each of these
Wooden, Alysa L, 4/11/2018
Reinvestment Timeline

- JAN 17 START
  - Funding Awarded
- 2017
  - Community & SOA Agreements Signed
  - Staff Hired
- 2018
  - Program Training
  - Outreach
  - In-reach
  - Strengthen Partnerships
- 2019
  - 2 new FY18 rural grantees
  - Refine Program Process
  - Evaluations Surveys

Prepared By Alysa Wooden, DBH Program Coordinator
Direct Service
ACCESS TO SERVICES
- Reentry Case Management
- Reentry Center
- Alaska Medicaid Coordinated Care Initiative
- Alaska Housing Finance Corporation Returning Home Vouchers

Prevention and Early Intervention
CAPACITY BUILDING FOR ACCESS TO SERVICES
- Rural community reentry coalitions

Program Infrastructure
EVIDENCE-BASED PRACTICE
- AKAIMS Module data-tracking fee (reentry/therapeutic courts)
- ACOMS Reentry Pre-Release Referral Module (case management)
- Vivitrol Study (DOC – Behind the Walls / Community treatment)
- Medicaid Expansion Enrollment Funding (Behavioral Health/Treatment)

Prepared By Alysa Wooden, DBH Program Coordinator
<table>
<thead>
<tr>
<th>Year</th>
<th>1.0 M</th>
<th>2.0 M</th>
<th>1.625 M</th>
<th>1.625 M</th>
<th>1.625 M</th>
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<tr>
<td>FY17</td>
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<td></td>
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<tr>
<td>FY18</td>
<td></td>
<td>2.0 M</td>
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<td>FY20</td>
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<td>1.625 M</td>
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<td>FY21</td>
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<td></td>
<td>1.625 M</td>
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</tbody>
</table>

DBH Community Reentry Reinvestment (Recidivism Reduction)

Prepared By Alysa Wooden, DBH Program Coordinator
DBH Community Reentry Reinvestment (Recidivism Reduction)

FY17 (1.0 M)

- Direct Service: 23%
- Prevention and Early Intervention: 13%
- Program Infrastructure: 64%

FY18 (2.0 M)*

- Direct Service: 18%
- Prevention and Early Intervention: 9%
- Program Infrastructure: 73%

*FY18: Q1-Q2. Final allocations will not be available until FY19.

Prepared By Alysa Wooden, DBH Program Coordinator
DBH Community Reentry Reinvestment (Recidivism Reduction)

FY17 (1.0 M)

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
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<tbody>
<tr>
<td>Direct Service</td>
<td></td>
</tr>
<tr>
<td>Prevention and Early Intervention</td>
<td></td>
</tr>
<tr>
<td>Program Infrastructure</td>
<td></td>
</tr>
<tr>
<td>Reentry Case Management</td>
<td>$659,000</td>
</tr>
<tr>
<td>Partners for Progress Reentry Center (ANC)</td>
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</tr>
<tr>
<td>AKAIMS Module data-tracking fee (reentry/therapeutic courts)</td>
<td></td>
</tr>
<tr>
<td>ACOMS Reentry Pre-Release Referral Module (case management)</td>
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</tr>
<tr>
<td>Medicaid Expansion Enrollment Funding (behavioral health treatment / health care)</td>
<td>$235,000</td>
</tr>
<tr>
<td>Rural community reentry coalitions</td>
<td></td>
</tr>
</tbody>
</table>

See: Community Reentry Reinvestment Summary for more information

Prepared By Alysa Wooden, DBH Program Coordinator
DBH Community Reentry Reinvestment (Recidivism Reduction)

FY18 (2.0 M)*

*FY18: Q1-Q2. Final allocations will not be available until FY19.

Prepared By Alysa Wooden, DBH Program Coordinator

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Projects</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>73%</td>
<td>Alaska Medicaid Coordinated Care Initiative</td>
<td>$1,410,800</td>
</tr>
<tr>
<td>18%</td>
<td>Alaska Housing Finance Corporation Returning Home Vouchers</td>
<td>$350,000</td>
</tr>
<tr>
<td>9%</td>
<td>Reentry Case Management</td>
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</tr>
<tr>
<td></td>
<td>Partners for Progress Reentry Center (ANC)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rural community reentry coalitions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AKAIMS Module data-tracking fee (reentry/therapeutic courts)</td>
<td>$162,750</td>
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<td>Vivitrol Study (DOC – Behind the Walls / Community treatment)</td>
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<tr>
<td></td>
<td>Medicaid Expansion Enrollment Funding (behavioral health treatment / health care)</td>
<td></td>
</tr>
</tbody>
</table>

See: Community Reentry Reinvestment Summary for more information
FY19 Targets

Address systemic barriers
- IPO trainings
- Increase pre-release referrals
- Streamline DSA and ACOMS access

Compile and share community documents
- Make documents available online
- Organize resources by region / location

Digitalize meetings, trainings, and educational Materials
- Utilize online classrooms for training
- Make educational materials interactive and accessible

Independent evaluation
- Partnership with program evaluator

Prepared By Alysa Wooden, DBH Program Coordinator
Alysa Wooden
Program Coordinator, DBH
alyssa.wooden@alaska.gov
(907) 264-0641
SB 91 SB 74 Integration Initiative

The intersection and integration of key components of criminal justice reform and Medicaid/behavioral health redesign and reform.
Workgroup Membership

- Judicial Council
- Department of Corrections
- Division of Health Care Services
- Court System
- Division of Public Assistance
- Mental Health Trust Authority
- Division of Senior and Disabilities Services
- Commission on Aging
- Alaska Mental Health Board/Advisory Board on Alcoholism and Drug Abuse
- Division of Juvenile Justice
- Division of Behavioral Health
- Department of Law
Focus Areas

• Medicaid enrollment for all Justice Involved Individuals
• Reentry Planning and Coordination to support transition and reentry from correctional facilities to the community and reduce recidivism
• Programming strategies to increase access to evidence-base rehabilitation programs
• Coordinate and align with the work of Alaska Criminal Justice Commission
Integration of systems
## SB 91 - SB 74 Integration Initiative

### Workgroup Objectives and Plan of Action

<table>
<thead>
<tr>
<th>Medicaid Enrollment Eligibility</th>
<th>Major Action Step / Milestone</th>
<th>Start Date</th>
<th>End Date</th>
<th>Results</th>
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</thead>
<tbody>
<tr>
<td>Eligibility for Justice Involved Individuals.</td>
<td>Eligibility for Justice Involved Individuals. Protocols for complete eligibility determinations.</td>
<td>August 2016</td>
<td>June 2017</td>
<td>Completion includes – policy clarification within DPA based on CMS guidance, and a work around email for verification of release and eligibility determinations between DOC and DPA. DOC has set protocols including a Fall assisters summit.</td>
</tr>
</tbody>
</table>
| Tracking Eligibility Determinations Number of releasing/released inmates determined eligible for Medicaid. | • DOC tracking spreadsheet - #s of applications provided and sent.  
• Alaska Medicaid Coordinated Care Initiative. | FY 18-AMCCI funded | Ongoing | |
| Process for completing Medicaid applications: pre-release planning, CRCs, reentry coalition case managers. | | August 2016 | June 2017 | Institutional POs, field POs and CRCs provide Medicaid applications to reentrants. Individuals in custody with serious medical or mental health issues have a social worker assist them with the application prior to release. |
### Reentry Planning and Coordination

<table>
<thead>
<tr>
<th>Major Action Step / Milestone</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicaid billing by FY 19 for reentry programs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reentry deliverables.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Coalition community assessment &amp; reentry plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Reentry program manual</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Reentry center manual</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inreach activities.</td>
<td>Specifically for Medicaid enrollment and planning</td>
<td></td>
</tr>
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</table>

### Coordination with Medical, Behavioral Health, and Support Services

<table>
<thead>
<tr>
<th>Major Action Step / Milestone</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support capacity building and provide training opportunities for Alaska’s health and social service organizations to develop programming specifically aimed at reducing recidivism rates.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Coalition training modules</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SDS and DOC work to target services for reentering citizens that are seniors and/or qualify for disability services.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1115 waiver services for children and families of incarcerated individuals with behavioral health needs, and reentering citizens with Mental Health Needs or Substance Use Disorders.</td>
<td>(From PSAP)</td>
<td></td>
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<tr>
<td>Increase and improve services for children and adults who need residential care.</td>
<td></td>
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</table>
### Alcohol Safety Action Programming (ASAP) Screening Tools, Monitoring Program

<table>
<thead>
<tr>
<th>Major Action Step / Milestone</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define ASAP referral parameters, integrate ASAP screening/monitoring for DUI/clients.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The use of 24/7 alcohol monitoring.</td>
<td>AS 47.38.020</td>
<td>Action step 1 – coordinate with pretrial</td>
</tr>
<tr>
<td>Medicaid funding for specific services.</td>
<td>Direct Service case management</td>
<td>Action step 2 - procurement</td>
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<tr>
<td>Develop Regulations.</td>
<td>AS 47.37.130(h)</td>
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</table>

### Public Safety Action Plan

<table>
<thead>
<tr>
<th>Major Action Step / Milestone</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governor’s Proposed FY 19 budget – New Resources.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support safety net for children coming out of foster care.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support child protection services and tribal compacting.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interagency coordination for reinvestment funding.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology, Data and Information Sharing</td>
<td>Major Action Step / Milestone</td>
<td>Start Date</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>-------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Outcome Indicators that can be collected across DOC and DHSS.</td>
<td>Dept of Law determination that SB 91 allows data sharing – ACOMs, DOC EHRs, HIE. Use of APSIN and CJIS data. AK AIMS, Continuum Software. Align with the work of the Alaska Coalition on Housing and Homelessness/IAF data sharing and matching efforts.</td>
<td></td>
</tr>
<tr>
<td>In reach activities with connectivity for eligibility and referrals.</td>
<td>Enrollment (internet in DOC institutions), Referrals and Plans of Care, Develop Universal ROI.</td>
<td></td>
</tr>
</tbody>
</table>

**SUCCESS METRICS**

- Medicaid Enrollment - Eligibility
- Reentry Coalitions – Reentry Planning and Coordination
- Coordination with Medical, Behavioral Health, and Support Services
- ASAP Screening Tools, Monitoring Program
- Public Safety Action Plan
- Technology, Data and Information Sharing
- Medicaid Policy – enrollment numbers
- Fall Assistors
- MOU across Departments
Questions?

Gennifer Moreau
Behavioral Health Policy Advisor
Department of Health and Social Services
907.269.6097
gennifer.moreau@alaska.gov
Assessing the Progress and Impact of Criminal Justice Reform

- **No bait and switch!**
  - Assessment should be guided by stated policy goals and objectives
- **“Turning the curve” on prison population growth**
  - Imposes substantial social and economic costs
  - “Imprison the people you’re afraid of, not those you’re mad at.”
- **Recidivism reduction**
  - Enhances public safety
  - (Not to be confused with crime rate reduction!)
- **Justice equity and disability justice**
  - Examples: bail reform // prisoner reentry // behavioral health programs
- **Criminal justice cost containment**
Assessing the Progress and Impact of Criminal Justice Reform

- Understand the proposed means to achieving criminal justice reform goals and objectives
  - Investing in what works
    - Relying on rigorous research >>> “The best of what we know.”
  - Understand the time horizon
    - Criminal justice reform is not a quick fix.
    - Trying to change highly institutionalized, entrenched policies, practices, and paradigms.
    - It's a really big ship. It will take some time to turn.
    - Criminal justice reform is a long-term, strategic agenda.
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