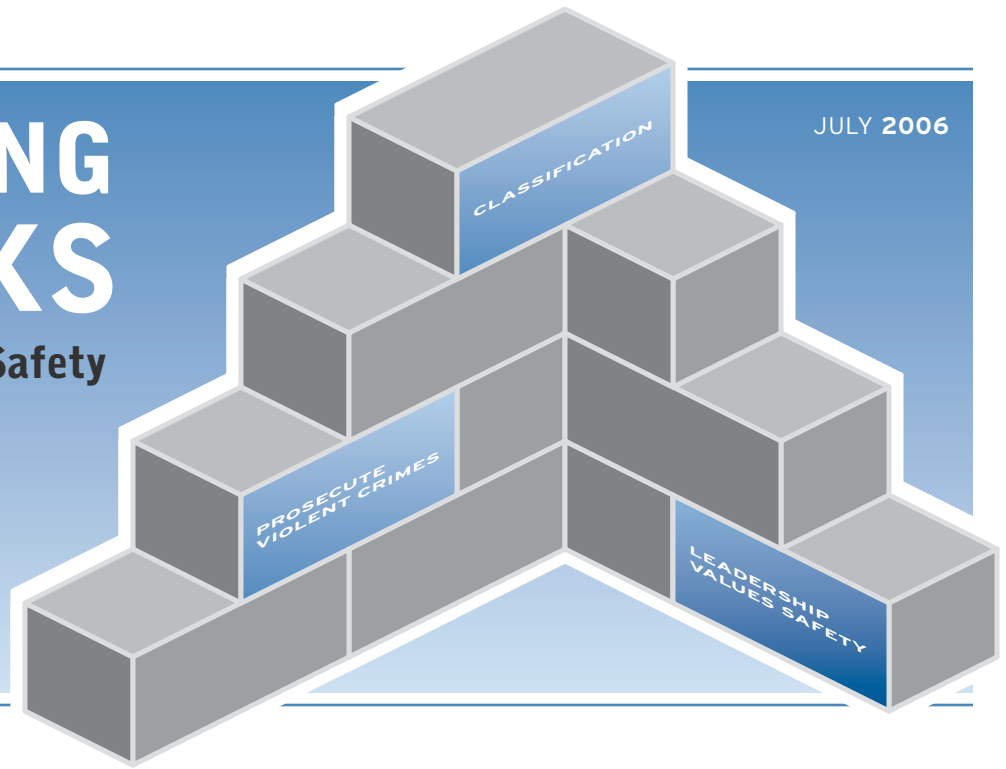


# BUILDING BLOCKS

for Institutional Safety

JULY 2006



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ISSUE ONE IN A SERIES

## ► RESPONDING TO THE PRISON RAPE ELIMINATION ACT

*This bulletin is the first in a series, **Building Blocks for Institutional Safety**, to be published over the next 12 months. The series will be produced by the Colorado Division of Criminal Justice's (DCJ) Office of Research and Statistics under a research grant from the National Institute of Justice (NIJ) to identify "promising practices" in the prevention and intervention of offender-on-offender sexual assaults. Researchers are working with experts in the field to identify local jails and juvenile facilities with model policies and procedures that maintain safe environments.*

*We plan to supplement the work of the Bureau of Justice Statistics (BJS), the National Institute of Corrections (NIC), and the National Institute of Justice (NIJ) by providing practical information on established approaches that encourage safe environments in jails and juvenile facilities. It is our hope that this information will be useful in facilitating the development of effective policies and practices nationwide.*

*If you would like to be placed on the mailing list to receive upcoming newsletters in this series, please contact Peggy Heil at the Colorado Division of Criminal Justice, [Peggy.Heil@cdps.state.co.us](mailto:Peggy.Heil@cdps.state.co.us).*

### Sexual violence in adult correctional facilities

#### Who is at risk of sexual assault?

Past studies of prisoners have found that those with certain characteristics are most vulnerable to rape. The prison rape literature (Sacco, 1975, 1982; Lockwood, 1978; Cotton and Groth, 1982, 1984; Heilpern, 1998; Dumond, 1992, 2000) identifies the following groups as being particularly at risk:

- Inmates who are young, inexperienced in prison culture, and easily intimidated;
- Those who are physically small or weak;
- Inmates suffering from mental illness and/or developmental disabilities;<sup>1</sup>
- Inmates who are middle-class/not streetwise;

<sup>1</sup> When compared to a sample of men from the general population, a community sample of seriously mentally ill men were found to be significantly more likely to have been raped or sexually assaulted within the last year (Teplin, McClelland, Abram & Weiner, 2005). Studies involving developmentally disabled individuals have also detected higher rates of sexual victimization than studies involving general population samples (Sobsey & Doe, 1991).



- Offenders who are not gang affiliated;
- Those who are known to be homosexual;
- Those who have been previously sexually assaulted;
- Inmates who are disliked by staff or other inmates;
- Those who “snitch,” that is, report prohibited behavior; and
- First-time, non-violent offenders.<sup>2</sup>

It is important to note that this information covers only the characteristics of individuals who were willing to report sexual victimization to researchers and may not include the characteristics of all inmates who are at risk of being sexually assaulted.

Struckman-Johnson, Struckman-Johnson, Rucker, Bumby, and Donaldson (1996) found that inmate victims reported an average of nine separate incidents of pressured or forced sex. This suggests that once an inmate has been victimized other inmates may see the individual as an easy mark, increasing the likelihood that the individual will be re-victimized. This phenomenon makes the protection of victims a complicated issue and highlights the importance of prevention efforts.

### **What do we know about perpetrators?**

Although less is known about the perpetrators than the victims of prison sexual assaults, researchers have

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<sup>2</sup> Half of the inmates in state prisons in 2002 were serving sentences for non-violent offenses (Harrison and Beck, 2003).

identified some common characteristics (Mariner, 2001; Nacci & Kane, 1982). As with victims, some perpetrators fall outside these categories, but common characteristics include the following:

- Under age 30 but older than the victim;
- Stronger than the victim;
- More accustomed to incarceration;
- More likely to have spent time in juvenile facilities;
- More likely to have lived in an urban area prior to incarceration;
- More likely to have committed a violent crime;
- More likely to be a gang affiliated; and
- More likely to break prison rules.

Fifty percent of the worst-case incidents reported by victims involved multiple perpetrators, supporting the finding of Human Rights Watch that perpetrators are more likely to be gang members (Struckman-Johnson, et al. 1996; Mariner, 2001).

### **How frequently does sexual assault occur?**

The exact rate of sexual assaults in prison and jails remains hard to establish because numerous factors interfere with efforts to determine the rate of sexual assault in prison (Saum, Surratt, Incidardi, and Bennett, 1995). Nevertheless, research has established prevalence rates. In two studies staff and inmates offered similar estimates of approximately fifteen percent of inmates being victimized (Eigenberg, 1989, and Struckman-Johnson et al.,

***Institutional sexual assault is a difficult problem to detect and prevent. The threat or occurrence of rape compromises the safety of both inmates and staff.***

***The Prison Rape Elimination Act of 2003 (PREA) encourages officials “to adopt policies and procedures that reduce the incidence of prison rape.” The Act was unanimously passed by both Houses of Congress and quickly signed by the President in September 2003. It reflects the expectation that correctional policy and practice will be significantly and positively affected by the mandate that the U.S. Department of Justice generate knowledge about the prevalence and prevention of rape in prisons and jails. Significant research efforts have been mandated by Congress and are well underway.***

***Across the nation, progressive correctional administrators are responding to PREA by developing policies, procedures, and data collection methods in response to the Act. Some facilities already had policies and practices in place prior to the advent of PREA. The purpose of this newsletter is to introduce the series “Building Blocks for Institutional Safety,” and summarize what we know today about inmate-on-inmate and youth-on-youth institutional sexual assault. Future newsletters will highlight specific practices that facilitate safe facility management.***



1996). Wooden and Parker (1982) studied 200 inmates incarcerated in California and found that over 65 percent reported engaging in consensual sex, and 14 percent had been sexually assaulted. Nacci and Kane (1983) found that 30 percent of a random sample of 330 inmates had a homosexual experience while incarcerated while the sexual assault rate was less than 2 percent. Lockwood (1980) interviewed nearly 100 inmates and concluded that while only 1.3 percent had been raped, 28 percent had been the subject of sexual aggression. Struckman-Johnson et al. (1996) found that 12 percent of nearly 500 inmates had been sexually assaulted, and Hensley (2003) found that 14 percent of 174 inmates in Oklahoma had been sexually threatened and 1 percent had been raped. These studies suffer from some methodological problems pertaining to sample size and location, definitions of sexual activity/assault, and research participant response rates. However, as required by the Prison Rape Elimination Act (PREA), the Bureau of Justice Statistics (BJS) has efforts underway to more accurately measure the extent of sexual violence in correctional institutions.

Given the criminal subculture in correctional facilities and the inmate code that discourages “snitching,” it can be safely assumed that prison sexual assaults are under-reported. Many of these incidents will never come to the attention of facility administrators. The Bureau of Justice Statistics study (Beck and Hughes, 2005 – see sidebar on page 7) found only .52 substantiated incidents of sexual violence reported per 1,000 prison inmates and .63 substantiated incidents reported per 1,000 jail inmates in its analysis of administrative records in 2004. Administrative record data for prisons (Beck and Hughes, 2005) indicate sexual assault rates that are nearly 20 times lower than the lowest self-report survey data (1 percent in Hensley, 2003).

### What is known about the locations and timing of assaults?

Several researchers have looked at the conditions under which sexual assaults are likely to take place (Struckman-Johnson & Struckman-Johnson, 2000; Mariner, 2001; Nacci & Kane, 1982). Conditions associated with higher rates of sexual assault include:

- Facilities with higher numbers of violent criminals;
- Facilities with dorm or barracks housing;
- Facilities with high racial conflict;
- Facilities with overcrowding;
- Facilities that are understaffed;

- Facilities with poor supervision or insufficient security;
- Facilities with inadequate programming; and
- Facilities with blind spots.

Inmates are at greatest risk of sexual assault when they first enter prison or when they first arrive at a jail. Nacci and Kane (1982) reported that 57 percent of inmates who were targeted for victimization had been housed in the facility less than one month. Most assaults take place in the victim’s housing or in blind spots that are not easily observed by staff. Dorm or barrack housing creates ready access to victims. Facilities that are short-staffed may have formal scheduled counts, but only patrol the housing area infrequently, thus increasing opportunities for victimization.

*Between 1989 and 1999 there were 1,525 Section 1983 (Conditions of Confinement) lawsuits alleging failure to train correctional staff regarding the adequacy of conditions that affect inmates’ basic human needs. Basic human needs include personal safety.*

*See Helling vs. McKinney 509 US 2475 (1993).*

## Why should administrators care about sexual assault?

Sexual assaults in correctional facilities are difficult to detect and prevent. However, there are two primary reasons why correctional administrators should try to address this problem.

- **Legal liability.** Each jail and prison administrator has a legal responsibility to maintain constitutional conditions under the 8th Amendment to the U. S. Constitution, according to William Collins, former Washington State Deputy Attorney General and author of the NIC publication *Supermax Prisons and the Constitution: Liability Concerns in the Extended Control Unit* (2004). The cases of *Helling vs. McKinney* (1993) and *Wilson vs. Seiter* (1991) made it clear that personal safety (freedom from assault) is a basic human need under the constitution and is subject to judicial scrutiny. Similarly, in *City of Canton vs. Harris* (1989) the Supreme Court specified that agencies have a duty to train their police or corrections officers to recognize and prevent conditions that might violate



constitutional minimum standards. Training must help correctional officers to understand that the Constitution protects the personal safety of inmates.

The research summarized here and elsewhere (see especially Collins, 2004 and Riveland, 1999) can help staff recognize vulnerable inmates. Training correctional officers to recognize features such as age, physical weakness, mental illness, homosexuality, and lack of streetwise skills must be a critical component of basic and in-service training. Notably between 1989 and 1999 there were 1,525 Section 1983 (Conditions of Confinement) lawsuits alleging failure to train. Information on at-risk and perpetrator populations is vital in shaping staff training that is critically important for reducing agency liability.

- **Dangerous environments.** Sexual assaults, like other forms of institutional violence, contribute to a dangerous environment for inmates and staff. Victims may engage in destructive behavior – including assaults on staff – to escape or cope with sexual assaults. Research on sexual assault victims in the community has found that victimization results in increased rates of substance abuse, suicide attempts, depression, and post-traumatic stress disorder (Kilpatrick, Edwards & Seymour, 1992). These problems, compounded by a population with criminal behavior, can increase facility management problems and destabilization of the population.
- **Community safety.** Institutional sexual assaults are also important because of the impact of violence on public safety when offenders are released back into the community. Anecdotal information indicates, for example, that victims may be less stable, resulting in on-going criminal behavior in the community (Mariner, 2001). In addition, there is research by Heil, Harrison,

and English (2005) that indicates that perpetrators pose an increased risk to community safety. The authors compared the post-prison rearrest rates of three groups of sex offenders:

- > **Prison only** – Offenders whose only known sex crimes involved sex offenses in prison,
- > **Prison plus** – Offenders who committed sex offenses in prison *and* in the community prior to the current incarceration, and
- > **Convicted** – Offenders who were convicted of sex offenses in the community prior to incarceration.

*Information on at-risk populations is vital to include in staff training and is critically important to improving facility safety. Adequate training and enforcement of policies regarding at-risk populations may reduce agency liability.*

The breakdown of sex offenses committed by those in the “prison only” and “prison plus” group is approximately 46 percent indecent exposure to staff, 28 percent inmate sexual assault, 10 percent sexual harassment of staff, 9 percent attempted staff sexual assault, and 7 percent stalking staff.

The “prison only” and “prison plus” groups were found to be especially dangerous after release. The “prison only” group was significantly more likely than “convicted” sex offenders to recidivate with violent arrests and almost as likely to recidivate with sex crime arrests, despite the fact that more than half had committed only hands-off sex offenses against staff. The “prison plus” group was significantly more likely to be arrested for a sex crime.

Further, the “prison only” sex offenders had a shorter average time to arrest than the convicted sex offenders. In sum, prison sex offenders are a danger to the community and reoffend quickly.

Note that only inmates with sex offenses that were reported, investigated and substantiated are included in the study. These findings demonstrate that lack of victim reporting – and the extent to which institutional staff and officials support this lack of reporting – ultimately endangers the public. Prosecution of these individuals would likely result in extended time behind bars.

### Post incarceration arrest

	Five years post release	
	Sexual arrest	Violent arrest
<b>Prison only</b> n= 50	10%	52%
<b>Prison plus</b> n=20	20%	35%
<b>Convicted</b> n=635	12%	32%



*Institutional sex offenders are especially dangerous: they are more likely than convicted sex offenders to be arrested for a violent crime upon release, and they are rearrested sooner. This includes those who commit “nuisance” sex crimes like exposing themselves. It is critical that institutional sex offenders be charged and prosecuted for the sex crime so that it becomes part of their official criminal record.*

## Sexual violence in juvenile facilities

While research and literature on sexual assaults in adult correctional facilities is limited, almost no research exists on sexual assaults in juvenile correctional facilities. The few studies that have been conducted date back to the 1980s. With the advent of the PREA, however, new research will soon be available. Prior studies indicate that sexual assaults in juvenile facilities may differ somewhat from those in adult facilities.

**What juveniles are at risk of sexual assault?** One of the few studies that profiled victims of sexual assaults in juvenile facilities dates back to 1983. Bartollas and Sieveides (1983) used self-administered questionnaires to address this question. Over 327 male and female residents, ages seven to 17, in six training schools returned surveys. Sexual victimization was equally distributed across gender and race (black and white). Age and physical size were not found to be as important as the length of current stay and cumulative time spent in correctional facilities.

An earlier study by Bartollas, Miller, and Dinitz (1976) found that other juveniles saw tone of voice, facial expression, posture, and lack of confidence in interpersonal relationships, such as backing up when talking to others and poor eye contact, as indicators that a juvenile could be victimized. They also found that victims frequently resorted to poor hygiene and self-mutilation as coping mechanisms (as cited in Bowkers, 1980).

Preliminary findings from research that is currently being analyzed from an audio-computer-assisted self interview survey of 7,073 youth in 203 juvenile facilities, found the following factors were associated with victimization: Younger than age 14, female especially if placed in a same-sex unit, more serious offender, other or mixed

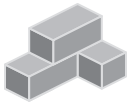
race, longer length of stay especially near the beginning of that stay, gang membership, and gang presence in the facility (Sedlak, 2005). Victimization risk was also found to be higher in: long-term secure facilities, and facilities that used group punishment, physical exercise, solitary confinement and pepper spray as methods of punishments or control. Additionally, higher rates of victimization were found in facility cultures where youth reported: fear of unjustified punishment, staff, and consequences for filing grievances; high rates of being offered contraband particularly when it involved staff; negativity about staff; and punishment without doing anything wrong. Lower rates of victimization were found in facilities that provided written rules to youth at intake and where youth reported that the rules were understandable and fairly applied by staff. Youth in facilities with lower victimization rates also reported that they knew how to get help if threatened, talk to a staff member when upset, and file a complaint.

*Training must help correctional officers to understand that the Constitution protects the personal safety of inmates.*

**What do we know about perpetrators?** Unfortunately, little is known at this point about perpetrators in juvenile facilities. According to research conducted by Bartollas in a juvenile correctional institution in the 1970’s, sexual aggressors were approximately the same size and age as their victims (as cited in Bowker, 1980). PREA will hopefully encourage research in this area.

**How frequently does sexual assault occur?** In surveying juveniles, the Bartollas and Sieveides (1983) study found that 9 percent responded that they had been sexually victimized, 54 percent had been taken advantage of sexually, and 70 percent of questionnaire respondents felt unsafe at some time in the juvenile training school. Fifty-four percent answered that someone had taken advantage of them at some point during their stay. Forst, Fagan, and Vivona (1989) found a much lower rate of sexual victimization in a sample of 59 youth sentenced to training schools in four different metropolitan areas. The youth had been adjudicated for violent offenses and were an average age of 16 years old. Only 1.7 percent of the youth indicated that someone had attempted to sexually attack or rape them while at the training school. However, when Forst, Fagan and Vivona (1989) compared these violent youth to a similar sample of 80 violent youth





*The Prison Rape Elimination Act explicitly describes the multitude of social, health and punishment problems that result from prison rape. The costs of health care and confinement are increasing, along with the size of prisoner and parole populations, and the ability of state budgets to manage disease and other needs of citizens is decreasing. The problem of sexual assaults in institutions affects the safety and health of offenders and staff on the inside, and the safety and health of communities on the outside.*

sentenced to adult prison, the reported rates of attempted sexual attack or rape increased to 8.6 percent, similar to the rate of 9 percent identified in the Bartollas and Sieveides study. The recent BJS survey of administrative records found 5 per 1,000 youth substantiated cases of sexual violence, or .5 percent (Beck and Hughes, 2005).

The most recent findings regarding the frequency of sexual assaults in juvenile facilities (Sedlak, 2005) indicate that 3.6 percent of youth report being forced to engage in sexual activity in their current facility. The majority of these assaults were perpetrated by other residents.

**Why should juvenile facility administrators care about sexual assault?** Sexual assault tends to foster further criminal behaviors in both victims and perpetrators, thus contributing to facility management problems and destabilization. When Bartollas and Sieveides (1983) surveyed juvenile residents regarding sexual victimization, one third of the admitted victims acknowledged that they exploited other residents. Without intervention, these destructive behaviors will continue once the youth is released back into the community.

## Other current research efforts

In June 2005, the Bureau of Justice Statistics published the results of a first-ever national survey of administrative records on sexual violence in adult and juvenile correctional facilities (Beck and Hughes, 2005). The survey collected information on incidents reported to correctional authorities during 2004. This study included more than 2,700 prisons, jails, and juvenile correctional facilities, which hold 79 percent of all adults and juveniles in custody. The full report can be found at <http://www.ojp.usdoj.gov/bjs/abstract/svrca04.htm>.

Administrative records underestimate the actual amount of sexual violence because unreported sexual victimizations are not included. As mentioned above, administrative record data for prisons (Beck and Hughes, 2005) are nearly 20 times *lower* than the lowest self-report survey data from inmates regarding the prevalence of prison rape. Both the lack of *reporting* and the lack of *recording* contribute to underestimates of the actual extent that sexual violence occurs in incarceration and residential settings. *In fact, approximately one-third of the facilities surveyed by BJS did not collect any data on serious forms of sexual assaults.*

Despite the limitations of the data collected, the BJS survey obtained some important information. The survey of jails, prison and juvenile facilities reported a total of 8,210 allegations of sexual violence nationwide, and substantiated approximately 30 percent of the completed investigations, but the rate varied across types of assaults and types of facilities (see table on page 7).

For example, 36 percent of jail inmate-on-inmate **abusive sexual contacts** were substantiated and 27 percent of jail inmate-on-inmate **nonconsensual sexual acts** were substantiated, compared to 27.8 percent and 17.6 percent, respectively, of inmate-on-inmate assaults that occurred in *state prisons*.

Probably because of mandatory child abuse reporting laws in most states, more information was obtained from juvenile corrections facilities than adult facilities. The survey identified approximately 7 allegations of nonconsensual sexual acts per 1,000 juveniles in these facilities, as opposed to 1 in 2,000 in state prison facilities. Approximately one-third of the allegations of youth-on-youth nonconsensual sexual acts were substantiated, and 40 percent of abusive sexual contacts were substantiated. About 15 percent of staff sexual misconduct allegations and 31 percent of staff sexual harassment cases were substantiated.

## A few recommendations

Every sexual assault allegation requires a complete criminal investigation by trained investigators. When allegations are founded, consequences should be administered, and, whenever possible, criminal charges should be filed. Formal consequences provide documentation of the offender's risk and send a clear message that the behavior is unacceptable and will not be tolerated by the administration. In some states, criminal convictions result



According to a U.S. Bureau of Justice Statistics survey of administrative records in facilities that maintain these data, the following table displays allegations and substantiated reports of sexual violence along with substantiated rates per 1,000 individuals in custody in 2004:

	Allegations of sexual violence	Substantiated reports	Rate per 1,000 inmates
Federal prison	284	47	.31
State prison	3,172	611	.52
Local jails	699	210	.63
Private prisons and jails	67	17	.55
State juvenile systems	931	212	5.15
Local/private juvenile facilities	359	108	4.97

Source: Beck, A.J. and Hughes, T.A. (July, 2005). *Sexual Violence Reported by Correctional Authorities, 2004*, Bureau of Justice Statistics Special Report, Office of Justice Programs, U.S. Department of Justice, Washington, D.C. NCJ 210333. Available at <http://www.ojp.usdoj.gov/bjs/pub/pdf/svrca04.pdf>

## Definitions of sexual violence used in the BJA survey of administrative records:

### Nonconsensual sexual acts:

Contact of any person without his or her consent, or of a person who is unable to consent or refuse, and

- Contact between the penis and the vagina or the penis and the anus including penetration, however slight; or
- Contact between the mouth and the penis, vagina, or anus; or
- Penetration of the anal or genital opening of another person by a hand, finger, or other object.

### Abusive sexual contacts

Contact of any person without his or her consent, or of a person who is unable to consent or refuse; and

- Intentional touching, either directly or through the clothing, of the genitalia, anus, groin, breast, inner thigh, or buttocks of any person.

### Staff sexual misconduct\*

Any behavior or act of a sexual nature directed toward an inmate by an employee, volunteer, official visitor, or agency representative. Romantic relationships between staff and inmates are included. Consensual or nonconsensual sexual acts include:

- Intentional touching of the genitalia, anus, groin, breast, inner thigh, or buttocks with the intent to abuse, arouse, or gratify sexual desire; or
- Completed, attempted, threatened, or requested sexual acts; or
- Occurrences of indecent exposure, invasion of privacy, or staff voyeurism for sexual gratification.

### Staff sexual harassment

Repeated verbal statements or comments of a sexual nature to an inmate by employee, volunteer, official visitor, or agency representative, including:

- Demeaning references to gender or derogatory comments about body or clothing; or
- Profane or obscene language or gestures

\* Definitions of staff sexual misconduct and staff sexual harassment are based on "Training for Investigators of Staff Sexual Misconduct," prepared by the National Institute of Corrections.



in requirements for offenders to comply with DNA testing and register with law enforcement.

As a starting point, we recommend the following:<sup>3</sup>

- Develop and implement policies and practices that respond to inmate sexual misconduct.
- Respond to sexual offending behavior with institutional disciplinary procedures and, when possible, criminal charges.
- Explore the use of community Sexual Assault Nurse Examiners (SANE) or a Sexual Assault Response Team (SART) when an offender is a suspected victim of sexual assault. The nurses are trained to collect evidence and respond to the needs of the victim. Also, inmates may feel more secure talking to an outside service provider.
- Provide annual training for correctional staff and investigative staff on how to recognize this type of assault and respond to allegations or suspected sexual abuse.
- Conduct emergency response training, including drills that simulate sexual assault scenarios, so that staff can practice implementing procedures. Such training allows staff and administrators to test and, where necessary, improve the existing protocol.
- Develop inmate training and procedures at intake orientation that inform inmates of the zero tolerance policy, the tactics inmates might use to set up victimization, how to report threats of victimization, policies on how reports are handled, and consequences for perpetrators.
- Provide programming, adequate inmate pay, and institutional cultures that create safety and are respectful of inmates (fair, firm, and consistent) to decrease inmates' need to demonstrate power and extort money.
- Remove perpetrators from the general population.
- Provide treatment during the perpetrator's incarceration to address assaultiveness and sex offending.
- Provide intensive supervision and treatment as the perpetrator transitions back into the community.
- If victims must be moved, provide safe placements that do not restrict their privileges.
- Provide treatment for victims of institutional sexual offenses.

Future issues of *Building Blocks* will include detailed recommendations and implementation ideas.

<sup>3</sup> For a more complete list of recommendations, please see English and Heil, September/October 2005, "Prison Rape: What we know today," *Corrections Compendium*.

## Logic models as program development, management, and feedback tools

Our newsletter series, *Building Blocks for Facility Safety*, will include logic models that describe why, how, and how well a particular program or practice operates. **A logic model is a tool that helps translate the intent of a practice into actual operations.** Basically, a logic model is a systematic and visual way to present a common understanding of the relationships among the resources available to operate the program, the activities involved, and the changes or results achieved.

A logic model links short- and long-term outcomes with program activities and their underlying assumptions and principles. It creates a picture of how a practice works and provides an effective tool for program planning, design, implementation, evaluation and dissemination of results. The model focuses on the big picture, while maintaining awareness of the component parts. Working

### Logic models

- **The program logic model is defined as a picture of how your organization does its work – the theory and assumptions underlying the program. A program logic model links outcomes (both short- and long-term) with program activities/processes and the theoretical assumptions/principles of the program.**
- **Logic models facilitate thinking, planning, and communications about program objectives and actual accomplishments.**
- **Learning and using tools like logic models can serve to increase the practitioner's voice in the domains of planning, design, implementation, analysis, outcome evaluation, and knowledge generation.**

*From: Kellogg Foundation's Logic Model Development Guide.*

*The Kellogg Foundation's Logic Model Development Guide is recommended reading, and can be found at <http://www.wkkf.org/Pubs/Tools/Evaluation/Pub3669> or call 1/800/819-9997 and request item #1209. This document provides more information about this practical and valuable program management tool.*





## Basic logic model template

Resources	Activities	Outputs	Short- & long-term outcomes	Impact
In order to accomplish our set of activities, we will need the following:	In order to address our problem or asset, we will conduct the following activities:	We expect that once completed or under way, these activities will provide the following evidence of service delivery:	We expect that if completed or ongoing, these activities will lead to the following changes in 1-3 then 4-6 years:	We expect that, if completed, these activities will lead to the following changes in 7-10 years:

with logic models helps to identify what program activities need to be monitored and what kind of measurements might indicate progress toward expected results.

### Logic models position programs for success<sup>4</sup>

Many evaluation experts agree that use of a logic model is an effective way to ensure program success. Using a logic model helps organize and systematize program planning, management, and evaluation functions. It is useful in all phases of program development and management.

1. For **program design and planning**, a logic model serves as a program strategy tool. In the planning phase, developing a logic model requires examining best practice research and practitioners' experience in light of the strategies and activities selected to achieve results.
2. During **program implementation**, a logic model forms the core of a focused management plan that helps identify and collect the data needed to monitor and improve programming. Using the logic model maintains a focus on achieving and documenting results.

tify and collect the data needed to monitor and improve programming. Using the logic model maintains a focus on achieving and documenting results.

3. For **program evaluation and strategic reporting**, a logic model presents program information and progress toward goals in ways that inform, advocate for a particular program approach, and educate program stakeholders.

## Future issues of Building Blocks for Safer Institutions

In sum, logic models are tools that can help with program implementation and ongoing monitoring. For that reason, we will include logic models in future issues of Building Blocks. We will be traveling on-site to institutions that are implementing promising approaches and presenting readers with information to assist in accomplishing the mandates of the Prison Rape Elimination Act.

**Stay tuned!**

<sup>4</sup> Kellogg Foundation's *Logic Model Development Guide*, page 5.

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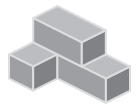
*Opinions or points of view expressed are those of the authors and do not necessarily reflect the official position or policies of U.S. Department of Justice.*





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# BUILDING BLOCKS

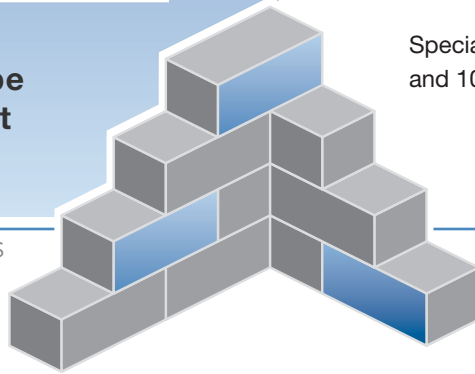
for Institutional Safety

JULY 2006

▶ **Responding to  
the Prison Rape  
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ISSUE ONE IN A SERIES



## Upcoming issues:

Keep a lookout for new **Building Blocks Bulletins** over the next few months. Future bulletins will address topics related to the prevention and intervention of offender sexual assaults in juvenile facilities and adult jails.

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