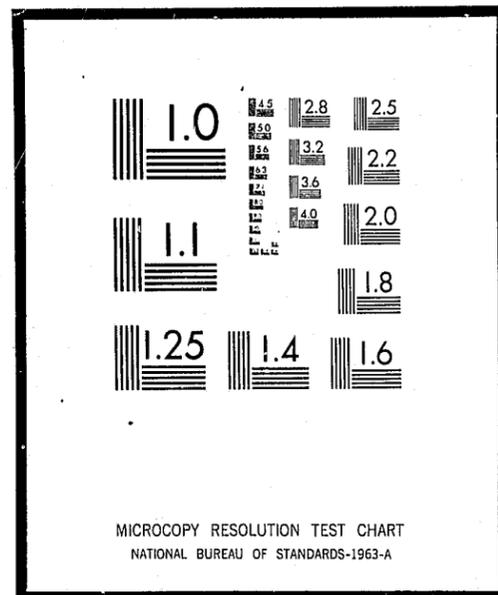


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Case Management Corrections Services Project

Evaluation Report No. 1

Oregon Law Enforcement Council

State of Oregon

February 1974

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This report was jointly produced by the Oregon Law Enforcement Council Evaluation Unit and the Multnomah County Department of Human Services Office of Program Analysis, Research, and Design (PARD)

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Case Management Corrections Services

Evaluation Report Number One

(1973 Calendar Year)

Oregon Law Enforcement Council

State of Oregon

February 8, 1974

Abstract.--Two groups of Case management clients--one with six and one with three months of service exhibited a 58 and 91 percent reduction respectively in the number of repeat target offenses during Case management service as compared to equivalent time periods before service. The mean difference in the number of offenses per client was highly significant, statistically. There were not enough control-group clients to be included in the assessment.

The project assumed correctional service for 442 clients during the 1973 calendar year--82 percent of the 540 clients referred. Charges against 47 clients--9 percent--were unsubstantiated and 46 clients--9 percent were assigned to the control group. With few exceptions caseloads did not exceed 20 per Case Manager. The median number of days from client assignment to Case Manager to case staffing was 34--13 days longer than the objective to effect case staffings within three weeks.

During calendar year 1973, the Case Management Corrections Services (CMCS) Project was divided into two broad phases--pre- and post award. The pre-award phase was from January 1 to May 3, and the post-award phase was from May 4 through December 31, 1973. The Project award, which was realized May 4, 1973, funds the period from January 1, 1973 through June 30, 1974. Both phases were evaluated for the current report.

Outcome objective assessment

During the pre-award phase, Project Management focused on initiating the CMCS program via the procurement of staff, facilities, and clientele. Preliminary negotiations with support service providers were also begun during the pre-award phase; however, no service-for-fee agreements were finalized until the post-award phase.

It was necessary for the program to be fully operative to employ the evaluation design appropriately for outcome objective assessment. To do otherwise would

lead to uninterpretable results (Tripodi, Epstein & MacMurray, 1970). Thus, since the program was not fully operative until the award date, the outcome objective was addressed for the post-award phase only.

Outcome objective. As stated in the CMCS Project application and the evaluation plan, "The primary outcome objective is to reduce the number of repeat target offenses among clients served by two percent at the end of the first action year (commencing on the award date) . . . in comparison to a control group of 100 clients per year randomly selected from the same service areas as the Project client group" (Multnomah County, 1972, p. 7; Oregon Law Enforcement Council, 1973, p. D-1).

Outcome measures. The primary outcome measure is the number of repeat target offenses, i. e., burglary, robbery and assault--including menacing with a weapon--homicide and rape. Other law violations applicable to juveniles and adults, offenses, i. e., truancy, runaway, curfew, minor in possession of alcohol and beyond parental control, are included in the offense data and grouped by category. Offense data have been collected from the following sources with corresponding offense definitions: (1) offenses as indicated by law enforcement juvenile custody reports and classified for the Uniform Crime Report; (2) substantiated charges as indicated by Juvenile Court case file face sheets and Order and Petition for court hearings; (3) offenses alleged as indicated by all information in juvenile case files; and (4) substantiated charges as indicated by the Juvenile Court Statistical Date Form. While subsequent evaluation reports will include offense data from each of the four sources, data in the current report was acquired from source three--all offenses alleged in the juveniles' case file. Reliability, expressed as percentage of agreement among four data collectors was 71 percent for the offense data reported herein. There are, of course, some offenses included in source three that are never substantiated. On the other hand, the actual incidence of offenses is an unknown which results from the difference between the incidence of crime v. reported crime.

Study groups. Criteria for including clients in study groups were established in effort to include control clients and post-service follow-up offense data in

the current evaluation. The minimum requirements for selecting clientele--either from the Project or the control group--for a study group were three months of follow-up time subsequent to completion of service, or in lieu of follow-up, three months continuous service. The minimum acceptable number of clientele to comprise a study group was not specified; however, the objective was to have groups of not less than thirty individuals.

The follow-up criterion was met by few if any clientele. Twenty-two CMCS cases were closed from May through September, but most of these cases had been assigned to case managers before May 4. Twenty clients were assigned to the control group from July 1 (date control group assignments began) through September. Of these, three met the follow-up criterion¹ and three met the three-month-service criterion.² Thus, neither follow-up offense data nor control group clients were included in the current report.

Two study groups were formed. The six-month group was comprised of thirty clients--27 boys and three girls--all of whom had received six months of CMCS service. Within the six-month group, six clients reside in the Southeast Service Area, 18 reside in the Northeast Service Area and six reside in the North Service Area. The three-month study group was comprised of sixty clients--57 boys and three girls--all of whom had received three months of service. Sixteen reside in the Southeast Service Area, 29 reside in the Northeast Service Area and 15 reside in the North Service Area.

In the current report, source-three offense records for each member of both study groups were compared for equivalent time periods, i. e., six months before service v. six months during service, and three months before service v. three months during service.

¹Of the three control clients that met the follow-up criterion, two committed target offenses and were inadvertently assigned to case managers. The third committed a target offense which was scheduled for a court hearing.

²Two of these clients had no offenses during service as of December 31, and the third was referred for four status offenses and four other offenses.

Data analysis. The offense data were logarithmically transformed to normalize the distributions (Weiner, 1971). The data were analyzed via the t-test for related means to determine whether or not the mean number of offenses exhibited within each of the two study groups were statistically significant between the two study periods--before and during service.

Results. Table 1 (p. 7) summarizes the data analysis for both study groups. Both groups exhibited a statistically significant reduction in the mean number of target offenses and target plus other non-target offenses during service. Thus, for example, the t value for the six-month study group indicates that the mean of a 1.20 target offenses per client during the six months before service was significantly reduced to a mean of .50 target offenses per client during six months of service. The significance indicates that a reduction of the magnitude shown could have occurred by chance only one time out of a thousand. All of the offense reductions which were significant reached the one-in-a-thousand level of confidence.

Figs. 1 and 2 (pp. 11-12) show the actual number of offenses before and during service and indicate the percentage difference between the two study periods. Thus, it is seen that target offenses were reduced 58 percent in the six-month study group and 91 percent in the three-month group.

Process objective assessment

The four process objectives included in the evaluation plan were assessed for the entire 1971 calendar year.

To initiate service to 125 clients per quarter. Table 2 (p. 8) shows that the total number of clients assigned to field service during the year was 384, representing a 23 percent shortfall from the objective to serve 500 clients. In addition to Table 2, however, 58 clients who met technical admission criteria were warned and closed without field services in instances where case review indicated insufficient seriousness to warrant continued service provision. Ninety-eight individuals were screened out of the project as follows: 33 informal dismissals, i. e., charge not substantiated; 14 dismissed at formal court hearings; 46 control-

group assignments; and five other dispositions.

Caseloads not to exceed 20 per case manager. Table 3 (p. 9) shows that the maximum caseload objective was exceeded by one service center where the upper end of the range caseload reached 21 during the third quarter of 1973. The objective was exceeded by three service centers during the fourth quarter with the upper ends of the caseload range reaching 21 in two centers and 25 in a third center.

To effect case staffings within three calendar weeks from the date each case is assigned to a case manager. The formal case staffing process was implemented for all clients assigned to case managers after July 14, 1973. The study period for assessing the staffing objective extends from July 15 through December 31. The client staffing population, i. e., the total number of clients eligible for staffing, was identified by each service center based on each client's eligibility for continued service by the Project. Clients assigned after December 10 were excluded from current assessment, thus allowing 21 days from assignment to the end of the calendar year. .

Table 4 shows that 93 clients--82 percent of the client staffing population--were staffed within calendar year 1973. Of these, 24--21 percent--were staffed within 21 days. The median number of days from assignment to staffing was 34.3--13 days more than the objective.

Discussion

The highly significant reduction in repeat target offenses among clients served by the CMCS Project is quite encouraging. The reduction indicates that a significant modification of client behavior is being made in a relatively short time--three to six months. The fact that there were no significant reductions in offenses classified in the "other" category, when coupled with the significant reduction of target and other offenses underscores the pervading strength of the target offense reduction. Whether or not the swift, but brief reduction in target offenses can be maintained over a longer period of time remains to be seen.

The significant reduction in the number of target offenses does not truly

constitute an assessment of the outcome objective as the comparison of repeat offenses made against pre-service periods, utilizing each client as his own control, rather than against a group of control clients. There are no data currently available--due to the insufficient number of control clients to comprise a study group--to determine whether or not the significant reduction in target offenses would hold up in comparison to a control group.

The 23 percent shortfall from the objective to serve 500 clients during the calendar year may be attributed to differences between the estimated size of the client population v. the actual number of clients who qualified for service under the technical admission criteria. A rigorous case review and assignment process was initiated in January of 1973 to assure that all eligible clients were assigned to the project.

Caseloads were held at the maximum of 20 clients per case manager throughout most of the calendar year. It was only during the fourth quarter that caseloads exceeded the maximum in three service centers. The deviation from the caseload objective is most pronounced in the Southeast Service Center where the median caseload was 21. Median caseload sizes in the remaining three service centers are well within the objectives of 20 clients per case manager. Exceeding the caseload objective is a positive rather than a negative sign, as it indicates a commitment to the provision of continued service rather than an adherence to an objective which could constrain or in some instances prematurely terminate service. Caseloads should not, however, be allowed to substantially exceed the objective as the intensity of service would then be diluted.

Case staffings were not yet conducted for 18 percent of the 1973 client staffing population. The most prevalent reason was simply a shortfall of the amount of time required to conduct staffing v. the influx of clients to staff. Another reason is that several clients disappeared and could not be located for staffing purposes. Another factor that delays the case staffing is the amount of time required for pre-staffing investigation.

Table 1

Means, Standard Deviations (SD) and
t values for Differences between
 Offenses Before and During Service
 by Study Group

Study Group	Before Service		During Service		
	<u>Mean</u>	<u>SD</u>	<u>Mean</u>	<u>SD</u>	<u>t</u>
Six Months (N = 30)					
Offense:					
Target	1.20	.53	.50	.86	11.10*
Other	.83	1.11	.70	1.74	.97
Target & Other	2.03	1.16	1.20	2.33	10.11*
Status	.47	.94	.63	1.47	.18
Three Months (N = 60)					
Offense:					
Target	1.10	.60	.10	.40	11.85*
Other	.33	.46	.17	.90	1.06
Target & Other	1.45	1.14	.25	.63	9.39*
Status	.27	.55	.22	.76	1.17

*Significant at the .001 level, two-tail test.

Table 2

Clients Assigned by Service Center by Quarter

(1973)

Quarter Ended:	<u>S. E.</u>	<u>N. E.</u>	<u>Albina</u>	<u>North</u>	<u>Total</u>	<u>Percent</u> ^a	<u>Mean per Center</u>
March 31	29	NA	53	35	117	-6	39 ^b
June 30	39	NA	38	17	94	-25	31 ^b
Sept. 30	23	22	18	20	83	-34	21
Dec. 31	33	19	21	17	90	-28	22
All Centers	124	41	130	89	384	-23	96
Mean per Quarter	31	20 ^c	33	22	NA	NA	NA

^aDeviation from objective to serve 125 clients per quarter.

^bMean based on three centers.

^cMean based on two quarters.

Table 3

Cases Carried per Month within Quarter and Service Center
(1973)

Quarter Ended:	Southeast			Northeast			Albina			North		
	<u>Range</u>	<u>Median</u>	<u>Mean</u>									
March 31	(2 - 9)	5.7	5	NA	NA	NA	(2 - 14)	7	7	(1 - 12)	7.2	7
June 30	(10 - 16)	14.5	14	NA	NA	NA	(3 - 17)	12.5	11	(11 - 17)	14	14
Sept. 30	(16 - 20)	17.5	18	(4 - 6)	4.8	5	(6 - 20)	16.2	15	(6 - 21)	16.7	15
Dec. 31	(17 - 25)	21	21	(7 - 11)	9.5	9	(13 - 21)	18.7	18	(12 - 21)	17.5	17

Table 4

Client Staffing Data by Service Center

<u>Service Center</u>	<u>Client Staffing Population</u>	<u>Clients Staffed</u>		<u>Clients Staffed Within 21 Days</u>	
		<u>N</u>	<u>Percent</u>	<u>N</u>	<u>Percent</u>
Southeast	25	20	80	4	16
Northeast	36	30	83	1	3
Albina	24	16	67	4	17
North	29	27	93	15	52
Total	114	93	82	24	21

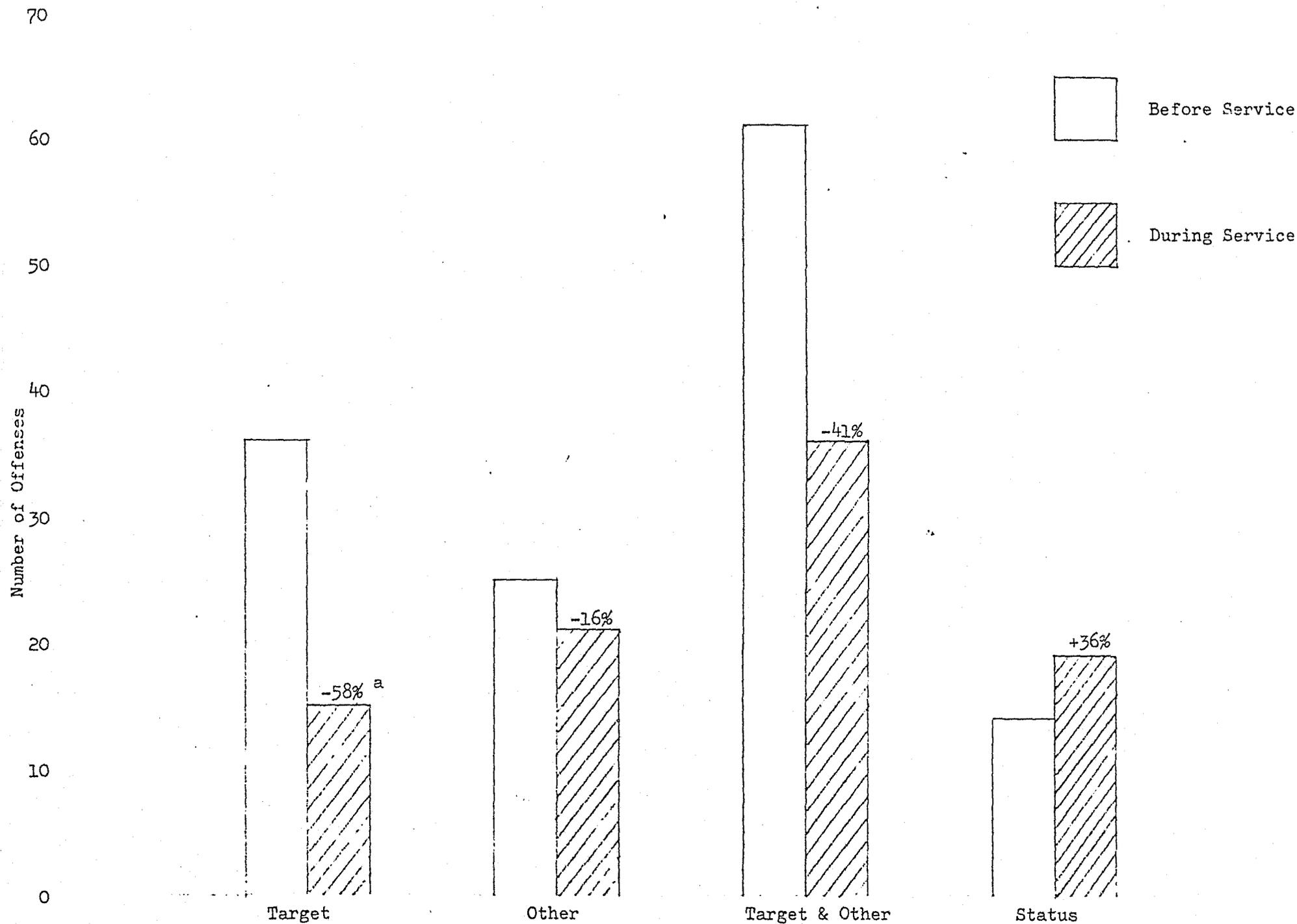


Fig. 1. Number of offenses before and during service--six month study group, 30 clients.

^aNumbers such as these indicate percent difference.

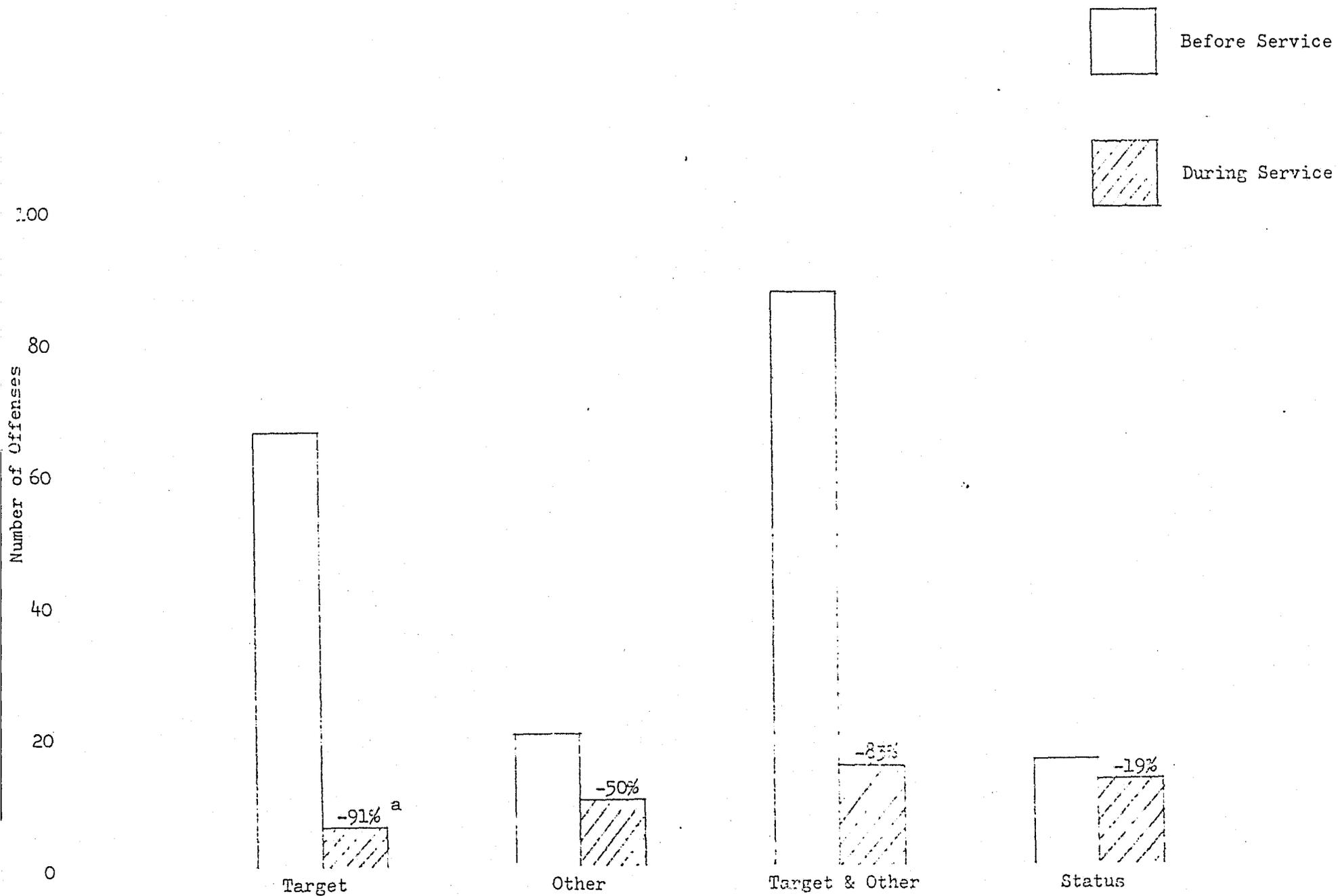


Fig. 2. Number of offenses before and during service--three month study group, 60 clients.

^aNumbers such as these indicate percent difference.

END