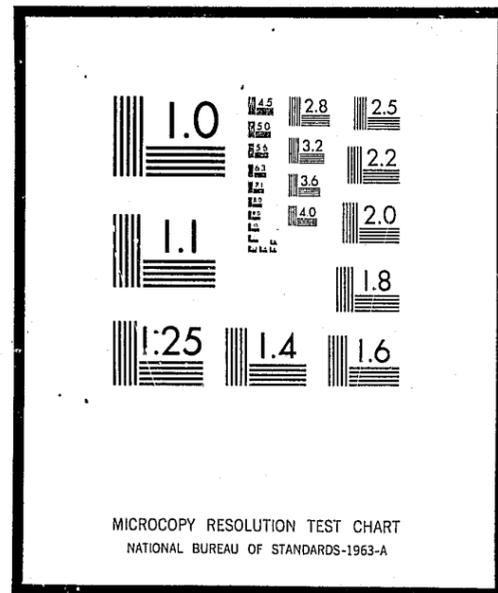


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Case Management Corrections Services Project

Evaluation Report No. 2

Oregon Law Enforcement Council

State of Oregon

June 1974

Clinton Goff, Ph.D.
Evaluation Supervisor, OLEC

Duane Brown, Researcher, PARD

Diana Gray, OLEC Researcher

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Portland High Impact Crime Reduction Program

Case Management Corrections Services Project

Evaluation Report Number Two

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Abstract--Significant reductions in the number of substantiated target offenses were obtained with two groups of project clients--one group with six months service and one with three months service. The number of substantiated target offenses in the six-month service group was reduced from a total of 36 during the six months immediately preceding each client's entry into the project to 8 during the first six months of service by the project--a 77.7 percent reduction. The reduction was statistically significant.

The project initiated correctional services to 91 clients--72.8 percent of the quarterly 125-client objective. The objective to maintain service caseloads at not more than twenty clients per case manager was exceeded by thirty-seven percent of the caseloads. The objective to effect case staffings within three calendar weeks was met for three percent of the staffing population for the reporting quarter.

Proposed project outcome objective. The Case Management Program is expected to have both short-term and long-term effects on the behavior of the clients served. The short-term effects refer to the impact on client's behavior while they are under program supervision, while long-term effects refer to clients' behavior after they have left the project.

The short-term 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, by five percent at the end of the second action year, and by nine percent at the end of the third action year compared to these clients' baseline target offense behavior.

The long-term objective is to reduce the number of repeat target offenses,

measured one year after the termination of the project, among clients served by the program compared to a control group of clients served by the regular juvenile court probation services such that the differences in the outcome for the two groups is greater than what could be explained by chance variation.

The above revision in Case Management outcome objectives has been proposed to the Portland High Impact Planning office, the Region X office, and the Case Management Project. All were in agreement to revise the outcome objectives as stated above, and written approval was received from Region X on June 5, 1974.

Units of measure. The unit of measure is comprised of target, status, and other offenses as substantiated by the Multnomah County Juvenile Court.

Significance of measure. The true incidence of offenses committed by project clientele is unknown. The first official indication of such offenses comes primarily via their contact with law enforcement agencies. The next level of indication is via official notification to the juvenile court of an alleged law violation. The unit of measure employed herein requires that the alleged law violation be substantiated.

Definitions of terms. Offense--1) "Reason for Referral" as noted on the Face Sheet for charges handled without a court hearing, and 2) "Violations of the Law" on the Order and Disposition/Petition Form for charges with a formal court hearing.

Target offense--burglary, robbery, assault (including menacing with a weapon), homicide and rape.

Status offense--truancy, runaway, beyond parental control, MIP alcohol and curfew.

Other offense--all offenses, excluding the above, applicable to juveniles and adults (offenses were coded in accordance with Oregon Revised Statutes).

Substantiated offense--offenses are "substantiated" either by admission of the juvenile when there is no formal court hearing or by the findings of a formal court hearing.

Study groups--offense data are reported for two study groups. The six-month study group was comprised of 30 clients--all had received six months of project service. The three-month study group was comprised of 60 clients--all had received three months of project service. There were three girls in each study group--the rest were boys.

Study periods--equivalent time periods before and during service. Offenses were counted within both study periods for each study group, e.g. in the six-month study group offenses which occurred during the six months prior to service were compared with offenses which occurred during the first six months of service.

Reporting system. The offense data were collected as part of the ongoing data collection effort. All data were collected from the Face Sheet and the Order and Disposition/Petition Form which are retained in the juvenile's case file. Reliability among four data collectors, expressed as percentage of agreement in coding offenses on a sample of cases, was 69.8 percent.

Objective assessment. Figure 1 (p. 9) shows the number and percent difference in target offenses before and during service for both study groups. The number of substantiated target offenses in the six-month study group was reduced from a total of 36 during the six months immediately preceding each client's entry into the project to 8 during the first six months of service by the project--a reduction of 77.7 percent. Similarly, in the three-month study group, the number of target offenses substantiated during the three months prior to service was reduced from a total of 58 to 6 during the first three months of service--a reduction of 89.6 percent. Thus, the reduction of

substantiated target offenses greatly exceeded the two percent objective. In part, the large percentage reduction is a function of the small number of clients included in the study groups. Nevertheless, it is apparent that the project is making a substantial short-term impact by reducing the number of repeat target offenses.

Data analysis. Logarithmic transformation was applied to the offense data. Such transformation is recommended to avoid values of X (number of substantiated offenses in this situation) close to zero and to normalize the distribution (Weiner, 1971). The data were then analyzed via the t-test for related means to determine whether the differences in the number of offenses before and during service were large enough to be statistically significant and thus not due to chance.

Table 1 (p. 11) summarizes the data analysis for both study groups. Reductions in target offenses were statistically significant in both study groups. (Target offense reductions were also significant when the t-test was applied to the actual number (without transformation) of substantiated offenses.) When other offenses were combined with target offenses, the statistical significance was maintained for both study groups.

Table 2 (p. 12) summarizes the percent of clients by type of offense. In the six-month study group (30 clients), 77 percent (23 clients) exhibited no target offenses during service; 20 percent (6 clients) exhibited one target offense during service; and 3 percent (1 client) exhibited two target offenses during the first six months of service. In the three-month study group (60 clients), 92 percent (55 clients) exhibited no target offenses during service; 7 percent (4 clients) exhibited one target offense during service; and 2 percent (1 client) exhibited two offenses during service.

Operating program objective 1. To initiate correctional services to 125 clients per quarter.

Unit of measure. The unit of measure is the number of clients assigned

to the project for the reporting quarter--expressed as a percentage of 125.

Significance of measure. Correctional services are initiated to all clients assigned to the project.

Reporting system. Each juvenile service center reports the number of new assignments (line 03 on CMCS Form # 3) to the evaluation unit on a monthly basis. Form # 3 is then summarized for the project on CMCS Form # 4.

Objective assessment. Figure 2 shows that 91 clients were assigned to the project during the reporting quarter--72.8 percent of the 125-client objective. The 27.2 percent shortfall in attainment of objective one was due to a less-than-predicted number of youths meeting project-service criteria. The project did initiate service delivery to all clients who met the criteria--excluding those (one out of six) who were assigned to the control group. See Table 3 (p. 13) for more detail.

Operating program objective 2. To maintain service caseloads at a level not to exceed 20 clients per case manager.

Unit of measure. Percent of total caseloads which exceeded twenty clients per case manager.

Definition of terms. The number of clients in each caseload is determined monthly as follows: Total cases carried = (number of cases carried forward from the previous month) + (newly assigned cases) + (cases transferred from another case manager).

Mode--unit of measure (caseload size) which appeared most frequently.

Median--the value that separates all the cases in a ranked distribution into halves.

Reporting system. Each juvenile service center reports the total cases carried (line 06 CMCS Form # 3) to the evaluation unit on a monthly basis.

Objective assessment. Figure 2 shows that 37 percent of the caseloads exceeded 20 clients per case manager. Of the 17 caseloads served by the project, nine caseloads exceeded 20 clients per case manager in January, three

caseloads exceeded 20 clients in February, and seven caseloads exceeded 20 clients in March. For more detail, see Table 4 (p. 14) which shows that the caseload objective was not met in three of the four juvenile service centers. The highest caseloads were in the Southeast center where the largest caseload had 28 cases, the median number of cases carried per case manager was 23, and the mode was 24.

Caseloads exceeded the objective of 20 clients per case manager even though new assignments were 27 percent less than predicted because the actual length of service is longer than the projected eight-month average, as planned when the two objectives were stated.

The above operating program objectives are reasonable only if the average-per-client service period is about eight months. However, since many clients have been receiving more than eight months service, objectives one and two are in conflict. Both cannot be maintained while service periods longer than eight months are indicated and provided. Rather than expand the service area and cut short the length of service in effort to meet objectives one and two, objective number one should be modified as follows:

To initiate delivery of corrections services to all juvenile clients meeting project service criteria in accordance with client service needs as indicated at case staffings.
(Length of service would be determined on an as-needed basis for each client.)

Objective number two should be maintained as stated in the project application.

If the conflict in objectives is resolved as recommended above, length of service data will then be available as an independent variable against which performance on outcome measures may be compared.

Operating program objective 3. To effect case staffings within three calendar weeks from the date each case is assigned to a case manager.

Unit of measure. Percent of clients staffed within twenty-one days from

date of assignment to a case manager.

Definition of terms. Study period--December 11, 1973 through March 31, 1974.

Current staffing population--All clients assigned from December 11, 1973 through February 28, 1974, and deemed eligible for staffing by project staff. (Eligibility was determined by estimating client probability for continued project service.)

Previous staffing population--All clients assigned from July 15, 1973 through December 10, 1973 and deemed eligible for staffing as defined above.

Reporting system. Date of client assignment and date of case staffing are acquired as part of routine data collection (CMCS Forms 6.0-1 and 6.1-1). Eligibility for continued service was determined by interview with project personnel.

Objective assessment. The first assessment of this objective indicated that case staffings had not been conducted for 21 clients--18 percent of the previous staffing population (OLEC, Feb. 8, 1974). Table 5 shows that of the previous staffing population, 18 clients (86 percent) were staffed during the reporting quarter. None of the clients carried forward from the previous staffing population was staffed within 21 days from the date of assignment. The median number of days from assignment to staffing was 64.5--about 43 days more than the objective.

Figure 2 shows that three percent (2 clients) of the current staffing population were staffed within 21 days. Table 5 shows that 55 percent (37 clients) of the client staffing population--were staffed by March 31, 1974. The median number of days from assignment to staffing was 40.3--19 days more than the objective.

Project implementation plans called for services of the staffing team leader for 16 hours per week--208 hours per quarter or about one-and-one half hours per client. During the reporting quarter a total of 191 hours was spent to staff 62 clients--three hours per client. Efforts taken to reduce the number of hours to staff a client include 1) transferring construction of the goal-attainment scales from the staffing team leader to the case manager (currently the team leader reviews the scales, which are constructed by case managers working directly with the client), and 2) transferring perusal and summary of salient social information contained in case files from the staffing team leader to case managers. One reason the objective was not met for 97 percent of the client staffing population is that it has been taking on the average three hours per client, instead of the planned one-and-one half hours per client.

Upon receipt of this assessment data, the following procedures were implemented by the project to underscore the high priority of the case staffing objective and to increase the level of attainment for this objective:

- 1) Clients are now scheduled for staffing when assigned to the case manager (scheduled date not to exceed twenty-one days from date of assignment).
- 2) A roster of clients not staffed within 21 days--with the reason why the client was not staffed and a new date on which the staffing is scheduled--is sent to the Project Director weekly.

References

Oregon Law Enforcement Council, Case management corrections services evaluation report number one, Salem, Feb., 1974.

Weiner, B. J. Statistical principles in experimental design. (2nd ed.) New York: McGraw-Hill, 1971.

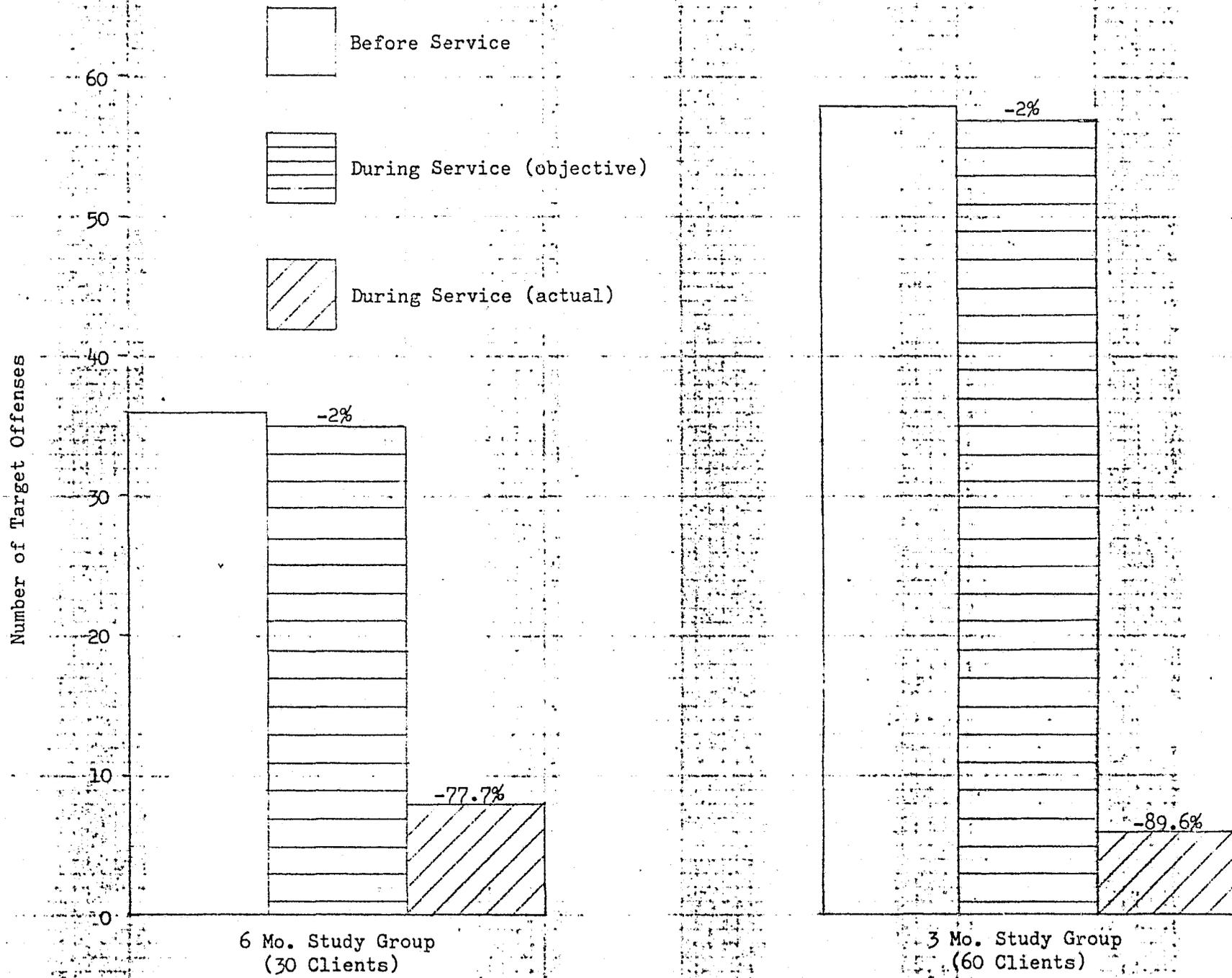


Fig. 1. Number and percent difference in target offenses before and during service.

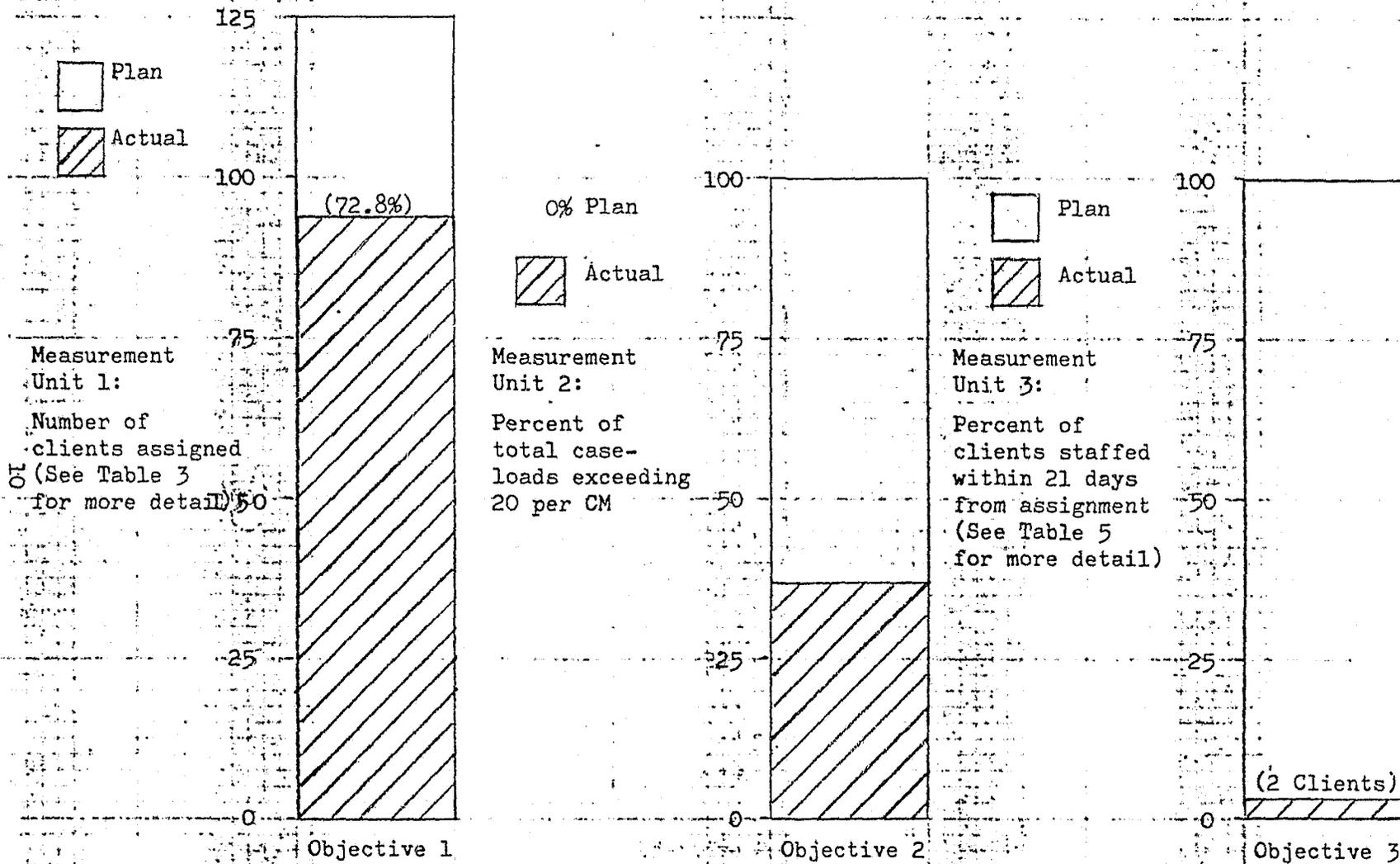


Fig. 2. Performance measurement of operating program objectives: 1) To initiate service to 125 clients per quarter; 2) Caseloads not to exceed twenty per case manager; and 3) To staff cases within three calendar weeks.

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		
	Mean	SD	Mean	SD	t
Six Months (N = 30)					
Offense:					
Target	1.20	.55	.27	.52	9.22*
Other	.43	.63	.23	.63	1.64
Target & Other	1.64	.93	.50	.97	7.27*
Status	.23	.63	.17	.46	.41
Three Months (N = 60)					
Offense:					
Target	.97	.52	.10	.35	10.95*
Other	.22	.52	.13	.43	1.07
Target & Other	1.18	.79	.23	.62	9.08*
Status	.18	.54	.15	.61	.67

Note: t values based on logarithmically transformed scores; means and standard deviations based on original number of substantiated offenses.

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

Table 2

Number and Percent of Clients by Number and Type of Offense
by Study Period and Group

Study Group	Study Period							
	Before Service				During Service			
Six Months (N = 30)	0	1	2	3+	0	1	2	3+
Offenses								
Clients	%	%	%	%	%	%	%	%
Offense Category:								
Target	3	77	17	3	77	20	3	0
Other	63	30	7	0	87	3	10	0
Status	83	13	0	3	87	10	3	0
Three Months (N = 60)								
Offense Category:								
Target	13	78	7	2	92	7	2	0
Other	83	12	5	0	92	5	3	0
Status	87	10	2	2	92	5	2	2

Table 3

Clients Assigned to Project by Service Center by Month
(First Quarter of 1974)

<u>Month</u>	<u>S. E.</u>	<u>N. E.</u>	<u>Albina</u>	<u>North</u>	<u>Total</u>	<u>Mean per Center</u>
January	10	9	5	6	30	7
February	8	7	3	6	24	6
March	21	1	8	7	37	9
Quarter Total	39	17	16	19	91	23
Mean per Month	13	6	5	6	30	NA

Table 4

Cases Carried by Service Center for Reporting Quarter
(First Quarter of 1974)

	<u>Southeast</u>	<u>Northeast</u>	<u>Albina</u>	<u>North</u>
Range	12 - 28	13 - 17	19 - 24	14 - 23
Median	23.0	15.8	20.3	18.1
Mode	24	16	20	18
Mean	22.0	15.3	21.1	18.2

Table 5

Client Staffing Data by Service Center
(1973 and First Quarter of 1974)

Service Centers	Client Staffing Population	Clients Staffed		Days from Assignment to Staffing		Clients Staffed within 21 days		
		<u>N</u>	<u>Percent</u>	<u>Range</u>	<u>Median</u>	<u>N</u>	<u>Percent</u>	
Carry-overs from 1973:								
Southeast	5	5	100	39 - 66	54.5	0	0	
Northeast	8	7	88	58 - 100	67.8	0	0	
Albina	6	4	67	83 - 151	104.5	0	0	
North	2	2	100	52 - 59	54.5	0	0	
All Centers	21	18	86	39 - 151	64.5	0	0	
Reporting Quarter:								
Southeast	23	7	30	31 - 64	55.7	0	0	
Northeast	21	10	48	29 - 120	59.5	0	0	
Albina	11	8	73	22 - 62	29.5	0	0	
North	12	12	100	14 - 46	33.8	2	17	
All Centers	67	37	55	14 - 120	40.3	2	3	

END