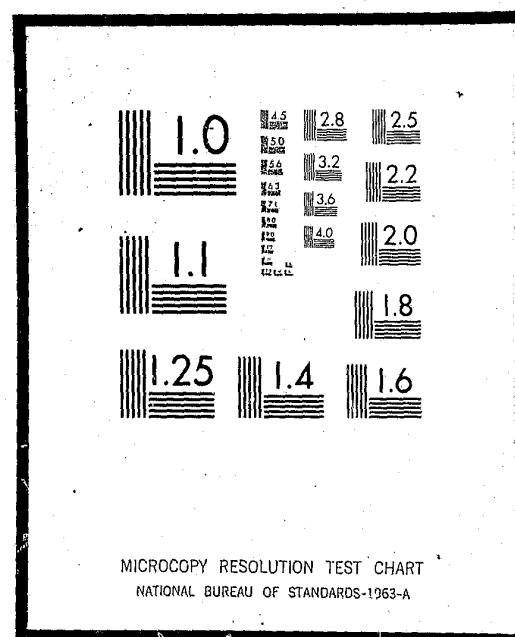


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4/5/76

INITIAL EVALUATION REPORT ON THE OREGON CORRECTIONS DIVISION IMPACT PROGRAMS

September 15, 1975

Prepared under Grant Number 74-NI-10-0002 from the National Institute of Law Enforcement and Criminal Justice, Law Enforcement Assistance Administration, Department of Justice. "Points of view or opinions stated in this document are those of the author and do not necessarily represent the official position or policies of the Department of Justice, the Oregon Law Enforcement Council or the State of Oregon."

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1.0 INTRODUCTORY SUMMARY

This evaluation report for the six projects of the Oregon Correctional Impact Programs covers the period from program initiation in late 1974 through June 30, 1975. The report concentrates heavily on those process objectives specified in the Corrections Division proposal (October 1973) as attainable during this period. Included are commentaries on the interactions between process objective performance and the problems encountered in project implementation and operations.

The body of the report sets forth a brief descriptive overview of each project. Tracking, although a part of the Diagnostic Center, is treated as a separate, seventh project. Where appropriate, there is a discussion of each project's process objectives plus comments on problems encountered.

Outcome data, scheduled for more thorough coverage in the second year, is approached in terms of criterion variables, limitations on preliminary analysis of data, comparison groups, and program terminations to date.

A summary presentation of highlights of each project constitutes the balance of this section. First, some general observations are in order.

1.1 GENERAL OBSERVATIONS

The role of evaluation is necessarily bound to the project proposals and the specific objectives detailed therein. However, the proposals anticipated an idealized model for correctional program improvement. They implied quick establishment of major changes in correctional operations, particularly counseling by objectives plus an ambitious management information system usable for operational control. They defined a major effort to achieve consistency of correctional treatment across projects and across functions which, in turn, involved rapid, effective integration with

existing operations. In the absence of any substantive documented implementation planning plus advanced coordinating agreements with established operations there was no possibility for projects of the magnitude of this Impact to effect rapid switchover change in the immediate start-up period. It is important to note in this connection that research has shown that organizational change is evolutionary not revolutionary. The evolutionary change that is occurring is not adequately portrayed by the assessment of program specified process objectives.

The prospects for effecting system change are encouraging. The six Impact programs span the correctional process in Oregon. They are focused on the most critical region, Multnomah County, and on the most critical, hard core (target) offenders. The clients involved represent 20% of the Corrections Region population. The integration of Impact within the Regional Non-Impact operations enhances its potential for effecting permanent change.

Among the benefits now occurring, there is a strong evolutionary growth toward a logically complete system of reports which provides the basis for a useful client tracking system. Embedded within this is information on services provided plus the capability to provide continuing evaluation of differential program effectiveness.

There is a strong, somewhat delayed, movement toward effective implementation of Counseling by Objective (CBO). This has been desired by the legislature, by key administrators and by experienced counselors for several years but was not translated into the specifics of existing casework to the extent necessary for implementation. With Impact caseworkers beginning to solve the question "how to document CBO meaningfully" and with this information utilized by Tracking for feedback, management can monitor casework

in a way that will produce significant system improvement.

The efforts within Impact to provide interaction across function are having the effect of reducing the tendency to sub-optimize within function. There is an increasing realization by the workers that the parts must function as a system. New procedures have been implemented to integrate pre-parole plans involving the Impact Institutional Services Staff, Client Resources and Services, Field Services parole staff, Transition Services and the client with the content of the plan approved by the Parole Board and followed through on release. Comparable procedures have been developed by the Diagnostic Center where probation recommendations in the presentence investigation reports may provide the court with an acceptable alternative to incarceration and give direction to initial probation service planning.

It is Impact that has had joint meetings with personnel at all levels from the several correctional functions to discuss specific operational system problems on the casework firing line. Concrete procedural changes have resulted from the interactions thus stimulated (e.g., the pre-parole planning).

Continuing nurturing of these forces via Impact has the potential to bring about significant change in Oregon Corrections. The institutionalizing of Impact fostered change is just beginning to evolve in operations.

With respect to the process objectives specified in the Impact project proposals and the program performance evaluated in the following sections, the American Justice Institute recommends that the Corrections Division reexamine the objectives and propose modifications more in line with the projects as they are operationally intended and implemented. This redefinition, to be most valid, should incorporate key new measures that will have

the effect of forcing activities which enhance lasting correctional effectiveness in Oregon.

1.2 DIAGNOSTIC CENTER PROJECT

- The Diagnostic Center (DC) succeeded in completing ninety-four (94) percent of the presentence reports assigned to it, exceeding the proposal objective of 90%. Client unavailability, withdrawal of report requests, or reports in process account for the remainder.

- DC fell short of the proposal goal with respect to completing 90% of its presentence reporting in 15 working days. In fact, 54% were done that quickly; with the range of working days required being 5 to 51 (median 15).

- Analysis of 226 available presentence reports revealed a DC capability to identify problems, recommend treatment, and set forth other information of value to the courts which followed DC disposition recommendations for institutionalization and probation 87% and 92% of the time, respectively.

1.3 FIELD SERVICES PROJECT

- Field Services (FS) did not operationalize the Counseling by Objectives (CBO) in the first months of program, as proposed. Full implementation within Impact probation and all of Portland Region parole was initiated following this reporting period. Without the systematic recording of case plans and periodic assessment reporting, AJI is unable to evaluate the extent to which the first five FS process objectives were attained. Limitations to outcome assessment resulting from this are discussed later.

- A study of 30 of the 131 clients placed on probation after DC presentence reporting determined that in 82% of these cases a connection could be made between the DC recommendations and subsequent probation

activities toward implementation of those plans.

- Although only 43 FS Impact clients had terminated during the reporting period, 3 or 7% had absconded; well within the goal of 30% set as a first year objective.

- Of 39 volunteers and students working with clientele and staff in Portland and the adjoining region, 3 have been involved with Impact.

- Varied application of the definition of Impact eligibility has resulted in continuing expansion and contraction of the Impact group.¹ This creates evaluation problems related to setting baselines, maintaining the integrity of comparison groups, and measuring differential treatment of those within the program.

- Expected differences in Impact and Non-Impact services are diluted by the provision of comparable services to Non-Impact through other funding (e.g., CETA, Volunteers/Students, FS Job Finder). This contaminates potential comparison group studies and presents problems for evaluation analysis.

1.4 CLIENT RESOURCES AND SERVICES PROJECT

- Client Resources and Services (CRS) project utilization by other project staffs has followed a learning curve, slow at start and greatly accelerating in April. This is associated with gradual buildup in Field Services and Institutional Services plus procedural delays in contracting for services.

- Use of CRS services differs from that expected in the proposal in numbers of clients and types of services. This is due in part to alternative resources existing in the community having made it inappropriate for the project to duplicate such services and partly to economic conditions not anticipated during planning. An estimated 63% of monies expended were for short-term subsidies for 87% of those serviced.

¹See Appendix B.

- CRS staff have been stressed by an estimated 3,500 service purchases for 593 clients and have not been able to maintain needed records or to monitor/evaluate vendor performance as desired.

- Alternative use of Transitional Services and CETA may preclude attaining the CRS goal of 50 enrollees in Vocational Training programs. (Other programs have monetary awards to clients.)

- Of a goal of 275 job placements for the first year, 76 have been placed; 51 remain employed; one of three for six months. Employment opportunities in a tight job market appear to have limited the availability of such placements beyond that foreseen during proposal development.

- The goal of 75 clients involved in counseling has been reached.

- Of the 50 citizen sponsors projected in the proposal, 17 have been enlisted. The 55% visitation rate is short of the 90% objective. However, the program is of recent origin and is gaining momentum.

- Short-term subsidies have been provided to an estimated 517 clients, 167 more than expected. As a consequence, the CRS supplementary assistance budget was exhausted 15 months before the project termination date. The high unemployment rate in Portland may be a significant factor. Careful case plan documentation would indicate the variation in purposes for which these funds were provided.

- Varying implementation of Impact eligibility guidelines tends to result in reclassification of clients to Impact to make them eligible for resources. This impacts both budget and evaluation.

1.5 TRANSITIONAL SERVICES PROJECT

- 92 or 11 more than the first year goal of 81 clients were placed in VRD rehabilitation programs during the first 7 project months. An

additional 40 of the remaining 46 of 132 total clients enrolled for service are being tested and evaluated for eligibility.

- Of 19 closed cases, 4 terminated successfully (placed in paid employment for 60 days after termination of service).

- Some TS activities duplicate CRS services. All conform to regular VRD operations. This presents major problems for evaluation since Impact, Non-Impact, comparison and experimental groups have overlapping access to services.

- Adequate evaluation requires documentation of assessed treatment need plus service provided and service not provided. Evaluation of this project cannot begin until the CBO forms are implemented and recorded by Tracking.

1.6 INSTITUTIONAL SERVICES PROJECT

- Extended delays in finalizing the Chemeketa Community College contract put off full implementation of this program until April and May 1975.

Since tracking records maintained for Institutional Services (IS) do not enable achievement assessment, AJI conducted a services delivery survey to sample the degree to which IS was meeting its process objectives. Extrapolating the results of this survey, the estimated findings are:

- Within the first six project months, two process objectives have been attained; the enrollment of those testing above grade 9.5 in GED and enrollment in vocational training.

- Performance on negotiating educational goals with 100% of clients with intermediate grade education level (scores between 5.5 and 9.5) is estimated at 60%. This goal should be attained by the end of the first project year.

- Many of the recreational objectives pertaining to counseling and planning are approaching the target levels of performance. This reflects the early hiring of recreational leaders.

- A psychologist was not hired. The objective of 874 hours of psychological counseling remains open. Negotiations are in process, now, to contract for these services.

- Because tracking was under-developed in this project, no records were kept on six process objectives. Distinction was not made between new and old commitments, handicapping assessment of achievement. Ten of the objectives require extended project experience to be measured.

As in other projects, a significant factor for evaluation is the absence of clear distinctions as to services delivered to Impact and Non-Impact clients. They share the same institutional environment whether the programs are Impact or not. This contaminates evaluation of experimental and comparison groups.

1.7 TRAINING AND INFORMATION PROJECT

- Although the proposal specifies Training and Information (T&I) process objectives in terms of "program output" (operational objectives) and "levels of program performance" (staff learning objectives) no records pertaining to levels of staff learning have been devised. Staff assessments of their own training needs and of the training provided were analyzed.

- T&I delivered a total of 6,687 hours of training to 73 Impact staff members.

- T&I process goals, to be accomplished "during the life of the project", have not been attained on any dimension. For each dimension of training the goal, achievement to date, the numbers of staff available for training, and potential goal deficit are in Table 1.6-1. Clearly, some

TABLE 1.6-1
TRAINING PROCESS OBJECTIVES:
PERFORMANCE TO-DATE AND POTENTIAL DEFICITS

<u>Dimension</u>	<u>Proposal Goal</u>	<u>Available To Be Trained</u>	<u>Trained</u>	<u>Not Yet Trained</u>
Corrections Division Orientation	100	68	60	8
Impact Orientation	120	68	65	3
Counseling by Objectives	120	48	30	18
Caseload Management	90	45	22	23
Report Writing	80	48	25	23
Utilizing Community Resources	80	48	25	23
Public Information and Education	80	77	26	51
Intervention Strategies	80	48	10	38

Source: Proposal, Employment Records, Training Records.

goals and direction in training require modification.

- Although called for by the proposal, no measure was devised for assessing training effectiveness or the extent to which learning occurred.

The approach taken to training did not lend itself to use of tests and grades, as anticipated in the proposal.

- There is no responsibility placed for evaluating the impact of training on job performance.

- Further staff training in CBO appears needed; strong management support combined with information feedback provided through Tracking might cause increased staff interest in such training.

1.8 TRACKING COMPONENT

- Tracking implementation in Impact projects has been a major deficiency in program operations. Correctional managers, familiar with the correctional programs to be implemented, planned well for correctional services. Although the proposal specified a central, innovative role for tracking, the resources provided were inadequate for management, staffing, equipment, data processing, facilities and operational expenses. Effective management information is essential if the Impact projects are to function as planned and be evaluated as desired.

More specifically, the following should be noted:

- Critical delays in hiring for the Tracking component slipped its effective start to February 1975, whereas it was intended that tracking would start early and be operational when the other projects began.
- To compensate for this delay the design for the Management Information System (MIS), compatible with the Division's MIS was completed by the American Justice Institute (AJI) within the six months time allotted.
- The MIS designed included all necessary data collection forms. These were adopted and improved by Tracking.
- The operational divisional units, during the period of this report, have not uniformly implemented the reporting system. Some projects have used a subset, others none.
- Where possible the forms instituted replace previously used forms.
- Forms design followed the principles of simplicity of use, availability of information, economy of data collection, and operational utility.
- No forms were designed solely for evaluation.
- Instruction and manuals on data collection were prepared and delivered. Necessary forms revisions and retraining have been accomplished

jointly with Tracking.

- Basic to the Impact proposal was Counseling By Objectives (CBO) and service delivery in accordance with those objectives. The critical deficiency in data collections has been completion of the instruments to record those plans and the delivery of services related thereto. Delays in early implementation of CBO limit assessment of much of the Impact program.

- In designing the MIS, provision was made for data elements enabling Oregon to interface with OBCIS, OBTS/CCH, UCR, NPS and LEDS.

- Neither the MIS nor any subsequent tracking efforts have been directed toward budgetary controls. This is far beyond the resources provided in the proposal.

- A sophisticated interactive computer based system for CRS transaction information accounting was designed and developed by AJI. Its primary function is to maintain records for management of service accounting and delivery within CRS. It also supplements available data on services delivery, necessary for program management and for evaluation.

1.9 PRELIMINARY OUTCOME DATA

The evaluation design calls for major emphasis to be placed upon testing of the relationships between case planning, services delivery, client treatment/training objectives achievement, and crime reduction. Briefly, it has been hypothesized that recidivism will be reduced where the range, amounts, and timeliness of services delivered best fit the needs of the client as indicated by client attendance in service programs, frequency of treatment/training objective achievement, and levels of performance in programs.

To measure such relationships, evaluation is dependent upon data provision by case counselors involved with Impact clients. The proposal specifies that one record keeping system will be implemented to serve both client tracking and evaluation needs. Since service planning and delivery documentation was not implemented, desired hypothesis testing is not possible

at this time. For a second year evaluation effort to be successful, the tracking forms must be fully and successfully implemented. Implementation of needed reports is now beginning both in Field Services and in Institutional Services. Hopefully, benefit will be realized by the Division and for evaluation. Adequate assessment of recidivism is, of course, dependent upon availability of subsequent criminal history information. Negotiations are now underway for AJI to acquire these data from the State Police in machine readable form. The procedures developed will serve as a model for future operational use within the Division's MIS.

At the present stage of developments little can be said about outcome to date, i.e., differential effects of program on client behavior. Preliminary work has largely been preparatory to conducting such analyses, but some general observations can be made.

Present limitations on outcome data include:

- Lack of service delivery data to relate to future criminal behavior.
- Coding reliability for recording a variety of plans and delivery of services relative thereto is a problem to be overcome. Procedures for documentation of CBO must be further developed and pretested.
- Comparison groups for Transitional Services-VRD and for Client Resources and Services projects cannot be identified because the need for services upon which comparison group formation depends have not been identified by implementation of Tracking case planning forms.
- Only 17 Impact clients have exited the Institutional Services project since it became fully operational in April 1975. The extent of program participation is not documented.
- Because no clear distinction between Impact and Non-Impact PROGRAM is found, potential utility of "Non-Impact" comparison groups is limited. Services delivery must be examined for both Impact and comparison clients.

Data needed for hypothesis testing must be generated through extensive counselor/client interviews and case records searching.

- Comparability of Field Services Impact and comparison groups await resolution of the ethnicity and mortality problems; differences in criminal history variables indicate need for an alternative approach to formation of comparison groups. Of 20 variables tested, only 11 were found to be homogeneous between Impact and comparison clients; one of these due to stratification of comparisons on ethnicity and another (B.E.) based on a non-random group of comparisons for whom data were found (less than 39%). Among the variables showing difference were criminal history measures of type (target versus non-target) and recency of arrest; these represent the main criterion variables for measuring output of the Impact Program. Lower job skills among comparisons suggest their problem sets differ from the Impact group.

- Since Field Services policy at program start was to exclude short-termers or others considered best serviced by Non-Impact counselors, the early termination cases in both groups are probably not representative in services received. Due to these factors and the small numbers terminating, no comparison between the Impact and Non-Impact comparison group have been made on the criterion variable, recidivism.

2.0 OVERVIEW: IMPACT CORRECTIONAL PROGRAM

The High Impact Anti-Crime Program was initiated by the Law Enforcement Assistance Administration (LEAA) in 1972. Its purpose was to provide substantial discretionary funds to selected cities in order to address the basic issue of reducing stranger-to-stranger crime¹ and burglary. The projects solicited within this program were to be directed at attacking underlying casual conditions, applying intervention techniques, reducing opportunity and improving control through increased risk to offenders. The Program reflected a partial change in the emphasis on the part of LEAA from criminal justice systems improvement toward "crime oriented" program development. Portland, Atlanta, Baltimore, Cleveland, Dallas, Denver, Newark and St. Louis were selected as small enough that available funds might have significant impact and large enough to be representative of large city target crime patterns.

The Portland Impact Program was established in the spring of 1972 with a Planning staff formed as part of a previously established City-County Office of Justice Coordination and Planning. Dynamics of organization and politics unique to Portland and to Oregon led to the inclusion of a set of programs involving the State of Oregon Corrections Division. These included institutional and community treatment programs plus supporting services. Approximately half, (\$10,000,000) of the available monies (\$20,000,000) was set aside for state and local correctional projects. No other Impact city made such a commitment. Demonstrable results in reducing client crime by improving correctional practice would have substantial significance for planning of future programs.

¹ Robbery, rape, assault and murder are included when the act involves strangers.

The existence and character of the Corrections Division Impact Projects is related to a number of factors which should be noted in understanding its subsequent development.

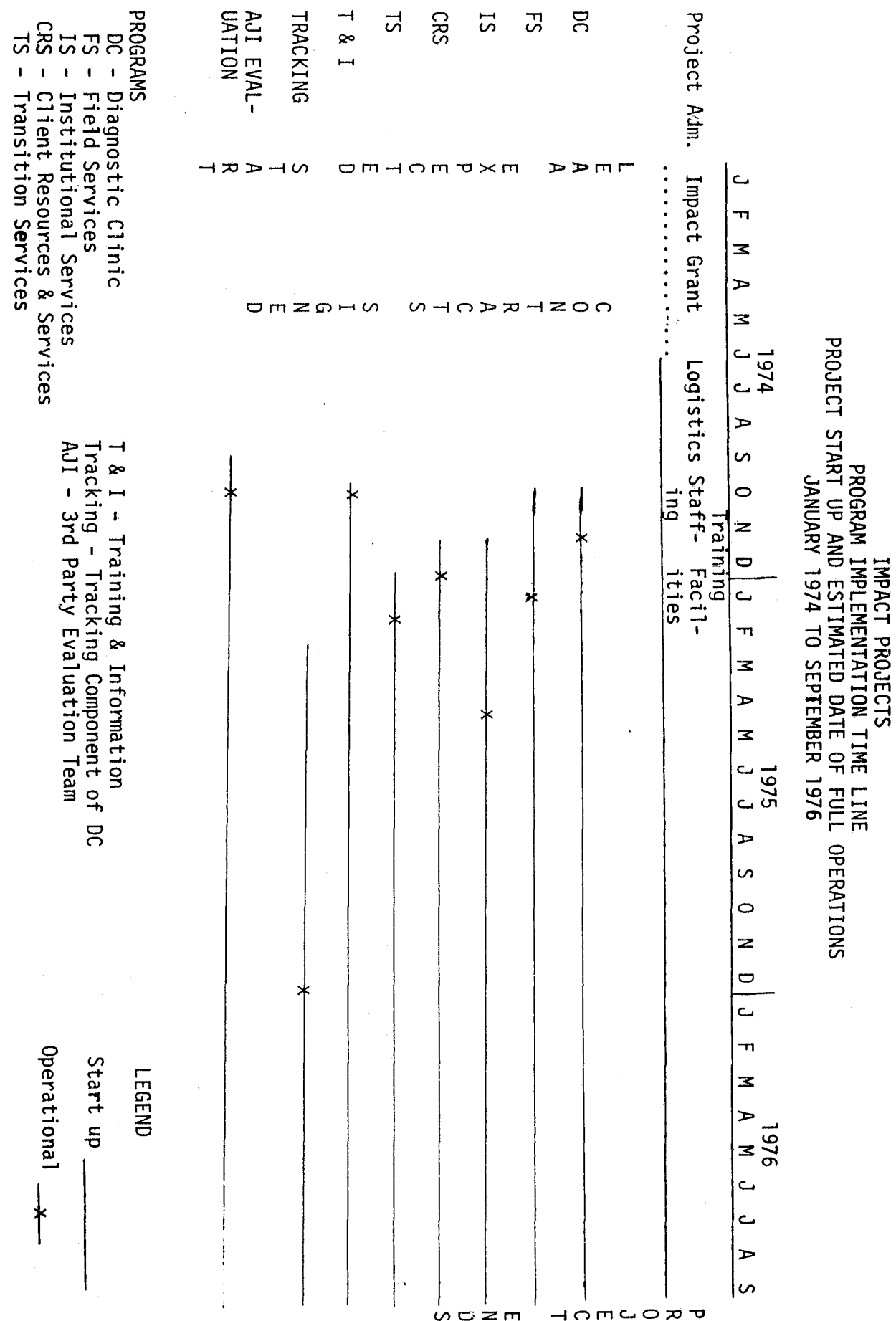
The original LEAA intent for a three year program was modified to have a September 1976 cutoff date. This allowed nine months for program formulation and approval. The original Corrections Division proposals anticipated three year program operations. A series of delays began impinging on the overall Impact time frame.

Although the Impact Programs were focused upon cities, the Portland Impact Task Force was co-chaired by both the Mayor and the State Attorney General. The inclusion of a major set of programs involving a State agency, the Corrections Division, produced an additional dimension of coordination and problem resolution both in planning and implementation. All contributed to delays in program formulation.

The Task Force sanctioned a substantial initial planning effort which sought to rationalize program development within the spirit of LEAA program definitions. An initial Crime Analysis Team gathered 1971 Portland robbery and burglary data from police files, juvenile court records, and the existing county Diagnostic Center reports. The purpose was to establish baseline data for program planning purposes. This study, known as the "Shiley Report", was completed at the end of September 1972, nine months after the Federal Impact Programs announcement.

The Oregon Corrections Division Program proposals went through a number of revisions extending until the fall of 1973, not quite two years after the initial program announcement. Throughout the process the Corrections Division pragmatically desired to use Impact as a means of

Figure 2.0



enhancing its operations and evolving operational improvements. Their proposals treated Impact as a demonstration project. This conflicted with LEAA and State Planning Agency interests in project formulations which would allow for rigorous evaluation. Of even more importance as a delaying factor was the issue of matching funds such that formal contractual agreements were not made until May 1974, almost two and one half years after program announcement. The issue of matching funds is still unresolved and is serving to delay other later projects.

During this proposal negotiation period a final set of Corrections Division Program Proposals were hammered out in late 1973 and approved at the local level with LEAA Region X participating. Anxious to minimize loss of available program time before the September 1976 program end date, Region X assumed quick LEAA approval and published budgets with a January 1974 start date. This had the effect of creating an unrealistic apparent delay on the part of the Corrections Division in implementing its Impact Programs. Because of the magnitude of the six projects, the Corrections Division did not begin implementation until the contracts were signed in May 1974.

The Projects Manager was hired in late June 1974 with the understanding that he had six months to get the programs operational. This meant an expected effective start in late January 1975, one year later than the expected LEAA start date. Since September 1976 program end date remains fixed, this reduces effective program duration to 21 months rather than the 36 month (3 year) intent. All time lost, in effect, comes out of the heart of the ongoing program.

Figure 2.0 summarizes the schedule of program implementation for the several projects and indicates the point at which each became effectively

operational. Problems of staffing with reference to civil service procedures and problems of logistics with reference to contract negotiations within Impact were normal, but have injected substantial delays. As will be discussed later, the Institutional Services Project was unable to get its major contract completed with Chemeketa Community College until February 1975.

2.1 OVERALL GOALS: CORRECTIONAL IMPACT PROGRAMS

For the Portland Impact Programs and the Corrections Division Impact Programs here being considered, the "given" was a set of "target offenses" and "target crimes" defined as murder, rape, aggravated assault and robbery involving "stranger-to-stranger" contact. To this was added burglary, which was seen as logically related and a major public concern in its own right. This focus was further constricted by the effort to concentrate resources and effect crime reduction within the target city. It is Oregon's intent to effect a 5% reduction in "target crime" rates within Portland at the end of the second year of program, and to effect a 20% reduction in five years. This was stated in all programs.

The Impact programs that were established in the State Corrections Division were thus predefined to apply only to a "target offender" subset of the Division population with a further restriction to those who were convicted and committed from the Portland courts to the State Corrections Division.

The six Corrections Impact Programs funded were:

A Diagnostic Center for client evaluation, presentence investigations, and correctional recommendations.

A Field Services Project for probation and parole supervision of target offenders in Portland.

A Client Resources and Services Project for purchase of services for clients of the other projects.

A Transitional Services Project to support Vocational Rehabilitation Division programs for referred target offenders.

An Institutional Services Project for correctional programs within the three Oregon penal institutions.

A Training and Information Project to service the staff training needs within the other projects.

A Tracking Component of Diagnostic Services constituted a seventh functional element and was tasked to provide management information services for all projects.

2.2 PROCESS OBJECTIVES: CORRECTIONAL IMPACT PROJECTS

To achieve these overall goals of crime reduction of these target offenders the Oregon Division of Corrections proposed seven individual but interrelated projects, each of which has several process objectives. These process objectives will be set forth subsequently in the discussion of results. In general, though, the Corrections Division Projects are intended to contribute to target crime reduction by intensification and enrichment of correctional intervention practices directed at felons convicted of target crimes. The most salient features of the Corrections Programs anticipated include:

- Client diagnostic services to the sentencing courts.
- Counseling by objective and case management planning.
- Caseload specialization.
- Increased resources and flexibility of client services.
- Intra-agency coordination and management across functions.
- Development of tracking information capabilities.
- Program evaluation and feedback.
- Reduced caseloads.
- Use of paraprofessionals.
- Continuing training integrated with management.

3.0 PROCESS ACHIEVEMENTS: CORRECTIONAL IMPACT PROJECTS

This portion of the report will set forth the original process objectives of each of the seven projects, their modifications, if any, and the related achievements of the project as assessed by the evaluator. A short descriptive statement will precede the statement of project results.

3.1 DIAGNOSTIC CENTER PROJECT¹

3.1.1 Diagnostic Center Project Description

The Oregon Corrections Division Diagnostic Center Project services all target offenders convicted in and referred by 12 of 18 Multnomah County Circuit Courts. Past experience with a similar program operated locally led to the re-establishment of this service capability within the Corrections Division High Impact Programs. The interest on the part of some judges is high and this has led the project to expend substantial effort to relate effectively to the rotating judge of the Chief Criminal Court. It has also had the consequence of causing the Diagnostic Center activities to constantly be readjusting as the Chief Criminal Judge changes. Experience to date has seen approximately forty five percent of these clients sentenced to institutions operated by the Division, with the remainder going to probation within the Field Services project.

The staff is located in the downtown Portland Impact office. It includes the Program Manager, two Psychologists, four Counselors, two Human Resource Assistants, and secretarial support. This staff provides pre-sentence investigation and reports to the referring courts. Innovations include psychological evaluations, a variety of educational and vocational testing, and special evaluations upon request. An advisory board of local

¹ The tracking functions of this project will be discussed separately.

citizens has been appointed. Some judges have insisted that the pre-sentence investigations include specific recommendations for sentencing. A sentencing review committee meets weekly with the Chief Criminal Judge. At this time, the pending cases are reviewed and the Diagnostic Center Staff are available for amplifying points made in the reports. Obvious Impact eligible cases which may be referred directly to the Community Services region for conventional presentence investigation preparation are being referred back to the courts for assignment to the Diagnostic Center.

3.1.2 Diagnostic Center Process Objective Performance

The specific process objectives of the project are:

DC-1 Prepare presentence reports for 90% of the target offenders convicted in Multnomah County Courts who are referred for presentences to the Diagnostic Center.

DC-2 Presentence reports for 90% of the clients referred will be completed within 15 working days of referral.

DC-3 90% of the Diagnostic Center treatment plans will be implemented within 30 working days after sentencing.

DC-4 Provide 20 hours of consultation to Field Services each month upon request.

Process Objective DC-1. The first objective is to prepare pre-sentence reports for 90% of the target offenders convicted in Multnomah County Courts who are referred to the Diagnostic Center for service. For this project, data are available for the first nine months of operation (October 1974 through June 1975). This was one of the first Impact programs to start. During the program, 245 clients have been referred for service. Presentence reports were prepared for 231, or 95%. Of the 14

remaining, several had bench warrants and one was in the hospital for several weeks. The DC-1 process objective was satisfactorily accomplished.

Process Objective DC-2. The second process objective is that pre-sentence reports are to be completed within 15 working days after referral for 90% of the clients referred. A total of 231 cases were received by DC on which they could have completed a presentence report by June 30, 1975. For a variety of reasons (e.g., client absconded, client hospitalized), reports could not be completed on another 14 cases referred. Of the 231 reports completed, 106, or 46% exceeded the 15 working day time limit according to DC records. This indicates a failure to satisfactorily perform on DC-2. For those reports submitted, the range of actual working days from referral to report typing was 5 to 51 days, with the median number of working days to complete being 15. Seven cases exceeded 29 days. For 6 of these, delays ranging up to 39 days resulted partly from the judge being on vacation. The one case taking 51 working days to complete involved a client who was placed in the state hospital for 30 days observation. The exact breakdowns are shown in Appendix Table C-1.

Process Objective DC-3. The third process objective states that 90% of the DC treatment plans will be implemented within 30 working days after sentencing, provided the services are available and the client is eligible. There were 226 cases (prior to July 1, 1975) for whom presentence reports were found on file. These were analyzed to determine if there were treatment recommendations resulting from the DC process. Table 3.1-1 sets forth the treatment and training recommendations made by the DC with respect to these clients referred for presentence diagnosis. The extent to which these are implemented within the 30 working days time frame would have to be gleaned

TABLE 3.1-1
TREATMENT/TRAINING RECOMMENDED TO COURT
AMONG CLIENTS REFERRED TO DIAGNOSTIC CENTER
(October 1974 to July 1975)

Treatment/Training Recommended	Clients Referred to DC:	
	Number (226)	Percent (100.0)*
Specialized Treatment	124	55
Alcohol Program	(25)	(11)
Drug Treatment	(23)	(10)
Psychotherapy	(48)	(21)
Social Skills Development Program	(15)	(7)
Other Specialized Treatment (e.g. sex offenders program)	(13)	(6)
Vocational Training	90	40
Additional Education	49	22
Voluntary Community Service by Defendant	38	17
Restitution/Fine	33	15
Group Home/Work Release	22	10
Employment	17	8
Individual/Group Counseling	16	7
Mental Hospital Clinic	13	6
Volunteer Aid to Defendant	6	3
Other (e.g. psychological evaluation, susp. driving privilege)	14	6

* The percents represent those clients among the 226 total clients for whom the training/treatment was recommended.

from case records maintained as part of the tracking system. Specifically, the Counseling by Objectives (CBO) plan stated for the Field Service project includes documentation of a case plan (Report Form 4) followed by periodic review of plan achievement (Field Services Periodic Case Experience Report, Form 6). However, the CBO process has not yet been implemented in Probation and was only initiated for Parole in June 1975. Therefore adequate documentation to evaluate this objective is not available within the Field Services project. Similar tracking forms were available to Institutional Services, but they likewise were not completed.

Process Objective DC-4. The fourth objective provides that 20 monthly hours consultation will be provided by the DC to Field Service upon request. According to the project manager, such consultation has been provided upon request, however, he cannot provide documentation of the hours per month that have been provided. Records are now maintained relative to this objective.

Value of Diagnostic Center Processes to the Courts. Table 3.1-2 depicts the background characteristic of 226 clients referred to the DC for whom presentence reports were found, as discussed earlier. Table 3.1-3 reflects the types of crimes committed by all of those referred. The violence profile of these crimes is set forth in Table 3.1-4. In Table 3.1-5 can be seen a summary of the problems confronting clients referred to DC. Brief discussions of each of these tables follow.

As indicated in Table 3.1-2, the population serviced by this project is quite similar to that found in probation or in the institution. That is, they're mainly young (under 30 years of age), male, three-fourths are white, with a B.E. score in the medium range. While the average number of years of

TABLE 3.1-2
BACKGROUND CHARACTERISTICS AMONG CLIENTS
AT TIME OF INTAKE TO DIAGNOSTIC CENTER
(October 1974 to July 1975)

Background Characteristics At Intake to DC	Clients Referred to DC: Number (226)	Percent (100)
<u>Age</u>		
19 years or less	46	20
20 to 21 yrs	37	16
22 to 23 yrs	27	12
24 to 25 yrs	32	14
26 to 27 yrs	15	7
28 to 29 yrs	15	7
30 or more yrs	53	24
Unreported	1	0
(median)		(24.2yrs)
<u>Sex</u>		
Male	213	94
Female	13	6
Unreported	0	0
<u>Ethnic Origin</u>		
White	167	74
Black	47	21
Other	12	5
Unreported	0	
<u>Highest School Grade Completed</u>		
8 yrs or less	31	14
9 yrs	19	8
10 yrs	46	20
11 yrs	32	14
12 yrs	84	37
13 yrs or more	14	7
Unreported	0	0
(median)		(10.5)
<u>Base Expectancy Category</u>		
Low	78	35
Medium	30	13
High	50	22
Unreported	68	30

TABLE 3.1-2
(Continued)

Background Characteristics at Intake to DC	Clients Referred to DC: Number (226)	Percent (100)
<u>Living Arrangements</u>		
Alone	19	8
Group Home/Detention/Hospital	24	11
Spouse and/or Children	55	24
Parents	35	16
Friends	14	6
Other	44	19
Unreported	35	16
<u>Primary Income Source</u>		
No Visible Means of Support	53	23
Unemployment/Benefits/Social Security/Pension	9	4
Welfare	14	6
Salaries/Wages/Business	78	35
Other or Unreported	72	32

education completed is slightly below 11, this is not substantially different from probation, parole, or institutional clients. Perhaps reflecting age among the population, the majority of clients live with their parents, a spouse or children, or have other arrangements. This distribution seems more similar to the probation population than for parole. Again, perhaps, reflecting age groups, the proportion of DC clients with no visible means of support is substantially smaller than that found in probation and parole as a whole.

The types of crimes of conviction and their associated violence characteristics (shown in Tables 3.1-3 and 3.1-4, respectively) suggest the danger presented to the community by these clients. Here, 48% of the crimes of conviction are against persons (e.g., robbery). Some 69% include more violence than mere verbal threat, 28% involve use of weapons, 14% resulted in at least some injury to the victim, and 48% were against strangers.

Table 3.1-5 reveals that problems confronting those referred concentrate on employment related factors, psychological attributes, and alcohol/drug abuse, in that order. These are probably inter-related symptoms of the young, aggressive population coming to DC.

The contents of these tables imply the considerable assistance the DC project has been to the Courts in providing them information and recommendations as aids to sentencing. The degree of value and acceptance of the project by the Courts is manifest in the current attempt to acquire these services over the long term by seeking legislative action during the recent session. Its value is also reflected in Table 3.1-6 which indicates close agreement of actual dispositions with recommended dispositions on a gross summary level.

TABLE 3.1-3
CONVICTION OFFENSE CHARACTERISTICS AMONG CLIENTS
REFERRED TO DIAGNOSTIC CENTER
(October 1974 to July 1975)

Conviction Offense At Intake To DC	Cases Referred	
	Number	Percent
All Crimes	248*	100.0
Burglary	110	44%
Robbery	69	28%
Rape, Sodomy or Sexual Abuse**	22	9%
Rape/Sodomy	(18)	(7%)
(Sexual Abuse)	(4)	(2%)
Assault	17	7%
Manslaughter/Negligible Homicide	9	4%
Other(Arson, Promoting Prostitution, Etc.)	21	8%

* Because some clients were referred for more than one crime of conviction, these 248 crimes represent 226 clients.

** Rape, sodomy and sexual abuse are combined here as the latter two frequently represent the same act as rape.

TABLE 3.1-4
VIOLENCE CHARACTERISTICS PROFILE OF CONVICTION OFFENSES
AMONG CLIENTS REFERRED TO DIAGNOSTIC CENTER FROM COURTS

(October 1974 to July 1975)

Violence Characteristics of Conviction Offense:	Conviction Offense Among DC Clients Number (226)	Percent (100)
<u>Type of Violence</u>		
No violence, verbal threat, or unknown	123	54
Verbal threat with weapon	33	15
Grab, push, tie-up/physical contact	13	6
Beat/cut victim	10	4
Shot victim	6	3
Other (bomb, chemicals, etc.)	4	18
<u>Weapon Used</u>		
No weapon or unknown	145	64
Offender's body (hands, feet, etc.)	18	8
Cutting or piercing device/ weapon of opportunity (club, stone, etc.)	19	8
Gun	42	19
Explosive, bomb, chemicals	2	1
<u>Degree of Physical Abuse</u>		
No violence, or unknown	175	77
Violence, no injury	20	9
Temporary injury or disability	20	9
Permanent disability	5	2
Victim killed	6	3
<u>Victim-Relationship to Client</u>		
No victim, self, or unknown	78	35
Family member or relative	15	7
Acquaintance	22	10
Stranger	106	46
Arresting Officer or other authority figure	5	2

TABLE 3.1-5
PROBLEMS REPORTED TO THE COURTS
IN DIAGNOSTIC CENTER PRESENTENCE INVESTIGATIONS
(October 1974 to July 1975)

Problem Category	Cases for Whom Problem Reported: Number (226)*	Percent* (100%)
	21	9
Debts	34	15
Fine/Restitution/Support	64	28
Money/Management	118	52
Employment	147	65
Vocational Skills	54	24
Shelter/Food/Clothing	26	12
Medical/Dental	96	42
Alcohol and/or Drug	(17)	(8)
Alcohol & Drug	(60)	(26)
Alcohol Abuse Only	(19)	(8)
Drug Abuse Only	63	28
Family Relationships	73	32
Academic Skills	147	65
Psychological	40	18
Other		

* Percents represent those clients among the 226 total clients for whom the problem was reported to the Court.

TABLE 3.1-6
COMPARISON OF DIAGNOSTIC CENTER
RECOMMENDED DISPOSITIONS WITH ACTUAL DISPOSITIONS
(October 1974 to July 1975)

Disposition Type	Recommended		Actual	
	No.	%	No.	%
Totals	245*	100	245	100
1 year detention	9	4	7	3
2 to 4 years detention	6	2	4	2
5 to 9 years detention	46	19	41	17
10 to 19 years detention	41	17	42	17
20 years or more detention	12	5	12	5
Probation	118	48	131	53
Unreported	13	5	8	3

* Because actual sentence imposed is unknown (as of this writing) for 3 clients, only 245 of the 248 separate crimes of conviction are included here.

In a separate analysis it was determined that the Courts followed DC probation recommendations approximately 92% of the cases and institutional recommendations in 87% of the cases. Therefore, it can be concluded that DC has provided a valuable service to the Courts.

3.1.3 Diagnostic Center Problem Discussion

The Diagnostic Center was staffed in October 1974 and organized quickly after orientation training. It had as a model, an earlier Multnomah County Diagnostic Center which operated from June 1971 to March 1973 under the Columbia Region Association of Governments (CRAG) and Multnomah County. Experience gained there and problems encountered influenced both the formulation of the Impact DC and its implementation.

As with the earlier center, the Impact DC has as a primary customer the Circuit Court Judges, particularly the Judge of the Chief Criminal Court. Since this judge rotates at regular intervals, the DC has been adjusting its reporting procedures to accommodate the requests of the judges occupying this bench.

The original proposals from the Corrections Division included a DC to insure that an agency of the Division (if such were funded) would be making those recommendations which would affect the special sentencing conditions that the Division must then supervise. The structure for divisional influence on the DC exists but that influence is not conspicuous.

The intent of the proposal to achieve treatment program planning at the DC which would be available to all the agencies subsequently dealing with the offender can only be partially realized. The specific

program sub-objective requiring that 90% of the first phase treatment plans be implemented within 30 working days is partially unrealistic. For the 45% who are incarcerated the first 30 working days are taken up by commitment processing during which time treatment is not initiated. Allowing for this, the issue of client eligibility for diverse programs presents major data collection problems. More important, all of the treatment items recommended by the Diagnostic Center are not intended for immediate treatment but span the client's problem set. As such, there seems little requirement to expect 90% to be started immediately.

3.2 FIELD SERVICES PROJECT

3.2.1 Field Services Project Description

The Oregon Corrections Division Field Services Impact Project embraces probation and parole operations of the Division within Multnomah County. Client eligibility is determined first by crime of commitment and second by the requirement of residence in Multnomah County. To better administer this project and to foster an increased degree of administrative integration of correctional function, the County was designated a separate Community Services Region. This region includes all Non-Impact and Impact (Field Services Project) clients residing in the County. Except for the Institutional Services Project, all other Impact Projects are focused upon the Impact certified clients within Field Services. Institutional Services is directly related in that it is providing services preparatory to client release to parole. In summary, then, the Field Services Project serves as the primary testing ground for the Oregon Corrections Division Impact Program as a whole.

The Multnomah County (Portland) Community Services Region handles a daily population slightly exceeding 2300 clients. This includes approximately 500 Impact probation and parole cases of which under 400 have been reported to Tracking. A downtown office houses two probation units and an intake unit plus the office of the Regional Manager. The probation units include three Impact caseworkers supported by a Human Resources Assistant. These two units also include ten (10) regular Non-Impact caseloads. Two of these General Fund caseloads handle overflow Impact clients. The Intake Unit includes one Impact caseworker and a Human Resource Assistant along with four (4) General Fund caseworkers. This unit does the initial

processing of new probation cases and prepares presentence reports for Non-Impact clients. Impact cases are referred back to the Courts for processing by the Diagnostic Center. Excess presentence investigations are assigned to regular caseworkers. The Intake Unit maintains temporary supervisory responsibility for an assortment of special cases such as those serving time in jail pending release to probation.

An East-Side office includes two probation units plus a parole unit which supervises all parolees in the Region. The two probation units include three Impact counselors supported by Human Resource Assistants and eleven (11) general fund counselors. Again, overflow Impact probation cases are assigned to selected general fund counselors. The parole unit contains three (3) Impact funded counselors with supporting assistants. An additional six (6) counselors are supported by general funds. Case management in this unit differs from probation in that overflow Impact cases are distributed among all six (6) general fund counselors. This is done in an effort to match staff skills with client needs and to control workload distribution. The parole unit also differs in that it is organized into three (3) teams, each servicing Impact and Non-Impact cases. While primary assignment is made to individual counselors, organizational lines of caseload responsibility are blurred by the team approach. In June 1975 the parole unit began completing all Tracking forms for all assigned cases, Impact and Non-Impact. The distinction of Impact versus Non-Impact parole case treatment lies mainly in the source of services.

In both offices there is some integration of Impact with Non-Impact. This management choice was a result of past experience with operational

problems associated with separateness of earlier special projects plus up-front planning to avoid staff and client dislocations which would be accentuated at project end if Impact were a sharply separate entity. Since far more clients are eligible for Impact than can be handled by nine (9) Impact counselors at the planned level of 35 clients per caseload, additional overflow is being merged with Non-Impact caseloads. Consistent with this integration, all supervisors are assigned to integrated operations.

Caseload size is smaller in Impact probation (41) than for general fund positions (84). For parole the Impact caseload averages 41 with 51 cases per general fund caseworker. Whereas about 20% of the overflow probation clients are concentrated in four caseloads, one in each of the four probation units, the parole surplus Impact is distributed. Training provided by the Training and Information Project has focused primarily on Impact funded staff. The difference between Impact cases reported to the developing tracking system (397) and those not reported but designated as Impact and treated as overflow (91) resulted primarily from Non-Impact caseworker resistance to heavy workloads and initial definitions of reporting forms as applying only to Impact caseworkers. This has been resolved but limits the statistical accounting for this report.

Within the Field Services Project is a Volunteer/Student Coordinator position to provide for recruiting, training, promotion and placement of volunteers and students as resource aids to program operations. This position was filled December 1, 1974 with joint funding by Impact and general funds. At that time 17 volunteers and students were active in Multnomah and Washington Counties. Three (3) of thirty (30) field officers in Portland and two (2) in the adjoining county were then using volunteers. Since

January 1975 some nine (9) students have been active. One worked with the CRS project and seven (7) of the remaining work with Non-Impact probation, parole and work release clientele. Volunteers active during this period include twenty-four (24) in Multnomah County and six (6) in Washington County. Two have worked in CRS and the Diagnostic Center. Two Volunteers (and one Student) have worked with Impact clientele in one probation unit.

According to the Volunteer/Student Coordinator, the limited use of volunteers and students within Impact resulted from two factors. First, most Impact staff were new to the Portland community and to the Division. All had newly assigned caseloads. None had previous experience in utilizing volunteers or students. Some Non-Impact staff, on the other hand, were well acquainted with use of such resources. Further, reduced caseload size in Impact and the presence of a full time Human Resource Assistant reduced the pressure for assistance in client service delivery. For the Non-Impact staff there was more of a need for the resources that volunteers and students might provide. The determining factors in the acceptance of such additional assistance, though, may well be staff and management experience and imagination.

Some background characteristics of Field Services clientele and the violence profile of the target offenses making them Impact eligible are displayed in Tables 3.2-1 and 3.2-2 respectively. As indicated in Table 3.2-1, clients tend to be young (69% below 30 years old) and almost all are male. In age, ethnicity, education and B.E. score category, substantial differences appear between probation and parole. Parole clients tend to be older, more frequently of minority ethnicity, of lower educational achievement, and have lower B.E. scores than found in probation.

TABLE 3.2-1
BACKGROUND CHARACTERISTICS AMONG IMPACT
PROBATION AND PAROLE CLIENTS AT INTAKE
(In Percent)*

Background Characteristics	PRIMARY ASSIGNMENT		
	Totals (413)	Probation (259)	Parole (154)
<u>Age</u>			
19 years or less	5	8	1
20 to 24 yrs	37	48	16
25 to 29 yrs	27	26	29
30 to 34 yrs	11	8	17
35 to 39 yrs	7	4	12
40 to 44 yrs	3	2	5
45 to 49 yrs	3	1	6
50 or more yrs	5	2	10
Unreported	2	1	4
<u>Sex</u>			
Male	95	96	95
Female	3	4	2
Unreported	1	0	3
<u>Ethnic Origin</u>			
White	57	68	47
Black	35	29	42
Other	2	2	3
Unreported	6	1	8
<u>Highest School Grade Completed</u>			
8 years or less	14	10	22
9 yrs	9	8	11
10 yrs	17	20	12
11 yrs	18	18	18
12 yrs	30	34	25
13 yrs or more	6	6	6
Unreported	5	5	7
<u>Base Expectancy Category</u>			
Low	37	35	39
Medium	35	31	41
High	27	34	16
Unreported	2	0	4

* Percents are based on numbers of clients for whom data are available, as shown in parentheses at the top of each column.

TABLE 3.2-2
VIOLENCE CHARACTERISTICS OF IMPACT CONVICTION OFFENSES
AMONG IMPACT PROBATION AND PAROLE CLIENTS
(In Percent)

Violence Characteristic	Totals (413)	PRIMARY ASSIGNMENT	
		Probation (259)	Parole (154)
<u>Type of Violence</u>			
No violence, verbal threat, or unreported	57	64	45
Verbal threat with weapon	17	13	23
Grab, push, tie-up/physical contact	8	7	10
Beat/cut victim	7	8	5
Shot victim	6	3	12
Other(bomb, chemicals, etc.)	5	5	5
<u>Weapon Used</u>			
No weapon or unreported	60	66	49
Offender's body (hands, feet, etc.)	8	9	6
Cutting or piercing device/ weapon of opportunity (club, stone, etc.)	10	10	10
Gun	22	15	34
Explosive, bomb, chemicals	--	--	1
<u>Degree of Physical Abuse</u>			
No violence, or unreported	67	72	56
Violence, no injury	12	10	16
Temporary injury or disability	16	16	17
Permanent disability	--		
Victim killed	5	2	11
<u>Victim Relationship to Client</u>			
No victim, self, unreported	41	46	33
Family member or relative	1	1	1
Acquaintance	10	7	14
Stranger	46	44	51
Arresting officer or other authority figure	2	2	1

In terms of danger presented to the community, Table 3.2-2 indicates that parole clients tend to show only slightly more violent crime characteristics than found for probation. That is, little difference is seen for the type of violence, but parolees more frequently used weapons and caused some degree of injury to their victims. Again, no appreciable differences are apparent in regard to whether the victim was KNOWN to the client.

Age differences can be partly accounted for by the fact that all parolees have spent months or years in prison, whereas probationers come directly from courts. Other differences probably reflect a tendency for sentencing judges to commit to institutions the under educated, under employed and worse risk (low B.E. score) clients and those using weapons.

Given this brief overview, limitations to evaluation of this project are apparent. In the main, differences between Impact and Non-Impact reside in client selection and differential sources of service support. The absolute availability of resources may be less of a limiting factor than depth of counselor experience in utilizing the range of resources, public and private, that do exist within the community. Service support available within Impact may tend to reduce the pressure on Non-Impact sources.

3.2.2 Field Services Process Objective Performance

A list of the documented process objectives appears in Table 3.2-3. The following discussion will address all except process objective F-12 which will be discussed under Section 4.0 dealing with preliminary outcome data.

Process Objectives FS-1 through FS-5. Because of the failure of Field Services to operationalize Counseling by Objective (CBO) to the extent intended in the Project Proposal and particularly the delays in implementation of documentation for Tracking, it is not possible to measure the degree to

TABLE 3.2-3
FIELD SERVICES PROCESS OBJECTIVES

- FS-1 Devise a case plan for 100% of the clients within thirty (30) working days of referral, to include diagnostic assessment and mutually established program objectives, sequential order of objective achievement and discharge goals.
- FS-2 Implement initial phase of case plan in 90% of the cases within thirty (30) working days of referral; maintain this rate for duration of project.
- FS-3 Insure that in 60% of the cases, the treatment activities within the case plan are initiated within the specified time frames.
- FS-4 Insure that no more than 40% of the Diagnostic Center case plans have to be changed during the course of supervision, for each project year.
- FS-5 Increase by 50% over the first six months the number of recommended placements that are accepted by available resources, by the end of the first year, and maintain rate for project duration.
- FS-6 Reduce by 40% by end of year one, 50% by end of year two, and 60% by end of year three, the rate of unemployment of the client.
- FS-7 Reduce by % the length of periods of unemployment by end of year one, additional % by end of year two, and additional % by end of year three over the preceding year's performance.
- FS-8 Increase by % the per capita earnings of clients over the period of supervision.
- FS-9 Increase by 10% over the first six months the resolution of family conflicts which have previously figured in the client's criminal "crime risk" behavior; an additional 15% by the end of the second year, and 30% by the end of the third year.
- FS-10 Reduce by 10% by end of year one, 25% by end of year two, and 30% by end of year three, individual's money management problems, as reported by parole officer or other key educators.
- FS-11 Of those clients who violate, insure that those who abscond or who lose contact with parole/probation staff do not exceed 30% in the first year, 20% in the second year and 10% in the third year.
- FS-12 Reduce by 10% in the first year, 12% in second year, and 15% in the third year the frequency of convictions for target offenses by clients.
- FS-13 Reduce by 10% in the first year, 20% in second year, and 30% in third year the length of stay under supervision of those who successfully complete parole or probation (early release).

which these process objectives were accomplished. Checks on a sample of case files indicate that informal plans were developed, implemented and adjusted as the client situation changed. For this report it is not possible to measure the changes, the timeliness, the degree of implementation, or consistency across projects. To do this during the remainder of the project requires routine recording and reporting to Tracking, now receiving special emphasis.

In order to assess service delivery for this report, AJI made a special follow-up study of cases which had been placed on probation and reported to Tracking. For the period of November 1974 through June 1975 a total of 131 such clients were identified. A sample of 30 cases was drawn for a survey of Diagnostic Center recommendations as compared to any documentation found in the case folder that dealt with actual servicing. This involved reading any case plan found or, in its absence, chronologicals maintained by the field officer. Two case records were unavailable. Of the remaining 28, 23 (82%) of the case records indicate actual DC plan implementation had begun.

The process described in the Agency Policy Manual as "Counseling By Objectives" (CBO) was intended to be operationalized for all Impact clients. At the start of project implementation and in the absence of Tracking implementation, AJI evaluators developed forms and procedures for use by staff, after consultation with staff and with extensive pretesting. From the outset, staff were advised by program management that forms completion was required. However, full implementation was not begun until late June for parole and July for probation. This was due in part to the pressures of job training

plus other on-going work demands placed on newly hired staff. Perhaps more important was the difficulty encountered by staff in attempting to document case planning. Divisional intentions to implement CBO have yet to be actualized statewide. In the Impact planning phase it was hoped that Impact might provide the experience that would lead to use of CBO. Hopefully, the recent initiation of CBO (Forms 4 and 6) in Field Services will lead to routinized methods for recording of plans and services delivery. It should be possible to measure and assess Impact process objectives during the second evaluation year. Reconstruction of past case planning is also under way. The detailed information now being collected will facilitate hypothesis testing.

Process Objectives FS-6 and FS-7. These objectives, related to unemployment, are both couched in terms of a one-year interval and therefore a response at this time is not scheduled. Some discussion is in order, though. Specifically, Impact and comparisons differ on occupational criteria; there are additional complications in attempting to set up baseline data for each of these objectives. A baseline set up early in the FS experience would be biased due to the selection factors operative at that time (e.g., exclusion of short-termers) as well as the changing economic and employment picture observed. Further, the variability noted in the use of the definition of Impact eligibility resulted in frequent change in baseline populations (e.g., the declaration in March 1975 that a client was in Impact beginning in November 1974).

To collect baseline data for measuring each of these process objectives, AJI collected employment data on separate samples of Impact probation and parole clientele who were under Impact supervision at project start. To minimize the effects of seasonal and other short-term economic/employment opportunity factors operative during the project, a one-year baseline period

was used. Thus, the number of days unemployed and the longest reported unemployment period during the year ended June 30, 1975, were gleaned from monthly reports submitted by each client.

Limitations to data were found, though. Briefly, unemployment was frequently not reported UNLESS the client had a job--the client then indicated the number of days he missed work. Some monthly reports are incomplete in that the officer interviews the client and then has the client sign the incomplete report. These limitations are not considered critical, though. This is true because no difference in REPORTING patterns--i.e., completeness, reliability, and validity of monthly reports submitted--are expected over the course of the project.

Given this background, a summary of baseline data collected is in order. It was found that the 77 sample clients had been under probation or parole supervision for an average of 11 out of the last 12 months. Monthly reports had been submitted for an average of 9 of these 11 months. The reported number of days unemployed (FS-6) ranged from zero to the full year, with the average being 63 days. The longest reported unemployment period (FS-7) showed the same range, but the average was 40 days.

Process Objective FS-8. This objective, to assess the expected increase in per capita earnings of clients over their periods of supervision, calls for the comparative assessment of earnings at the start and end of supervision. As in the cases for FS-6 and FS-7, economic and employment factors present special problems for measurement. Again, Impact and comparison differences on occupational criteria or employability limit testing of the objective. A further problem is that of data availability. While no interpretation is attempted here, data collection and results are described.

There were 43 FS Impact clients terminating prior to July 1, 1975. For these clients case files were reviewed to obtain the highest earnings

recorded during any one month of the first three months (or quarter) of supervision and the last quarter. It was found that in 35 or 81% of the cases, data were not available for each of these quarters. In 30 or 70% of the 43 terminated cases, data were available for the first quarter but not for the last quarter. This is not surprising as the date of official closure is frequently several weeks after the client absconds, is revoked, or jurisdiction expires. Given this backdrop, it is apparent that baseline data cannot be used reliably for measuring this objective as stated. It is recommended that the objective be modified in a way that allows measurement through use of Tracking Form 6.

Process Objectives FS-9 and FS-10. The measurement of these objectives is dependent on two factors, neither of which have materialized. First, it is necessary for the Division to operationally define "family conflicts" impinging on criminal behavior and "money management problems". Next it is necessary for these two problems to be identified and recorded by caseworkers in fact and in degree at specific intervals of time. Problems in operationalizing these are such that data will probably remain unavailable and these process objectives will remain unmeasured.

Process Objective FS-11. Although FS-11 calls for measurement by project year a report can be provided covering the first 8 months. Based on a county wide population accounting system developed and maintained by AJI, some 43 clients are known to have exited from the program. Among these, 3 (7%) exited by absconding, 9 (21%) by early release, 14 (33%) by revocation of probation or parole, and 17 (39%) exited for a variety of other reasons including interstate transfer and death.

Process Objective FS-13. The FS-13 objective for the first year is to reduce by 10% via early release the length of stay under supervision of

those successfully completing parole and probation. Although measurement of this objective is not scheduled at this time a baseline is required. One measure is to accept the average length of stay under supervision of those successfully completing parole and probation during the year prior to Impact in the comparable Region (Multnomah County) of the Corrections Division. Since these data are not available, an alternative baseline is the average length of stay under supervision during the first year of Impact. In using the latter, care must be exercised that the case removal decisions and case screening criteria for Impact selection, particularly with respect to expected length of supervision, does not bias the base. Care must also be exercised to insure that extraneous factors such as prison over-population do not lead to parole releases which lead to heavy caseloads which in turn influence early supervision release. Although the objective is simply stated, it is not at all certain that changes in the length of stay can be isolated and specifically associated with Impact activities. Further, the 14 such cases exiting during the first 8 project months provide a weak baseline measure. In any event, since the FS-13 objective requires a year's experience, its measurement is not feasible at this time. Hopefully, a reasonably large number of early releases will be available by the end of this first project year.

3.2.3 Discussion of Field Services Evaluation Problems

Implementation of Field Services began in November 1974, with the initial transfer of 221 cases to Impact funded caseworker positions. By February, the number had reached 346 Impact clients. That situation was maintained until mid-March, when a fourth probation unit was operationalized. The Intake unit began operations in April. Case counts for the

project climbed to 413 by the end of June 1975.

Because the official starting date for the project was November 1, 1974, the intake data for most clients under probation or parole jurisdiction at that time have been listed as intakes for that date. With changing application of Impact eligibility (the latest being July 1975), an almost continual process of expansion is only partly accounted for by new intakes to the Portland region of new probationers and parolees.

Having detailed the difficulty in setting a bench mark from which to measure program process objectives, outcome objectives, and implementation schedules, attention is drawn to the most salient operational limitations both to evaluation and project achievements. Briefly, these include an overabundance of clientele compared to the number of positions filled, the apparent need for more training on "how to do Counseling By Objectives", the relative inexperience among project staff, and delays both in initiating the Tracking project and establishing officially designated standards for case reporting, particularly case plans and related services provided.

According to the project proposal, a case load build up schedule was anticipated as follows. Within 30 days of project start up, 140 clients would be designated Impact. Within 120 days the number would be 340, after 210 days the number would reach 550. At this point, case load size was estimated at 37 clients per case load. This was based upon the expectation of 15 caseworkers (i.e., nine paid by Impact funds and six paid by general funds) being assigned to this work load. By the end of the second year the population was expected to reach 750, with case loads averaging as high as 50 per caseworker.

Because no general fund caseworkers were assigned exclusively Impact clients, approximately 20% of the Impact clients had to be assigned to Non-Impact

staff. In probation these staff, in turn, carry relatively high case loads (84 per officer at the end of June 1975) and are thus unable to provide the case reporting or level of case contact implied by a case load of 35 to 1 (as described in the proposal). A main result of this has been pressure toward not acting out the Counseling By Objectives, case reporting, referral procedures and other attributes of the Impact Program that were intended to make it unique from regular operations. For parole, though, average case-load size was adjusted by keeping some Impact cases within general fund caseloads. Thus, parole caseloads at the end of June 1975 averaged 41 for Impact and 51 for general fund officers.

Another important factor in program development has been caseworker frustration with the shortage of training on "how to document CBO" as expressed by their requests of AJI evaluation staff to provide training. Such training by AJI has been provided and is continuing. Training is provided not only to unit managers, but also to individual staff members in the Field Services and Institutional Services projects. As indicated in a later section of this report, a revised case plan report (see Appendix E) generated by AJI evaluators will be pretested in the next few weeks.

The major concern for program operation has been the delay in the development of the Tracking component. According to the proposal for that component, both the forms and procedures for tracking (including documenting case plans and actual service delivery) was to be accomplished by the tracking systems specialist at least 60 days before any service delivery began. Project managers were to be held accountable for documenting achievement of individual process objectives and staff were to maintain necessary records to allow the Tracking component immediate access to necessary data

upon becoming operational (at most 90 days after program start and at least 30 days before start of any service delivery). Unrealistic time frames had been established for defining the tracking data content. Namely, one set of evaluation and tracking forms and procedures was expected to be implemented, training was expected to be delivered effectively, and staff were expected to immediately act out the Counseling By Objectives, at most 60 days after Tracking began and at least on the first day they were hired. With Tracking established four months after Field Services start up, AJI attempted to initiate the tracking functions in addition to evaluation.

With strong backing for CBO implementation by management, strengthened training on "how" to do CBO based on modifications of Form 4 (Appendix E) generated by AJI's Services Delivery Survey (Appendix A), and improved tracking it should still be possible to evaluate Field Service process objectives and to accomplish intended hypothesis testing. Fortunately, substantial AJI resource expenditures in this area appear to be aiding such backing following the period covered by this report. Thus, needed evaluation data are expected to be available. These data are further supplemented by the CRS data base showing actual services purchased as described later for that report. Thus, prospects for significant second year ex post facto measurement of the connection between services delivered and client outcome appear quite good.

3.3 CLIENT RESOURCES AND SERVICES PROJECT

3.3.1 Client Resources and Services Project Description

The Oregon Corrections Division Client Resources and Services Project (CRS) provides for purchase of services not otherwise available to Division clientele included in each of the other Impact projects. These services include monies for job placement, counseling and psychological services, education, medical, vocational training, and other services as may be requested and approved. In addition it provides monetary subsistence support for transportation, rent and utilities, and incidentals. The program is to provide such services and resources while avoiding unintentional duplication and overlap of services. It is intended to promote differential use of services responsive to individual client need. To do this, it was anticipated that referrals for service would be derived through careful case planning with adequate documentation of justification for service requests. Such documentation would specify the kinds and levels of support needed based upon professional assessment of client need.

The program operates as a separate organizational unit, co-located with the Impact headquarters office. It acts as a clearing house for service requests received from the other projects. Staff includes a program manager, a correctional counselor, a human resource assistant and a secretary. An overall CRS/TS coordinator oversees the operation of this as well as the Transitional Services Project.

To meet the stated project goals, a variety of steps were taken during November and December 1974. Work began to establish contracts for purchase of service. Requirements were specified for service requests. These originally required both a certification of Impact eligibility and a clear

statement of how the services requested fitted within a carefully planned and monitored case plan. In an effort to simplify justification documentation CRS elected to request a copy of the case plan (Form 4). The case planning (CBO) process was not implemented immediately and documentation for CRS alone was not effective. Casework staffs experienced extreme difficulty in using the application procedures specified. The training resources necessary to implement it had been drained toward general orientation to Corrections Division policy and procedure. Therefore, the requirement for submission of a case plan document was withdrawn pending development of training and CBO implementation among other projects. The requests for case plan (Form 4) documentation of service requests was reactivated in July 1975.

Staff energies were expended heavily in developing working agreements - - contractual and otherwise - - with public and private agencies as follows:

Job Therapy, Inc./Job Start: Sub-contractor with wide experience in working with adult offenders in the State of Washington. To provide job counseling, placement and follow-up to 110 clients. Current contract terminates 12/31/75. CRS plans to extend contract to 9/30/76 to provide time for referral of full quota of clients to sub-contractor.

Job Therapy, Inc./M-2: Sponsor/client match service where community volunteer is enrolled to visit an institutionalized inmate periodically. 100 clients to be served prior to termination of project.

JANUS Training Service: On-the-job training sub-contractor. Arranges OJT placement by matching amenable employers and appropriate clients. Percentage of OJT salary funded by CETA and remainder by employer except with under 22 year old clients in which case CRS picks up the CETA portion of wage. As many as 255 clients may be served during project duration, depending on availability of CETA funds.

Lifeliness International: Sub-contractor to provide family-inmate linkage services consisting primarily of individual and family counseling. Staff conducts group and individual sessions in institutions and in the community. System and community credibility built around individual, Chaplain Ralph Dodd. 160 clients to be served prior to termination of project.

Boost Identification: Sub-contractor has provided inmate assistance with waiver of fees, grant and aid applications, and admission to colleges and training schools in contemplation of release to parole, educational release or discharge. Contract terminated by CRS because more satisfactory arrangements were made by Institutional Services to provide similar services.

Seventh-Step Foundation Family Service Project: Sub-contractor arranges transportation for visits to inmates and provides collateral inmate-family support services. Contract provides for services during one year period, 7/1/75 to 6/30/76.

Portland Community College Counselor: Sub-contractor to provide counselor to work with Impact clients enrolled at PCC and act in liaison with the client-students correctional counselor. (7/1/75 --- 6/30/76)

Maywood Park: Billing arrangement whereby referred Impact client given aptitude and interest testing and assessment of training-education potential.

Providence Day Treatment Program: Billing arrangement whereby referred, enrolled client treated through an array of group counseling sessions for intensive 8 week periods.

Dr. Frank B. Strange: Psychologist acting in frequent consultation, evaluation and treatment of Impact clients.

Truck Drivers Trainers, Inc.: Vocational training resource providing unusual amount of actual long-haul experience hence better job preparation.

Dr. David Meyers: Psychologist specializing in sexual deviancy utilizing behavior modification, aversion therapy - long time interest in correctional clients.

Mt. Hood Community College and Portland Community College: Community Colleges offer broad vocational-technical-business curriculums with BEOG - SEOG Funding.

A look at some background characteristics of clients serviced by CRS results in an interesting picture. Briefly, clients tend to be young (59% are under 30) males with medium BE scores. A third have never been married, live in dependent settings (i.e., group homes, parents), and have no visible means of support. Overall, then, the young, with their attendant characteristics, have presented the high demand for short-term subsidies shown by CRS expenditure patterns.

TABLE 3.3-1
BACKGROUND CHARACTERISTICS AMONG CLIENT RESOURCES
AND
SERVICES CLIENTELE AT INTAKE
(November 1974 to July 1975)
(In Percent)*

Background Characteristics	TOTALS (59)*	PRIMARY ASSIGNMENT		
		Field Services		Institutions
		Probation (28)	Parole (8)	Institutional Serv. (23)
<u>Age</u>	Totals	100	100	100
19 years or less	2	4	-	-
20 to 24 yrs	33	41	12	30
25 to 29 yrs	24	37	-	18
30 to 34 yrs	17	4	39	26
35 to 39 yrs	5	4	12	4
40 to 44 yrs	7	-	25	9
45 to 49 yrs	3	-	-	9
50 or more yrs	2	-	-	4
Unreported (median)	7	10	12	-
<u>Sex</u>				
Male				
Female	93	85	100	100
Unreported	7	15	0	0
<u>Ethnic Origin</u>				
White				
Black	57	63	50	52
Other	27	26	38	26
Unreported	2	-	-	4
	14	11	12	18
<u>Highest Grade Completed</u>				
8 yrs or less				
9 yrs	7	11	-	4
10 yrs	19	11	39	22
11 yrs	18	15	12	22
12 yrs	16	19	12	13
13 yrs or more	34	40	25	30
Unreported	3	4	12	0
(median)	3			9

(continued...)

* Percents are based on sample of Oregon Corrections Division clients for whom data are available, as shown in parentheses at the top of each column. For other clients services (e.g. Federal, county, bench probation and discharges), sufficient data are not available to measure these characteristics.

TABLE 3.3-1
(Continued.)

Background Characteristics	TOTALS (36)*	PRIMARY ASSIGNMENT		
		Field Services		Institutions
		Probation (28)	Parole (8)	Institutional Serv* (23)
<u>Base Expectancy Category</u>	Totals	800	100	100
Low	31	30	38	
Medium	40	37	50	
High	29	33	12	
Unreported (median)				
<u>Marital Status</u>				
Never Married	34	30	50	
Married/Common-law	20	22	12	
Separated/Divorced/Widowed	34	33	38	
Other/Unreported	12	15	-	
<u>Living Arrangements</u>				
Alone	11	4	39	
Group Home/Detention/Hospital	6	4	12	
Spouse and/or Children	26	29	12	
Parents	20	22	12	
Friends/Others	11	15		
Unknown/Unreported	26	26	25	
<u>Primary Income Source</u>				
Salaries/Wages/Business	46	45	50	
No Visible Means of Support/ Unknown	31	37	12.5	
Unemployment/Social Security/ SAIF	3	4		
Welfare	9	7	12.5	
Other	11	7	25	

*Because these data are not available for Institutional Services clientele, only probation and parole client characteristics are included in this portion of the table.

3.3.2 CRS Project Process Objective Performance

Process objectives for this project focus upon two main areas. The first is to make available to Impact clients, those services not otherwise available. The second is to provide coordination of service providers and casework staffs. This involves development of necessary contracts, accounting for monies expended, and monitoring the quality and quantity of service delivery within those contracts. As indicated earlier in this report, both organizational and logistical factors have hindered the latter goal. Specifically, the staff has only minimally monitored or documented vendor activities. Rather, they have been committed largely to securing resources and establishing control over the flow of service requests and authorization for payment generated by demand from Institutional Services and Field Services staffs and outside agencies (e.g., District Attorney, County Probation).

In reviewing process objective achievement, it must be borne in mind that service delivery in this project is primarily determined by others, not CRS. That is, services provided are set by requests from other staffs within other projects. Since CRS staff have little control over service request, they are quite dependant upon other program staffs to determine the way the monies are used. Thus, the process objectives for this project imply the intended achievements of the other Impact projects; using the Client Resources monies as a source of funding when other monies are unavailable.

Because the Transaction Information System (TIS) designed and built by AJI evaluation staff to provide necessary data is not yet operational to the point of providing needed reports, a sample of cases was drawn from the transaction input records in an attempt to determine what services had been delivered. This analysis was updated based upon the system data base,

before the final report. Information gathered in the random sample is based upon 55 cases. Based on the sample, representing approximately 10% of the total population serviced, estimates of the number of clients receiving specific types of service as well as the dollar amounts expended are displayed in Tables 3.3-2 and 3.3-3, respectively.

593 different clients are known to have received CRS services during the first eight project months; November 1974 through June 1975. By and large, both the monies and number of services rendered are concentrated in the latter months of the report period. Thus, by the end of December 1974, only 24 clients had received services from the project. By the end of April 1975, nearly \$79,000 had been expended to purchase 827 different services. The following month saw an 85% increase in the monthly rate of service request with the dollar cost of those services equaling 50% of the sum that had been expended up to the beginning of May. While precise figures are not available for the month of June, estimated dollar amounts expended are shown in Table 3.3-2 (\$178,057 does not appear unreasonable).

Looking now at the kinds of services requested by caseworkers, Table 3.3-2 indicates the estimated frequency and Table 3.3-3 the estimated dollar value of services secured by casework staff for their clientele. They focus disproportionately upon short-term subsidies (i.e., incidentals, rent and utilities, and transportation). Such services were rendered to clients an estimated total of 1,034 times, or about 63% of all service transactions were in this category. Because of the relatively large amounts involved in rental items, the amount of dollars expended is also disproportionate to all of the other categories.

TABLE 3.3-2

ESTIMATED NUMBER OF IMPACT CLIENTS RECEIVING
CRS SERVICES, BY SERVICE CATEGORY

Service Category	Total Number Survey Sample Clients Provided Service (55)*	Percent of Sample Clients Receiving This Service	Estimated Number of Clients Receiving Service (593) **
Incidentals	48	87.2	517
Rent & Utilities	29	52.7	312
Transportation	19	34.5	205
Job Placement	18	32.7	194
Counseling & Psych Services	4	7.2	43
Education	3	5.4	32
Medical Services	4	7.2	43
Vocational Training	1	1.8	11
Other (e.g., Auto Insurance)	8	14.5	86

Source: Sample of a CRS Transaction Information System Data Base.

* Survey Sample Size

** Actual number of clients serviced by CRS

TABLE 3.3-3
ESTIMATED SERVICES PURCHASED BY
CLIENT RESOURCES AND SERVICES PROJECT
(NOVEMBER 1974 TO JULY 1975)

Service Category	Estimated Number of Services Purchased	Estimated Monies Expended	Estimated Percent of Total Monies	Estimated Ave. Cost per Service
Totals	3,495	178,057	100.0	50.95
Incidentals	2,166	\$ 65,889	37.0	30.42
Rent & Utilities	372	40,608	23.0	109.16
Transportation	353	5,782	3.2	16.38
Job Placement	269	44,772	25.0	166.44
Counseling & Psych. Services	93	11,453	6.4	123.15
Education	93	2,832	1.6	30.45
Medical Services	37	592	.3	16.00
Vocational Training	19	4,560	2.5	240.00
Other	93	1,569	.9	16.87

Source: Sample of CRS Transaction Information System Data Base.

Overall, requests for Client Resources and Services support differed from that apparently intended or foreseen by project planners. The numbers of clients receiving services exceeded the stated process objectives. The distribution of service category types differs from the pattern expected in the project planning. This emphasis on short-term subsidies in part reflects the current economic conditions and the immediacy of subsistence needs. Longer range remedial problem solving (e.g., family counseling and training) are available through existing alternate resources as well as through CRS. To be negotiated this involves longer range planning which may receive more emphasis with the full implementation of CBO.

To describe individual CRS process objective achievements, the discussion is focused separately on the four sets of program sub-objectives listed in the project proposal. These are listed in sequential order in Table 3.3-4. They will be addressed specifically in that order.

Process Objectives CRS-1, CRS-2 and CRS-3. Because the G.E.D. service is free through the local community colleges, none of these objectives pertaining to G.E.D. equivalency instruction have been met by CRS. Field counselors, when aware of this need, arrange it without contacting CRS. CRS informs court, parole board and correctional counseling staff of the G.E.D. service, processes for enrollment and pays for any needed study materials.

Process Objective CRS-4 and CRS-5. To date, 15 of the target of 50 have been enrolled in vocational training programs. Twelve still are engaged while 3 have graduated and certified (100%). This figure may be low because of incomplete records. When the automated (TIS) record system being developed becomes operational, exact figures will be available. The relatively low number of referrals for such training is thought to result from: 1) the

TABLE 3.3-4

CLIENT RESOURCES AND SERVICES PROCESS OBJECTIVES

- CRS-1 Provide remedial and G.E.D. equivalency instruction to an average of two hundred fifty (250) county, state or federal supervised "target offenders" on release of discharge status each year when indicated in the case plan.
- CRS-2 Fifty percent (50%) of the released probationary and paroled illiterates enrolled will score at least a 5.5 grade level on a standardized examination following 320 hours of instruction.
- CRS-3 Fifty percent (50%) of those clients who complete G.E.D. qualifying instruction will pass the G.E.D. examination within 90 days of qualifying to take the test.
- CRS-4 Provide vocational training, which develops employable skills, in community colleges or state certified proprietary schools to an average of fifty (50) county, state or federal supervised "target offenders" and Corrections Division "high risk" trainees on release or discharge status each year.
- CRS-5 Fifty percent (50%) of those who are enrolled will receive certification upon completion of their training program.
- CRS-6 Place an average of two hundred seventy-five (275) unemployed target offenders and high risk trainees who are not placed by other projects in this program each year in jobs which are agreed to be appropriate and meaningful by both the client and the job developer.
- CRS-7 Fifty percent (50%) of those placed will remain in that employment for a minimum of six (6) months unless promoted or transferred to a more desirable position.
- CRS-8 Provide eighty-two (82) hours of individual and group counseling to an average of seventy-five (75) "target offenders" and their families each year.
- CRS-9 Following completion of counseling and/or release, within six months sixty percent (60%) of the clients will maintain steady employment and contribute to family support in accordance with negotiated plan for a period of six months.
- CRS-10 Job Therapy Incorporated will recruit, train and assign fifty (50) citizen sponsors to "target offenders" or institution "high risk" offenders during each year of the project to help offenders prepare for successful release.

TABLE 3.3-4

(Continued)

- CRS-11 Ninety percent (90%) of these sponsors will visit once per month and maintain correspondence contact with clients over the course of commitment.
- CRS-12 Provide emergency and short-term (60-90 day) residential care and referral services for 40 target offenders during second year of project and an additional 40 during the third year.
- CRS-13 At any given time, thirty percent (30%) of the residents will have located employment and will be paying their maintenance expenses.
- CRS-14 Provide short-term (30-60 day) cost of living subsidies, at an average of \$40 per week, when recommended by Field Services supervisor, for an average of three hundred fifty (350) county, state or federal "target offenders" and Corrections Division "high risk" trainees on release or discharge status each year.

fact that these cases are frequently taken by the Transition Services project; 2) referral by Field Counselors to CETA; and 3) Transition Services OJT program erodes the need for vocational training as it appears more attractive (income plus training) to clients and counselors.

Process Objectives CRS-6 and CRS-7. To date CRS job service providers have placed 76 of the target 275 placements for the entire first year (Job Therapy 28 and Janus 48 on OJT). Fifty-one of these remain employed, one of whom has been employed six months. Only two others have been in the program long enough to be employed 6 months but they terminated before reaching that objective. Thus, on an N of 3, there has been a success rate of 33%. Of the 25 no longer placed, three were diverted to school programs, one is ill, four are still in the Job Therapy program and others have not made themselves available for further assistance. Seventeen of the 86 have withdrawn or been terminated from the job placement service.

Process Objective CRS-8 and CRS-9. The full objective of 75 "target offenders" have been enrolled in the International Lifeline for counseling. Eleven of these are in the field and the remainder in institutions. The goal of 82 hours individual counseling will easily be reached. CRS-9 is not scheduled for measurement at this time.

Process Objective CRS-10 and CRS-11. The M-2 program to date includes 17 clients (6 OWCC, 6 OSP and 5 OSC). A total of 31 visits have been made through July. CRS figures indicate this is a visitation rate of 55%, far below the 90% objective. Only recently was the M-2 contract consummated and the program initiated.

Process Objective CRS-12 and CRS-13. At the present time CRS records addressing these objectives are not available.

Process Objective CRS-14. As indicated in Table 3.3-2, an estimated 517 clients, or 167 more than expected, have received short-term subsidies. This represents 87 percent of those referred, and expenditure of these funds at three times the rate anticipated in the proposal.

3.3.3 CRS Evaluation Problems Discussion

The staff of three was inundated by the workload associated with coordinating and processing referrals. Necessary paperwork, recordkeeping, and disbursement procedures combined with efforts to provide quick response to urgent client need eliminated time required to cultivate the most appropriate use of resources. The magnitude of CRS activities stressed the Corrections Division Business Office and the Executive Department responsible for issuing checks. Thus, timely CRS response and timely client service was at the expense of planning, resource development, vendor monitoring, and education of caseworkers.

Stimulation of intelligent and selective use of CRS resources was the rationale for the decision in November 1974 to require a copy of the Counseling by Objective (CBO) documentation (Form 4). This anticipated the implementation of CBO and was intended to reduce paperwork required for formal justification for services requested of CRS. With service requests beginning to flow, the CRS staff produced a detailed set of instructions with examples of the caliber of CBO documentation they expected to receive. Field implementation of CBO did not occur in the first months. The CRS guidelines were too sophisticated for the situation at program start. As a result, the Field Service caseworkers began submitting Form 4s with only the desired CRS service support and viewed the case plan document as exclusively a CRS document. Simple requests for emergency subsistence, bus fare, housing,

and the like were being delayed by an inability of the field to produce a true integrated case plan as intended. Accordingly, CRS rescinded its requirement in the interest of timely and practical response. The consequence was to accept service requests that could not be monitored with reference to client goals and objectives. As of July 1975, with the implementation of CBO directed by Field Services, CRS has reinstituted its requirement for case plan justification documentation. Its ability to both monitor and stimulate more meaningful service delivery should be enhanced during the remainder of the project.

The level of requests for CRS supplementary assistance has exhausted that portion of the original CRS budget projections 15 months before end of program. This may be due in part to economic/employment conditions not anticipated in the planning phase. It is possible that the apparent narrow use of resources by caseworkers will be explained more acceptably as case plan documentation identifies goals and objectives for this kind of support.

Administrative procedures involved in contacting for basic services such as job placement and counseling resulted in delayed use of desired resources. This also delayed development of specific data collection procedures from vendors.

In order to provide the recordkeeping and information retrieval capabilities necessary to manage and monitor CRS activities, AJI has designed, coded, compiled, and debugged a CRS Transaction Information System (TIS). This system, described in Appendix G, allows office use interactively to record and report service delivery information. This contains the critical transaction data: date of service request, type of request, service assignment, type of service, payee, service duration, check/warrant amount, check/

warrant number, delivery date. All are recorded on any disbursement or service to a client through CRS. The utility of this system for CRS management will become effective in September 1975. The present data base includes all CRS transactions since program start but was not available for analysis in this report.

The lack of consistent application of the Impact eligibility definition has encouraged demands for CRS service outside the Portland area plus pressures for CRS assumption of certain maintenance costs for Non-Impact cases. Further, the exclusion of Work/Education Release clients from the original Impact Program planning meant that a set of clients and a major component of the Division presented unanticipated demands upon CRS resources. Some of these demands were in the form of reimbursement of Divisional costs for Work/Educational Release operations; thus, magnifying the drain on CRS short-term subsistence resources.

Many of the process objectives specified for CRS should be re-examined in view of the operational environment and reduction of program duration. It is also appropriate to re-examine them within the context of the situation in which staff other than CRS determine the uses of these resources.

Contamination described in other projects also applies to evaluation of CRS. That is, the availability of similar resources from other funding sources eliminates the rigorous "experimental and control" group analysis approach based solely on program assignment. An ex post facto approach is indicated, involving reconstruction of services planning, delivery, and outcome. Thus, as is the case for the Transition Services-VRD project, evaluation must await full implementation of CBO documentation within the other programs. Measurement of the impact of CRS upon criminal behavior will then

involve determining which clients needed services but did not get them and which needed and received services. Here, those not receiving services would serve as the comparison group.

3.4 TRANSITIONAL SERVICES PROJECT

3.4.1 Transitional Services Project Description

According to the project proposal, the intent of the Transitional Services-VRD (TS) Project is to reduce recidivism among target offenders undergoing "transition" conditions; namely, those discharged directly from the correctional institutions, paroled without use of a work release program, or placed on probation after evaluation by the Diagnostic Center. Work Release clients had not been provided for within the Corrections Division's proposal development phase. Yet, service needs were apparent for this group. Accordingly, CRS and TS services were extended to such clients. Intended TS activities focus on comprehensive vocational rehabilitation activities constituting transitional service back to the community, as well as on-going service during and following Corrections Division supervision. Thus, the implied intent is that other Correction Division clientele (Non-Impact) would be provided Vocational Rehabilitation Division (VRD) services through regular VRD operations.

Because the authority to certify a client eligible for this service was placed with the Institutional Services and Field Services IMPACT staff and their immediate supervisors, the program has not exercised control to exclude clients based on their status within the system. Rather, any client designated IMPACT who is referred for service is first examined in terms of regular VRD eligibility requirements, counseled regarding rehabilitation options, entered into a plan of action, and monitored throughout his period of participation. Of course a client can drop out at any stage depending on eligibility and choices by either staff or clientele. Basic VRD eligibility criteria include physical or mental disability that presents substantial

handicap to employment, along with a reasonable expectation that service will enable the individual to engage in appropriate employment.

Some clients are shared between CRS and TS-VRD on the basis of service need. Thus, clients meeting the VRD eligibility requirements may be placed in VRD rehabilitation programs. Those not meeting the VRD requirements become the prime responsibility of Client Resources and Services (CRS). When subsistence monies or other short-term services are needed, the client is usually assigned to CRS; however, comprehensive evaluation/training responsibilities are generally transferred to Transitional Services staff.

In combination, the two projects service applicants from the institutions, probation, parole, work release centers, Diagnostic Center cases pending sentence, District Attorney IMPACT cases pending adjudication (CRS only), county probation clients, federal probation clients, dischargees, and a few exception cases. Client assignment between the two projects is determined mostly by immediacy and type of service request. Such placement is further modified by work load distributions between the two projects.

To implement this program a VRD Supervising Counselor, a VRD Counselor I, and an Assistant VRD Counselor were hired in early December 1974. While some staff turnover has occurred, the Supervising Counselor has remained.

To heighten the degree of coordination between the Corrections Division and the Vocational Rehabilitation Division, this project, along with the Client Resources and Services project, is monitored by the CRS/TS Coordinator who is responsible to the Corrections Division. However, the Supervising Counselor in Transitional Services is administratively independent of the Corrections Division and, thereby, the CRS/TS Coordinator. With

respect to the intended coordination of VRD and Corrections Division caseworker activities, the VRD Supervising Counselor in the Transitional Services Program reports infrequent contact with Corrections Division case carrying staff. Little if any information is shared across organizational boundaries, unless requested.

In summary then, the Transitional Services Program is an IMPACT funded VRD operation, co-located with the Client Resources project for purposes both of coordination and logistical control. The Transitional Services unit handles virtually all eligible IMPACT clients referred for their services. Thus, regular VRD resources that would have otherwise been used by such clients are then freed for use by Non-IMPACT clients.

3.4.2 Transitional Services (TS) Process Objective Performance

Statements of TS process objectives are as follows:

Transitional Services Process Objectives

TS-1 To determine eligibility for vocational rehabilitation services, develop, and actuate vocational rehabilitation plans for 81, 110, and 109 target offenders in the first, second, and third years of the project; the target offenders to be referred to the Vocational Rehabilitation Division who are discharged directly from the correctional institutions, paroled without use of the work release program, or placed on probation after evaluation by the Diagnostic Center.¹

TS-2 To achieve 30 successful rehabilitations the first project year, 50 the second, and 60 the third project year. Twenty-five additional rehabilitations will be achieved six months after project termination. (Successful rehabilitations in VRD is defined as placed in paid employment for at least 30 days after termination of service.)²

TS-3 To reduce the conviction rate of target offenders participating in this program by 10% in the first year, 12% in the second and 30% in the third year.

¹ As indicated earlier, project emphasis has included work release. Perhaps this objective should be modified accordingly.

² This has been modified by VRD National Standards to require 60 days of employment.

During the first seven months of project life (December 1974 through June 1975), some 132 clients have been serviced. Forty clients are being tested and evaluated to determine eligibility. As of the end of June, 92 clients have been placed in rehabilitation plans. This is almost double (45 more) the planned rate which would be 47 in seven months of first year operation.

As regards achievement of 30 successful terminations (TS-2), Table 3.4-1 shows that 19 cases have been closed during the first seven months of program life. Four of these have been deemed successful closures. In part, this low number of successful closures reflects the short duration of a program usually requiring 11 months per case from intake to successful closure. Further developments in the last five months of the program year will determine whether this objective is met. Some of the 73 clients in plan at this time are expected to complete the program by the end of the year; thus it is potentially attainable.

Since the third process objective (TS-3) requires the lapse of one year's time, it is not measurable at this time. Other problems relative to measurement are spoken to in the next section of this report dealing with evaluation problems.

Turning now to a brief look at the population serviced by this project, Table 3.4-2 summarizes some background characteristics of clients. These are based on a randomly drawn sample of 55 cases, or 42% of those included in the program.

In terms of age, most clients are under thirty, with the bulk falling in the 20 to 24 age group. All clients in this sample are male, reflecting

TABLE 3.4-1
SERVICES PROVIDED TO TRANSITIONAL SERVICE CLIENTS
(December 1974 to July 1975)

Services Provided	No.	Percent
<u>Total Clients</u>	<u>132</u>	<u>100%</u>
<u>Active</u>	<u>113</u>	<u>86%</u>
Testing and evaluation, pending determination of eligibility	40	30%
In Rehabilitation Program	73	56%
<u>Closed</u>	<u>19</u>	<u>14%</u>
Program Terminated	15	11%
Employed 60 days or more	4	3%

TABLE 3.4-2
BACKGROUND CHARACTERISTICS AMONG A SAMPLE OF
IMPACT TRANSITIONAL SERVICES - VRD CLIENTS AT INTAKE *
(December 1974 to July 1975)

Background Characteristics	Sample	
	No. Clients	Percent
<u>Age</u>		
19 years or less	3	5
20 to 24 years	23	42
25 to 29 years	12	21
30 to 34 years	5	9
35 to 39 years	5	9
40 to 44 years	2	4
45 to 49 years	2	4
50 or more years	2	4
Unreported	1	2
<u>Sex</u>		
Male	55	100
Female	0	0
Unreported	0	0
<u>Ethnic Origin</u>		
White	32	58
Black	22	40
Other	1	2
Unreported	0	0
<u>Highest School Grade Completed</u>		
8 years or less	10	18
9 years	3	6
10 years	9	16
11 years	10	18
12 years	18	33
13 years or more	5	9
Unreported	0	0

* Based on a random sample of 55 cases.

TABLE 3.4-2
(Continued)

Background Characteristics	Sample	
	No. Clients	Percent
Most Recent Occupation By Occupation Category	<u>55</u>	<u>100</u>
Professional	0	0
Clerical	4	7
Service	10	18
Farming	1	2
Processing	5	9
Machine	4	7
Bench	2	4
Structural	2	4
Miscellaneous	17	31
Unknown or Unreported	10	18

the very small proportion of females involved in Impact programs.³ A higher percentage of non-whites are found in this sample than found for the Corrections Division Impact population as a whole. This may be attributable to the extensive inclusion of Work Release clientele who for now appear to include a high proportion of non-whites. Interestingly, project experience following the June 30, 1975 cut-off of this evaluation report indicates an influx of white clientele.

Clients serviced in this project show a much higher proportion with twelveth grade achievement or better, compared to the Corrections Division Impact population as a whole. Occupation among this group is heavily weighted toward service industries and to the DOT category of "Miscellaneous and Others". Overall, the picture seems to be one of relatively young males, without specialized skills, and who are in need of preparation for employment plus related services. Looking at the definition of "high risk" clients defined as eligible for the Impact program nationally, clients of this program seem to be prime targets for the intent of the national Impact program, regardless of criminal history.

3.4.3 Transitional Services Evaluation Problems

The evaluation problems stemming from TS are not related to late start ups or similar types of operation problems. Rather, there is a more fundamental problem of contamination of the treatment variable. Specifically, the same services offered Impact TS clients are offered potential comparison group (Non-Impact) clients of the Corrections Division in the regular VRD

³ The VRD Supervising Counselor reports that to date (September 1975), 5 females have been included in the project.

programs. In addition, specific categories of service offered by TS are also offered by another Impact program (CRS). Further, comparisons will be complicated by the fact that within regular parole and probation programs, a job finder has been hired to act out the job development and placement functions contracted by CRS with other private vendors. Thus, the uniqueness of Impact, as contained in the original proposals, i.e., the amount and type of service available and delivered, is being contaminated with the availability of largely identical services for Non-Impact clients and the same services across Impact projects. Further, with decentralized control over the identification of an Impact client and changing use of Impact definition criteria over time, it will not be possible to maintain the integrity of a comparison group. A member of the latter may be declared Impact and provided Impact service. Briefly, evaluation demands that comparison be made not on the basis of presence or absence of Impact certification, but rather upon comparison of clients for whom case plans indicate a need for whom no service was delivered versus clients in need for whom services were delivered.

This points to the necessity of the early implementation of the CBO program within the FS and IS projects, the rigorous documentation of services provided, a modified approach to the formulation of comparison groups, and an improved tracking or information system in order to approach improved evaluations. Similar problems exist for other Impact programs (IS, CRS, FS).

AJI believes each of these problems can be overcome. On a random sample basis AJI engaged in a service delivery survey of 55 TS cases to document, retroactively, service needs and service delivery. A questionnaire

was devised for each client (see Appendix A), case plans were constructed and services recorded. After working through and modifying the process, validity and reliability of the results are expected to be quite good.¹ Thus, it seems possible to overcome the first two problems with the implementation of Forms 4 and 6 (with modifications of the former).

With the implementation of an alternative approach to comparison groups, it should be possible to attack the third problem area. One approach is to develop the capability of forming matched groups after the fact, i.e., after determining the need and service provided, holding constant other factors (to the point of non-significance or control via the use of covariant analysis). This approach is dependent on a good information system, the embryo of which is now developing in the Impact program.

¹ For a fuller discussion see Appendix A for the discussion of the Service Delivery Surveys.

3.5 INSTITUTIONAL SERVICES PROJECT

3.5.1 Institutional Services Project Description

The Oregon Corrections Division Institutional Services Project includes target offenders plus high risk offenders committed to one of the three institutions operated by the Division. To be eligible, clients so committed, must have been convicted in the Criminal Courts of Multnomah County. The institutions involved in the program are the Oregon State Prison (OSP) for older males, the Oregon Women's Correctional Center (OWCC) (adult females), and the Oregon State Correctional Institution (OSCI) housing younger adult males. The program services clients in these institutions and does not extend to the Work-Education Release Centers and camps located throughout the state. In the proposal documentation, the Corrections Division attempted to give the broadest possible definition to Impact eligibility insofar as the institutions are concerned. With this in mind, it included as eligible for Impact Institutional Services, high risk offenders who are defined as young male adults with no employment record and/or low employment skills.

Specifically, the project is providing specialized academic training, vocational counseling, vocational training and recreational services to the incarcerated target populations. Some population characteristics are shown in Table 3.5-1. It is apparent that these clients are relatively young males, with 61% being under 30 years of age. Only 2% are female. A relatively low proportion (23%) are black. This contrasts with Impact parole which is 42% black. These differences may be accounted for by a variety of yet undocumented factors (e.g., differences in client selection, relatively high proportions of clients exiting to non-parole situations). This young

TABLE 3.5-1
BACKGROUND CHARACTERISTICS AMONG IMPACT CLIENTS
AT INTAKE TO INSTITUTIONAL SERVICES - BY INSTITUTION
(November 1974 to July 1975)
(In Percent)*

Background Characteristics	Number 637	Percent 100
<u>Age</u>		
19 years or less	22	3
20 to 24 yrs	207	32
25 to 29 yrs	165	26
30 to 34 yrs	94	15
35 to 39 yrs	64	10
40 to 44 yrs	44	7
45 to 49 yrs	16	3
50 yrs or more	27	4
Unreported	2	0
<u>Sex</u>		
Male	628	98
Female	13	2
<u>Ethnic Origin</u>		
White	457	71
Black	145	23
Other	30	5
Unreported	9	1
<u>Highest School Grade Completed</u>		
8 years or less	117	18
9 yrs	103	16
10 yrs	127	20
11 yrs	94	15
12 yrs	84	13
13 yrs or more	18	3
Unreported	98	15
<u>Months Prison Before Intake to Impact Program</u>		
6 months or less	136	21
7 to 18 mo.	128	20
19 to 24 mo.	43	7
25 to 36 mo.	46	8
37 to 48 mo.	18	3
49 to 60 mo.	15	2
61 or more	20	3
Unreported	235	37

population shows a median educational level at intake of 10 years. By the time they reach parole, educational level tends to rise toward 11 years.

The target population arriving at institutions from the Diagnostic Center (DC) have presentence reports and treatment plans detailing needs to be served. Program objectives state that within 30 days the institutional counselor is to review the plan, and refer the individual to an educational or vocational (Impact) counselor as applicable. If the DC plan is not available the Institutional Counselor is responsible for plan preparation and the necessary referrals.

The project enabled the Division to establish a learning center at OSP comparable with the center earlier established at OSCI with ESEA resources. The learning centers are used to teach basic remedial subjects.

Staffing scheduled for the implementation of the Institutional Services Project in the first year included three vocational counselors, six recreation therapists, three secretaries and six correctional officers. Chemeketa Community College was contracted to furnish counseling and academic training within the institution. The Oregon Private School Association provides vocational training educational services.

3.5.2 Institutional Services Process Objective Performance

Table 3.5-2 details the twenty-two Institutional Services process objectives specified in the proposal. This included planning for establishment of a tracking system that documents case planning and achievement of case plans within the institutional environment. However, CBO has not yet been implemented. This stems partly from the fact that the institutional program itself has only been fully implemented for approximately three months of the period covered by this report. Given this situation, it was necessary

TABLE 3.5- 2

PROCESS OBJECTIVES FOR INSTITUTIONAL SERVICES PROJECT

Academic Objectives

- | | |
|--------|--|
| IS-1+2 | Of all target and high risk offenders presently incarcerated and received during the project and who demonstrate functional illiteracy by reading at less than a 5.5 grade level, enroll 95% in remedial education programs in the first year and enroll 100% of the new target offender commitments each year thereafter, within 30 working days of arrival at the institution. |
| IS-3 | Of those clients who are enrolled in remedial education, 80% will attain a testing level of at least 5.15 within 12 months of enrollment. |
| IS-4 | Of all target and high risk offenders, negotiated education goals will be set for 100% of those whose test scores fall between 5.5 and 9.5 in level of education. |
| IS-5 | Of those clients enrolled in educational programs in the 5.5 to 9.5 level, 75% will achieve their goals within 12 months of enrollment. |
| IS-6 | Within one year of the beginning of the project, of all clients who test 9.5 or above but who do not have a GED, enroll 50% in GED qualifying courses during that first year and maintain 60% enrollment rate per year thereafter. |
| IS-7 | Of those clients who complete GED qualifying instruction, 80% will pass the GED test within 90 days of qualifying to take the test. |

Vocational Training/Counseling Objectives

- | | |
|----------|---|
| IS-8 | Insure the availability of 100 new Vocational Training positions for target and high risk offenders within eight months of program inception and throughout the project period. |
| IS-9 | Insure enrollment of 150 target and high risk offenders in Vocational Training programs per year for the duration of the project. |
| IS-10 | Insure program completion for 50% of those individuals involved in Vocational Training programs within one year from program enrollment. |
| IS-11+12 | Provide vocational counseling to 100% of target and high risk offenders already incarcerated within one year and 100% of the newly committed target and high risk offenders within one month of their commitment. |

TABLE 3.5-2

(Continued)

Recreational Objectives

- IS-13+14 Provide recreational counseling to 100% of target population already committed within one year and 100% of newly committed clients within one month of commitment.
- IS-15+16 Negotiate recreational plans and set activity goals for use of leisure time for 90% of the offender clients presently in the institution within three months of program inception and with 90% of new commitments within 30 working days of arrival.
- IS-17+18 Insure that in 100% of negotiated plans that at least one major club or intramural team activity is selected and that the activity goals selected guarantee minimal club attendance requirements or attendance at 90% of all intramural events for the duration of the project.
- IS-19 Implement negotiated plans and meet participation goals for 75% of the clients within three months of the establishment of all activity and participation goals in at least one major activity area.
- IS-20 Continue to maintain a proportion of 75% of all clients with negotiated plans meeting minimal participation (attendance) goals (after three months of establishment of participation goal in major activity) for duration of project.
- IS-21 Record and maintain records on all negotiated activity plans and goals for all clients and maintain pertinent data on client and therapist assessments of the extent to which these goals are met for the duration of the program.

Psychological Objective

- IS-22 874 hours of psychological services will be extended to clients during each project year.

to conduct a survey for a sample of cases to determine service delivery. At the same time, this survey provided all data available for that sample which deals with process objectives for the project. The survey procedure and results are presented in Appendix A. The following paragraphs deal with the process objective data collected within the survey.

The objectives stated in the proposal focus upon two main areas. The first relates to management and staff accomplishments such as providing counseling, establishing new vocational training positions, and maintaining documentation. The second focuses upon client achievement such as obtaining a GED or meeting program attendance requirements. Because records maintained within the institutions do not allow for measurement of each process objective as stated, the following represents a statement of process objective achievement based upon data available. Table 3.5-3 depicts the process objectives as translated based upon data availability.

Looking at the data displayed, the reader is cautioned that the estimates for the total population is based on data covering the last six months. Since the contract with Chemeketa College for provision of vocational training was not operationalized until late April 1975, data relative to provision of vocational training really covers four months of regular institution operations plus two months of Impact institutional service operation. Further, major program differences between the institutions are of importance. The institution for younger men (OSCI) includes about 129 clients, while the institution for older men (OSP) contains the remaining 495 included in this display. Female clients are excluded both because of the very small number (13) and because many of the services described do not apply to the program at OWCC. In reading IS-9, differences in total population among the institutions

TABLE 3.5-3

ESTIMATED SERVICES PROVIDED INSTITUTIONAL SERVICES CLIENTS
(November 1974 to July 1975)

PROCESS OBJECTIVES	SURVEY SAMPLE		ESTIMATE FOR TOTAL POPULATION	
	# Clients (38)	% Total	# Clients (624)	% Total
IS-1 & 2 95% of current functional illiterates will be enrolled in remedial programs within 12 months of project initiation	9 functional illiterates; 5 enrolled	55.5	148 functional illiterates; 82 enrolled	55.5
IS-3 80% of Remedial Enrollees will attain a Tested Grade Level of at least 5.5 within 12 months of enrollment	9 functional illiterates; 4 reach 5.5 grade level	44.4	148 functional illiterates; 66 reach 5.5 grade level	44.4
IS-4 100% of clients with "intermediate grade" (scores between 5.5 & 9.5) education level will have negotiated education goals set	20 Int. Grade 12 Neg. Goals	60.	328 Int. Grade 197 Neg. Goals	60.
IS-5 75% of enrolled intermediate grade clients will achieve set goals within 12 months of enrollment	12 enrollees 4 reach goals	33.3	197 est. enrollees 66 reached goals	33.3
IS-6 50% of clients testing above intermediate grade (9.5) without GED will be enrolled in a GED qualifying course within 12 months of Intake	5 without GED 3 enrolled	60.	82 without GED 49 enrolled	60.
IS-7 80% of clients completing a GED qualifying course will pass the GED test within 90 days of qualifying	These data not maintained by the Division			

(continued...)

TABLE 3.5-3 Continued

PROCESS OBJECTIVES	SURVEY SAMPLE		ESTIMATE FOR TOTAL POPULATION	
	# Clients (38)	% Total	# Clients (624)	% Total
IS-8 100 new vocational training positions will be made available to clients within 8 months of project initiation	Provided for by contract with Chemeketa Junior College			
IS-9 150 clients will be enrolled in vocational training each year (done by institution)	OSCI-19 clients 13 enroll.	68.4	129 clients 88 enroll	68.4
	OSP-19 clients 2 enroll.	10.5	495 clients 52 enroll	10.5
IS-10 50% of clients involved in vocational training will complete their training program within 12 months of enrollment	14 of the enrollees have been in program less than 12 months. The remaining client completed program in less than 12 months.		253 enrollees 16 compltd.	
IS-11 & 12 100% of current clients will be provided vocational counseling within 12 months of project initiation	38 clients 25 counseled	65.8	624 clients 41 counseled	65.8
IS-13 & 14 100% of current clients will be provided recreational counseling within 12 months of project initiation	38 clients 32 counseled	84.2	624 clients 525 counseled	84.2
IS-15 & 16 90% of current clients will have recreational case plans specified within 90 days of project initiation	38 clients 31 case plans	81.6	624 clients 509 case plans	81.6

(continued...)

TABLE 3.5-3 Continued

PROCESS OBJECTIVES	SURVEY SAMPLE		ESTIMATE FOR TOTAL POPULATION	
	# Clients (38)	% Total	# Clients (624)	% Total
IS-17 + 18 100% of clients recreational case plans will specify at least one major club or intramural team activity	31 clients 26 club/team spec.	83.9	509 clients 427 club/team spec.	83.9
IS-19 75% of clients with a recreational case plan specifying club or team activity will meet minimal attendance requirements	Records are not maintained by the Division			
IS-20 Maintain 75% of clients with plans meeting minimal participation goals	Records are not maintained by the Division			
IS-21 Maintain data specifying the extent to which recreational case plan goals are met through client and therapist assessments	Records are not maintained by the Division			
IS-22 874 hours of psychological services will be extended to clients during each project year	Psychologist has not yet been hired			

becomes quite important. Thus, 13 of 19 clients included in the sample at OSCI enrolled in vocational training. This represents 68.4% of the smaller population. At OSP, 2 out of 19 represents 10% of a much larger population.

Considering the data as a whole, it appears that for 6 of the 22 process objectives the institutions keep no records (IS-7, 18, 19, 20, 21 and 22). Also, records do not distinguish between services provided new cases from the Diagnostic Center and target population already committed. It may be safe to say that those process objectives requiring actions on newly committed Diagnostic Center cases within 30 working days of commitment (IS-2, IS-12, IS-14, IS-16) may be unrealistic because of the preoccupation of new arrivals with normal, Non-Impact intake processing.

The process objectives have been attained on two objectives, IS-6 and IS-9. In several, insufficient project experience precludes reliable measurement (IS-1, IS-3, IS-5, IS-6, IS-7, IS-8, IS-9, IS-10, IS-11, IS-13). Performance on IS-15 and IS-17 are estimated to be approaching target and may reach planned performance levels shortly. Performance on IS-4 has been considerably below target thus far.

3.5.3 Institutional Services Problem Discussion

Staffing for this project came from two main sources. First, the Impact project directly hired six recreational therapists, six correctional officers, and three vocational counselors. A contract with Chemeketa Community College was the source for additional staff. These included three learning center managers at the State Prison supplemented by one vocational instructor and a case manager. At OWCC, one academic teacher was included. At OSCI, two teachers and a case manager were budgeted. An additional vocational instructor for automotive training was budgeted but the position is not yet allocated to a specific institution.

Filling of positions was delayed, affecting project implementation. The Institutional Services Manager reported in November. All personnel interviewing was reviewed by regular institutional personnel. By the end of January, all civil service positions had been filled. Hiring for positions provided through the Chemeketa Community College contract was delayed until after the contract's final approval on February 25, 1975. By the end of March Chemeketa personnel had been hired but not all had reported. Institutional new hire training requirements involved a full month of orientation to the institutional setting. Thus the civil service funded staff became effectively operational by February and those supplied through Chemeketa Community College began operating in April. Logistical arrangements were coordinated within this time schedule but not fully completed.

Because of the difference in employment and placement patterns within the institutions, program start-up and content varied considerably. By the end of April the Learning Center at OSP was operating and had 39 Impact clients attending classes. Vocational counselors had begun interviewing clients to determine their interest in Impact programs and the case manager reported for duty. Recreational therapists had organized soft ball teams and had begun to handle most of the logistical concerns (e.g., ordering of supplies, making community contacts for sports competition outside the institution).

At OSCI, the Learning Center staff finished institutional training in April and were scheduled for centralized divisional training in May. They didn't become operational until the later part of May. Recreational staff had begun interviewing clients and supervising some of the sports activities, both in and outside the institution. The case manager had been

CONTINUED

1 OF 3

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hired and vocational counselors had begun interviewing all clients regarding their interest in participation in the program.

At OWCC, only two positions are involved. The first was an academic instructor scheduled for orientation training during May. Because of the small staff at the institution, the other person, a recreation therapist, had been heavily involved in regular institutional programs and coordination of recreation with those programs.

By the end of May, some 541 institutional clients were identified as Impact eligibles. These were almost all at OSP, where 439 were identified. At OWCC the number was seven. At OSCI, 95 clients were designated Impact eligible. Educational programs were underway in each of the institutions as were recreation programs. Vocational training was being provided at each of the men's facilities.

Given this background, it is apparent that the institutional services program was beginning to gear up by the end of April, and full implementation occurred in May. Perhaps the most liberal definition of starting date, for evaluation purposes would be April 1, 1975. This is the date when most staff had been hired, interviewing of clientele regarding their educational and recreational interests had begun, and final orientation training of staff was being provided. Actual delivery of project services, however, did not occur until May in many instances.

Because of the desire of institutional staff to integrate their operations, clear differentials of participation for Impact versus Non-Impact clientele are difficult to define. The Learning Center resources are utilized by both groups. Recreation programs apply to both. Vocational programs are expansions of existing operations using much of the same physical plant,

equipment, security control, and other facilities of the institution that are not specifically Impact funded. Other programs exist including a variety of vocational, recreational and educational programs. Existing institutional record keeping does not allow for clear specification of which clients receive which direct services. Records do highlight work and other assignments of clients but both the completeness and reliability of records present major data problems.

As in the other projects, useful evaluation, particularly hypothesis testing, must await implementation of a complete, valid, and reliable Client Tracking system. Integration of the Impact Client Tracking Project with the existing MIS within the institutional setting will require strong commitments of resources along with effective management coordination both in planning and implementing the system. Since AJI evaluation efforts are so dependent upon the success and timeliness of this, a major evaluation resource investment (e.g., attending meetings, pre-testing the validity and reliability of data, data auditing) must be supported. Further, while first year evaluation resources were unacceptably drained toward initiating Field Services and Client Resources and Services tracking capability, a second year drain toward Institutional Services is implied.

3.6 TRAINING AND INFORMATION PROJECT

3.6.1 Training and Information Project Description

The Training and Information Project was created to provide both general and specialized training to staff, volunteers and students involved in the other Impact projects. As such, it provides a resource enabling managers to enhance staff effectiveness. It supplements the established Corrections Division centralized training. The implied assumption in the project proposal is that by placing training within Impact and making it responsive to project specific needs, it will be a "key enabling force for facilitating program implementation."

Training is responsible for three broad areas: (1) orientation to the Division and to Portland Impact Programs, (2) inservice training in such areas as Counseling by Objectives, Caseload Management, Report Writing, Utilization and Development of Community Resources, Public Information and Education, and Intervention Strategies; and (3) ancillary programs such as conferences, institutes, and technical assistance programs.

Training and Information is directed by a Project Manager, assisted by a Human Resource Assistant and a secretary. Co-located with the Impact Project Manager's office, this team determines training needs, secures and delivers training, gathers and disseminates published materials and maintains records of training progress per trainee. Due to the nature of the other programs, major training emphasis is to be placed upon helping staff to derive and refine an innovative approach to Counseling by Objectives. Subsequent areas of emphasis are based upon staff and evaluation inputs over the course of operations.

The population served by this project are the staffs who administer services through the remaining six projects. Based on data for staff hired by the end of May 1975, differences by staff level are highlighted in Table 3.6-1.

Looking first at age of staff, first line supervisors and above are, as expected, proportionately in the older age group categories than other staff levels. The youth of staff is indicated by the relatively high numbers falling in the 30 years and under categories. This is seen at all staff levels other than first line supervisor and above. Sex distribution somewhat reflects population characteristics. Thus 20 of 25 Correctional Counselors are male. Similarly, relatively few institutional or field service clients are female. At the Human Resources Assistant level though, one third of staff are female. As expected, almost all secretaries and other staff are female.

A similar distribution is shown for ethnic origin. Overall, nearly 90% of staff are white. This is not accounted for by client population characteristics, in that a third of the probation clients are black and 42% for parole. Blacks represent a relatively small portion (23%) of the institutional population.

In terms of years of related work experience upon entry to the Impact position, all first line supervisors and above have six years or more. For Correctional Counselors, the majority have four or more years of related work experience. At the Human Resource Assistant level, work experience is heavily weighted toward one year or less. An uneven distribution is seen for secretaries and others.

TABLE 3.6-1
IMPACT STAFF CHARACTERISTICS
AGE, SEX, ETHNICITY, EXPERIENCE, EDUCATION BY STAFF LEVEL

Background Characteristics	Total Staff		First Line Staff Supervisor or Above	Correctional Counselor 3	Human Resource Assistant	Secretary and Other*
	No.	Percent	No.	No.	No.	No.
<u>Age</u>						
25 yrs or less	19	26	0	7	5	7
26-30 yrs	18	25	1	7	5	5
31-35 yrs	9	12	1	4	2	2
36-40 yrs	2	3	0	2	0	0
41-45 yrs	11	15	5	3	1	2
46-50 yrs	5	7	2	1	1	1
51 yrs or more (median)	9	12 (29.9)	2	1	0	6
<u>Sex</u>						
Male	43	59	11	20	9	3
Female	30	41	0	5	5	20
<u>Ethnic Origin</u>						
White	65	89	9	22	12	22
Other	8	11	2	3	2	1
<u>Years Related Work Experience</u>						
None	3	4	0	0	1	2
1 year	12	16	0	2	7	3
2 years	8	11	0	3	1	4
3 years	11	15	0	7	2	2
4 years	9	12	0	3	2	4
5 years	6	8	0	4	0	2
6 yrs or more (median)	24	33 (3.3 yrs)	11	6	1	6
<u>Years Education</u>						
High School	12	16	0	1	2	9
Some College	18	25	0	5	3	10
BS/BA Degree	26	36	4	11	9	2
Post-BS/BA	5	7	0	3	0	2
MS/MA Degree	10	14	5	5	0	0
Post MS/MA (median)	2	3	2	0	0	0

* Includes Secretaries, the Researcher in the Tracking Project, several Administrative Assistants, and a Volunteer Coordinator.

In terms of education completed, the staff include a well educated population. For first line supervisors and above, nearly half have attained their masters degree with two attaining portions of doctorate work. Among Correctional Counselors over one third have post-bachelors degree work. A surprisingly large majority of Human Resources Assistants have completed their bachelors degree and the majority of secretaries have completed at least some college.

To highlight the major attributes and intents of the program as it has actually operated, the project manager provided comments summarized here. Thus, the approach to CBO training has emphasized ideology, the team approach to client servicing, and the inter-relations of these with procedures. Staff involvement in providing training, planning for training events, and review of training sessions has been emphasized (e.g., clients and experienced caseworkers conducted actual case planning sessions in the presence of trainees) along with use of consultants. By interacting with staff in total staff meetings, committees, individually and in small groups, the program has acted as a catalyst to program development and coordination across boundaries of the other projects. Inclusion of Non-Impact staff in some activities has enhanced the overall divisional operations. The program manager reports that this approach has increased staff interest in and receptiveness to training provided.

To focus T & I staff training plans upon those training areas most needed by staff, T & I conducted a survey of 61 or 60% of the staff involved in the other Impact projects. This survey solicited staff perceptions of training needs for themselves as well as among others at their staff level. Staff were asked to rank order their selections to suggest to T & I

the relative priority among possible training topics. Topics offered for ranking included those called for by the proposal process objectives plus a variety of new subject matter considered by T & I staff to be of potential interest. Based on this survey, Table 3.6-2 displays the self reported training needs among staff, by program. Needs among staff by staff level are shown in Appendix Table C-2.

A recap of data found in Table 3.6-2 includes the fact that staff generally prefer more training for themselves in the first four categories listed. In contrast, only training in Team Approach stands out as a perceived need for "others." The absence of staff interest in CBO training may reflect a general lack of emphasis upon CBO within management and staff ranks. Hopefully, recognition of both the need for CBO training and the commensurate allocation of resources (e.g., staff time) will be forthcoming during the next few weeks. Without this, evaluation potential for the projects will be seriously impaired.

3.6.2 Training/Information Project Process Objective Performance

With eighty-five (85) budgeted positions for the Impact program and an expected turnover of 30% (26), the Training program had an expected need to train 111 staff members plus volunteers and students included in the first year. Because only 101 staff occupied these 85 positions in the first nine project months and only 3 volunteers/students were included, most of the project process objectives could not be met during this interval. Even though the project duration has been cut from an expected three years to slightly over 20 months, some objectives might be reached with continued staff turnovers and expanded use of students and volunteers.

TABLE 3.6-2 *

SELF-REPORTED TRAINING NEEDS AMONG IMPACT STAFF
BY AREA OF JOB SKILL AND KNOWLEDGE, BY PROGRAM
(March 1975 to July 1975)
(In Percent)

96 TOPIC	Totals N=61		Field Services N=28		Diagnostic & Tracking N=16		Institutional Services N=13		Client Resources & Services N=4	
	Respond. Needs	Others Needs	Respond. Needs	Others Needs	Respond. Needs	Others Needs	Respond. Needs	Others Needs	Respond. Needs	Others Needs
Legal Processes/Division Policy & Procedure	38	18	29	21	50	6	46	38	25	0
Intervention Strategies	31	20	39	21	25	25	23	16	25	0
Utilization & Development of Community Resources	25	13	18	7	13	19	46	8	50	50
Team Approach	23	30	11	14	19	38	62	44	0	25
Budget/Personnel/Contact Negotiations	13	0	14	0	6	0	8	0	50	0
Caseload/Workload Management	21	23	25	21	6	12	38	46	0	0
Report Writing	15	21	25	32	19	25	0	0	0	0
Drug Education & Treatment	13	10	18	21	13	0	8	0	0	0
Communication Process	10	10	4	7	25	19	8	8	0	0
Psychological, Social & Economic Aspects of Crime	10	5	11	11	19	0	0	0	0	0

* Taken from data compiled by the Training and Information Unit

TABLE 3.6-2

(Continued)

97 TOPIC	Totals N=61		Field Services N=28		Diagnostic & Tracking N=16		Institutional Services N=13		Client Resources & Services N=4	
	Respond. Needs	Others Needs	Respond. Needs	Others Needs	Respond. Needs	Others Needs	Respond. Needs	Others Needs	Respond. Needs	Others Needs
Management Techniques, Role	7	2	0	0	19	0	0	0	25	25
Evaluation & Tracking	10	0	11	0	0	0	16	0	0	0
Professional Development	10	0	0	0	6	0	23	0	0	0
Racial & Ethnic Awareness	5	5	4	7	6	0	0	0	25	25
CBO	5	5	7	11	0	0	8	0	0	0
Public Information	3	8	0	7	0	0	8	16	25	25
Community Development & Organization	3	7	7	4	0	6	0	16	0	0

(Table does not include Administration N=7)

Additional limitations to process objective achievement include:

- 1) not all staff would be expected to receive orientation to the Corrections Division, since only 68 are new hires; 2) only the 45 case serving staff plus the 3 volunteers/students would need training in Counseling by Objectives, caseload management, community resource usage and development, and intervention strategies; 3) since training cannot always be provided before short-term staff leave and not all staff attend scheduled training, some staff are necessarily missed for some training topics; and 4) to be responsive to training needs among staff actually involved in the program, training priorities and topic areas have been rearranged, with some added.

Process objectives should be adapted accordingly.

Given this backdrop, project process objectives are displayed in Table 3.6-3. Here it can be seen that objectives had two general categories:

- a) Operational objectives specifying "program input".
- b) Training objectives specifying "levels of staff performance" or training output.

Each process objective is stated in terms of those two categories. While responsibility is placed on project staff to measure the impact of training on staff performance, AJI is accountable for measuring the numbers of staff provided training in each topic area specified by the process objectives. Within this context, the following findings are offered as statements of project process objective achievements to date. Exact data are displayed in Table 3.6-4.

In terms of T&I-1 to provide training in orientation to the Corrections Division for 100 staff, attention is drawn to the fact that only 68 new hires were available for training. Of these, 60 or 88% received 2132 hours of such training during the first 9 project months.

Partly because only 3 volunteers and students were used in Impact, 104 of the 120 staff, volunteers and students to receive an overview of the

TABLE 3.6-3
TRAINING AND INFORMATION PROCESS OBJECTIVES

- T&I-1 The Impact project will train at least 100 Impact staff in an orientation to the Corrections Division during the life of the project to:
- Identify and explain all major organizational relationships within the governmental system and the justice system in which he is working, as evidenced by scoring at least 80% on a written examination.
 - List employee rights, benefits and responsibilities, and identify statutes affecting employees, offenders and their conduct and relationships, as evidenced by scoring at least 80% on a written examination.
- T&I-2 The Impact Training project will train at least 120 Impact staff, volunteers and students in an overview of the LEAA Impact programs during the life of the project to:
- Identify each Portland Impact program, its services and the relationships between them and to the National Impact goals and programs, as evidenced by scoring at least 80% on a written examination.
 - Identify predominant correctional client characteristics and special needs related to case situations, and the appropriate action to be taken, as evidenced by scoring at least 80% on a written examination.
- T&I-3 The Impact Training project will train at least 120 project staff, volunteers and students in Counseling by Objectives during the life of the project to:
- Write a case plan which includes; framing problems, defining assets and liabilities, developing short and long-term goals, stating measurable objectives, describing activities and resources, and designing an evaluation plan, as evidenced by their scoring at least 80% on the Case Evaluation form.
- T&I-4 The Impact Training project will train at least 90 Impact staff, volunteers and students in caseload management during the life of the project to:
- Identify, select and/or list concepts and required methods, techniques and tools for systematic caseload management, as evidenced by scoring at least 80% on a written examination.

TABLE 3.6-3
(Continued)

- T&I-5 The Impact Training project will train at least 80 Impact staff, volunteers and students in report writing during the life of the project to:
- Write a report which includes the elements of the Who, What, When, Where and Why, How and How Much of events, with clarity, conciseness and correct grammar and punctuation as evidenced by scoring at least 80% on a written examination.
- T&I-6 The Impact Training project will train at least 80 Impact staff, volunteers and students in utilizing and developing community resources during the life of the project to:
- Utilize and develop community resources in the areas of Manpower (staff, volunteers, students), Agencies (public and private), and Material Resources (food, money, clothing, etc.) as evidenced by scoring at least 80% on a written examination.
- T&I-7 The Impact Training project will train at least 80 Impact staff, volunteers and students in public information and education principal methods and techniques during the life of the project to:
- Identify their role and responsibilities in relation to public information and education, what information needs to be communicated, and how to effectively communicate information, (i.e., public speaking, case examples, vital statistics, etc.) as evidenced by scoring at least 80% on a written examination.
- T&I-8 The Impact Training project will train at least 80 Impact staff, volunteers and students in intervention strategies during the life of the project to:
- Identify the role and responsibilities of a case manager, resource broker, and team member, and indicate what action should be taken, by role, in solving case problems as evidenced by scoring at least 80% on a written examination.
- Identify all relevant characteristics, cause and effect relationships in at least four (4) models of service delivery as indicated by diagramming of the four (4) useable models, at an 80% level of accuracy.

TABLE 3.6.4 *
HOURS OF TRAINING PROVIDED TO IMPACT STAFF, BY STAFF LEVEL
BY AREA OF JOB SKILL AND KNOWLEDGE
(NOVEMBER 1974 TO AUGUST 1975)

Area of Job Skill & Knowledge	Supvrs & Above		Casewkrs & Human Res. Assts		Secretaries & Others	
	No.	Hrs.	No.	Hrs.	No.	Hrs.
Totals	11	963	39	4056	23	1668
TI&-1 Orientation to Corrections	9	269	33	1314	18	549
T&I-2 Orientation to IMPACT	10	176	32	574.5	23	401.5
T&I-3 CBO	3	44	30	403.5	8	62
T&I-4 Caseload Management & Supervision Seminar	5	40	22	192	6	48
T&I-5 Report Writing	5	43	25	224.5	6	32
T&I-6 Utilization of Community Resources	11	61	25	154.5	12	88.5
T&I-7 Public Information & Education	5	10	21	224.5	6	32
T&I-8 Intervention Strategies	0	0	10	33	0	0
** Security/First Aid	1	16	17	460	6	184
** Basic Supervisory Training	4	130	6	112	3	72
** Ancillary Programs	7	150	24	546	8	212
** Personnel Issues for Managers	7	24	0	0	3	9

* Taken from data compiled by the Training and Information Unit.

** Training provided in addition to that specified in the proposal.

LEAA Impact Programs in Portland (according to T&I-2) were available for training. By the end of this reporting period, some 65 persons, or 63% had received 1152 hours of this training.

T&I-3 specifies that 120 project staff, volunteers and students will receive Counseling by Objectives (CBO) training. To date, some 30 of 48 client serving staff, volunteers and students have received 404 hours of such training. This represents 63% of those available for training.¹

The table reveals that 33 persons have received 280 hours training in caseload management and supervision called for by T&I-4, compared to the 90 staff, volunteers and students expected to receive training. When viewed in terms of the fact that 22 of 45 case serving staff available for training receive 192 hours, process objective achievement is found to be 49% trained.

Measurement of T&I-5 is difficult at best. Since no method for determining which of the 104 staff, volunteers and students included in Impact needed training in report writing, it can only be assumed that project planners intended 80 of these persons to receive it. Using this assumption, it is apparent from the table that 36 or 45% received 300 hours training. Considering, though, that only 45 case serving staff plus the three volunteers/students were involved, the most liberal interpretation of those available for training would have to be set at 48. Using this base, a 52% achievement level is found with 25 persons receiving 225 hours training.

A 52% achievement level is seen for T&I-6, with 48 client serving staff, volunteers and students available for training in utilization and development of community resources and 25 receiving 155 hours of such training. This compares with 25 or 30 % of the 80 called for in the proposal.

¹Client serving staff include the 45 counselors and Human Resource Assistants in the Diagnostic Center, Institutional Services (including some contracted staff), and Field Services.

Training in public information and education was provided 31 persons for 62 hours, below the 80 persons anticipated in T&I-7. Since all but secretarial staff would be assumed to have need for such skills, it might be expected that 77 persons were available for training. Given this assumption, a performance rate of 26 out of 77 available or 34% is observed, with 52 hours delivered.

For T&I-8, the 80 staff, volunteers and students to be provided training in intervention strategies actually turns out to be the 45 case serving staff plus the 3 volunteers/students. Based on this logic, it is apparent that the 33 hours training provided 10 persons represents 22% achievement of the objective by June 30, 1975.

In addition to the above, training has been conducted on Security/First Aid, Basic Supervision Training, Ancillary Program, and Personnel Issues for Managers. Project experience indicated the need for these subjects in addition to those originally conceived in the proposal. The detailed distribution of hours of training for these subjects are included in Table 3.6-4. To further depict the variety of ancillary programs participated in by staff, Table 3.6-5 was provided by T&I project staff. As can be seen in the table, a wide variety of subject matter has been covered. College courses listed at the bottom of the table have included staff at all staff levels.

3.6.3 Training and Information Project Evaluation Problems Discussion

At the outset, it should be re-emphasized that there has been no real accounting for the impact of training upon staff performance. Further, no effort has been directed toward assessment of the delivery of training (i.e., whether the trainees learned the subject matter). Assessment was clearly the responsibility of project staff as indicated in the proposal.

TABLE 3.6-5
ANCILLARY PROGRAMS PROVIDED STAFF

PROGRAM	# PARTICIPANTS
Legal Processes Workshop	22
Professional Development Seminar for Secretaries	8
Introduction to Criminal Justice Workshop	3
NCCD Conference	2
Collective Bargaining Seminar	2
Budget Seminar	2
Volunteer Coordinator's Workshop	1
Workshop for Executive Secretaries	1
Work Evaluation Seminar	1
National Correctional Recreation Association Conference	4
PSU Program Evaluation Seminar	4
Interviewing Processes Workshop	3
ONA Conference on Child Abuse	1
Conference on Employment of Ex-Offenders	1

COLLEGE COURSES

- Six secretarial staff participated in 18 credit hours.
- One administrative assistant took a total of 6 credit hours.
- Three human resource assistants participated in a total of 39 credit hours.
- Twenty-nine staff from all levels received a total of 44½ credit hours (for Caseload Management training session).
- One systems specialist took a total of 6 credit hours.

Without it, little information is available to guide training program developments toward being the "key enabling force for facilitating program implementation" as described in the proposal. Such measurement can best be accomplished by the instructor who sets the instruction objectives and knows the criteria by which to judge if those objectives have been met by the trainees. This, of course implies that such objectives and criteria must be spelled out prior to training.

In addition to the absence of the feedback mechanism just described, absence of clear program concepts at the start of the remaining projects limited the use of that time available for staff training. Thus, the T&I Program Manager established a training program for the Impact staffs in the period of October and November 1974, but was handicapped in that there was no established Impact programs documentation other than the proposal; the managers of other projects had yet to formulate the content or philosophies of their programs. This meant that during the period when staff were available for training there was an uncertainty about program content.

Once the programs got underway and the specialized training needs were identified, training time away from work was a scarce commodity. Attempts to negotiate a waiver of centralized training requirements were turned down. The fact that all centralized training was mandatory and was scheduled after the program start resulted in the situation where training planned and recommended by T&I required unacceptable additional time away from work. A further problem was that scarce training time available led to staff resistance to recurrent training in the one area of most importance to both program innovation and evaluation; namely, CBO.

3.7 TRACKING PROJECT

3.7.1 Tracking Project Description

The Oregon Corrections Division Client Tracking component was planned and budgeted for administration within the Client-Diagnostic Center Program. Tracking, by definition, is to provide for collection, storage, analysis and reporting of data on clients, caseloads, units, and program within the six Corrections Impact projects. Project activities range from the early stages of data element definition to a final product enabling feedback on client centered program activities, supporting both management and evaluation requirements within the Impact programs. Forms solely for the operations or solely for evaluation were expected to be negligible if not eliminated. The most important function of Tracking, however, was to ensure that service delivery to each Impact client was authorized, recorded and available for administrative control. Project administrators, in turn, were expected to be held accountable for judicious expenditures of resources, for achievement of individual project objectives, and for change in operational procedures when feedback from Tracking indicated revisions were needed. The proposal points out that Impact Project directors were expected to utilize standardized reporting forms developed in the Tracking Component, to wit:

"... provides for feedback of data concerning each target offender and "high risk" client in terms of the service objectives, actual services delivered, and case outcome. Net effect of tracking is a systematic case management device that makes the cost-effectiveness of each of the Division's six projects visible to managers and line staff, as well as to OLEC Evaluation Staff. Using information generated, staff of the Division will be able to modify each Impact project, if necessary, during the course of program operation."
Portland Impact Plan Update . . . Fall 1974

The Tracking component was staffed with three positions including a systems specialist, researcher and secretary. The plan called for

the systems specialist and secretary to be hired in advance of the other programs. The research assistant was to be hired six months after project initiation, or three months after all other programs were operational. This was intended to insure the utility of tracking early in Impact Programs operations.

The system specification covered three general areas: first was precise and timely monitoring and reporting relative to service delivery to clients; second was strict accounting for resource disbursement; and third was establishment of a population accounting base that "tracks" Impact clients through the correctional system.

Emphasizing the importance of a capability to document service planning and delivery, the proposal indicated that the system specialist should begin instrument design before any services are delivered. Decisions about entry data collection were to be delayed to allow the systems specialist 30 to 60 days to be hired and oriented to the Corrections Division. Within 90 days of hiring, the specialist was expected to specify tracking requirements relative to resource disbursement. It was anticipated that resource delivery might either be delayed until the systems specialist completed his task or individual project staffs would maintain manual records adequate to provide for immediate updating when the systems designs were completed.

3.7.2 Tracking Project Objective Performance

This component, unlike the other six Impact programs, did not have identified process objectives as such but it did have three specific objectives. An explanation of each of these objectives and the degree of achievement on each will constitute the balance of this section.

Tracking Objective 1. To establish, within six months of project implementation, a Management Information System, compatible with the existing MIS, which records: a) baseline data, b) individual program objectives, c) the flow of clients through the system, d) major decisions or actions, e) services delivered, and f) case outcomes.

Table 3.7-1 sets forth the forms developed to accomplish this first tracking objective. Copies of forms are presented in Appendix D, along with a brief explanation of their use.

TABLE 3.7-1
FORMS RELATED TO TRACKING OBJECTIVE 1

Establish and operate a MIS that:	Form #
a - records baseline data	1,2,3
b - records individual progress objectives	4
c - records the flow of clients through the system	1,2,3,8,8FS
d - records major decisions or actions	7,8,8FS
e - records services delivered	5,6
f - records case outcomes within 6 months of project start-up	5,6,7,8,8FS

The MIS sub-objective of data recording design has been achieved in a joint effort involving the AJI evaluation staff, the field personnel charged with data recording and the Tracking component staff. From the initial design by AJI to the later revisions by Tracking a consistent effort was made to evolve

practical data collection instruments appropriate to ongoing operations.¹

A systems approach was used throughout the development process to integrate information collections, minimize marginally useful information, and maximize report utility. Where possible the forms instituted replace existing ones. It is intended that absolute amount of paperwork will decrease.

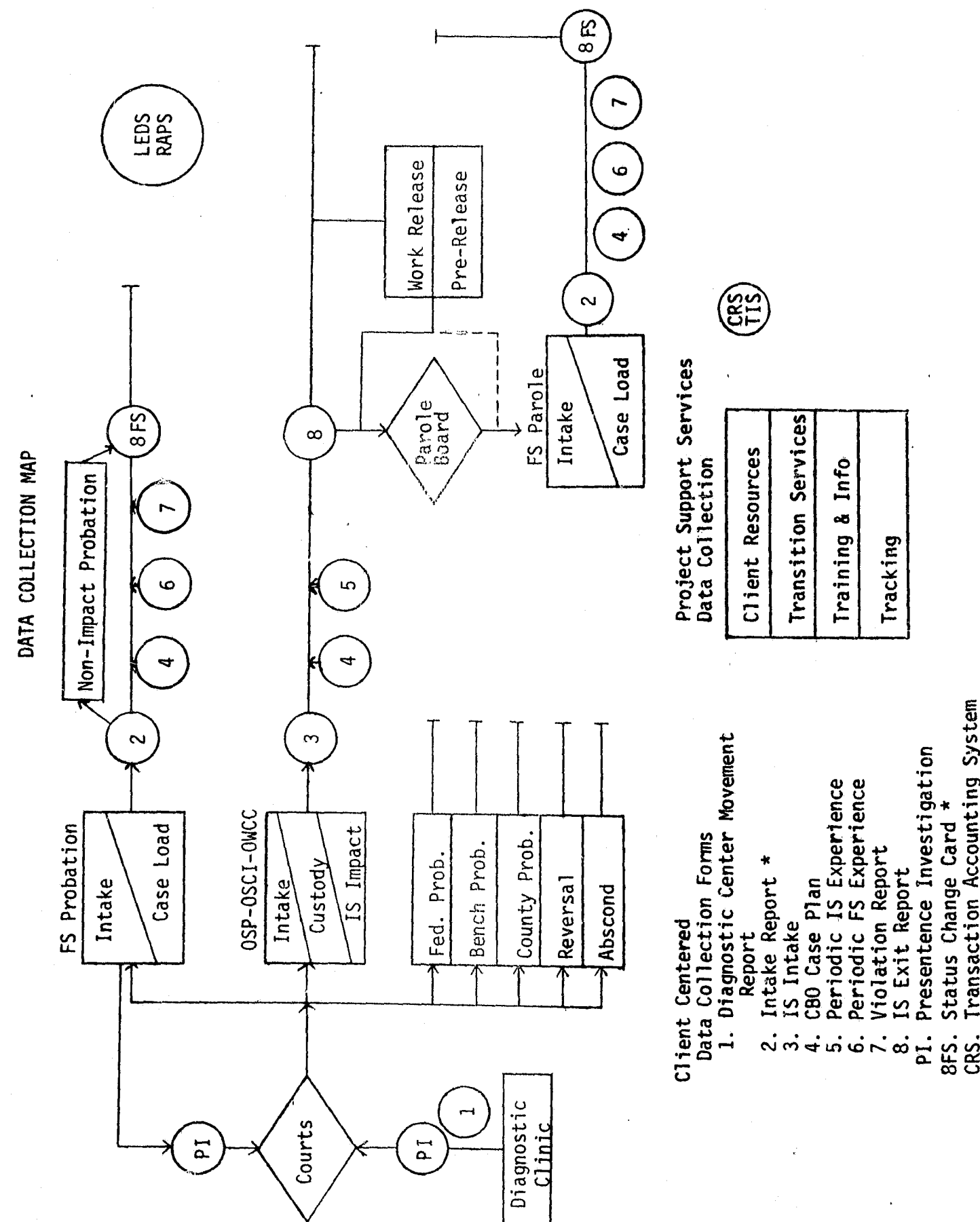
Copies of the present developed forms are included in Appendix D.

Forms revision and coordination of their use represents one of the major accomplishments of the Tracking Unit during its first five project months. Forms refinements, and the recent influx of data continue to present considerable workload demands upon tracking staff.

Figure 3.7-A represents the flow of clients among projects and indicates which forms within each project are used to record data. Intake forms (1-2-3) were instituted at the beginning of the Impact Operations. Exit forms (8-8FS) were instituted soon thereafter. Case planning and periodic experience reports (Forms 4-5-6) have been delayed by problems in operationalizing CBO. The ability of some forms to replace existing Divisional reports plus the expected utility of such information collection within Impact has encouraged wider use. In June 1975 all forms required for Impact Parole were implemented and extended to cover all Parole in Multnomah County. It is anticipated that this will be further extended to include Work Release. In July 1975 forms required for Impact Probation were fully implemented and Intake (Form 2) and Exit (Form 8FS) were extended to apply to all Non-Impact Probation. All forms required for Impact Institutional Services are expected to be fully implemented in the immediate future. A "catch-up" one-time data collection effort with AJI resources

¹Design and content of the MIS developed was based on: Harland L. Hill and Marshall J. Woodell, CORRECTIONETICS: Modular Approach to an Advanced Correctional Information System, Vol. 1, American Justice Institute, Sacramento, California, 1972.

Figure 3.7-A - Corrections Tracking/Evaluation



established a basic data base for county wide Field Service accounting which can now be maintained by the established intake and exit reporting.

The data collection design of the MIS system has been accomplished. It can accomodate continuing evolutionary development. The implementation of forms completion has been such that basic tracking information exists from the earliest Impact operation. Case plan and service delivery information reporting will include data capture for prior activities but is very dependent upon operationalizing the procedures of CBO. This involved the development of correctional procedures, much more than simple data capture.

Since evaluation requirements demanded data early in program life, the evaluation contractor (AJI) assumed the function of tracking in September 1974. The original definition of data elements, forms development, and the MIS planning overview were developed by AJI. After the present Tracking staff was operational, it reviewed, modified and adopted the AJI work. In almost all cases the requirements of tracking and evaluation exactly coincide.

In designing the forms and specifying the data elements, it was necessary not only to consider Oregon's internal need but also its interface with external agencies. Because program data was available and data elements needed to be defined, the Offender Based State Corrections Information System (OBSCIS) standard data elements were used to conform to a state-wide standardization criteria. The primary reason for conforming to the standardized coding systems used within OBSCIS was that standardized information enables interface with national systems such as Offender Based Transaction System/Computerized Criminal History (OBTS/CCH), and the Uniform Crime Report (UCR), National Prison Statistics (NPS) and the Uniform Parole Reporting (UPR) programs and locally the Law Enforcement Data System (LEDS).

The OBSCIS Project is a two-phased effort to develop a model state-wide corrections information system and to implement that system in ten participating states. The model system has been designed to process state adult corrections institution and parole data to produce useful, meaningful and timely information and statistics of value for administrative analysis of operational effectiveness and efficiency.

Attachment B is a Data Element Summary of all Minimum and Standard requirements for data elements of OBSCIS and a correspondence with Tracking and Evaluation data elements. This indicates the data element type and the cross reference code to a more detailed itemization of the Client Data File (Attachment C). From 160 data elements only 17 OBSCIS elements do not have a correspondence within the Tracking or Evaluation data element set.

Tracking Objective 2. To coordinate the Tracking requirement with the Evaluation Component requirements to insure all necessary information is collected at the appropriate time.

As indicated in the foregoing section, the Evaluation Component (AJI) coordinated the specifications of the data elements and data collection forms with the operating agencies until such time as the Tracking component was operational. From March 1975 on coordination with Tracking staff has been close and responsibilities for information collection have been phased over to Tracking from AJI. As developed, only one data collection effort is required to satisfy evaluation and tracking functions.

The implementation of data collection at the "appropriate time" has been spotty. This is due in part to the delays in staffing Tracking with its official role within Impact operations. More importantly, it is due to the time required for forms design, pretesting, retesting and training for forms

completion to the point that its heavy impact on ongoing operations becomes administratively acceptable. As indicated above, intake and exit reports have been introduced and are routinely completed by Impact staff. There has been a delay in securing these reports on Impact clients assigned to Non-Impact caseloads. As confidence has grown that Tracking can be of substantial value to operations, management acceptance has increased. With the start-up phase of Impact now past, all managers are now prepared to "push" a logically complete reporting system. All forms are now beginning to flow to Tracking. Considerable work remains to operationalize CBO and establish useful service delivery accounting. A major concern for Tracking now is data edit for completeness and accuracy.

In order to facilitate the "appropriate time" function of the objective, AJI and Tracking combined resources to partially edit and to punch in machine readable form the intake forms (1-2-3) collected. Tracking extracted a minimal set of information for Impact client accounting. AJI initiated processing of all punched information for evaluation analysis use. The data so processed and partially edited is available for delivery to Tracking. At this time the data has not been processed for tracking purposes and is not stored in a useable form. The data is not presently functional in any tracking function.

Tracking Objective 3. To provide project and agency staff with timely retrieval of client information supporting implementation of effective case management processes, efficient budgetary control and evaluation.

As indicated above, Tracking is collecting information from the field on the established forms. It is storing and retrieving Impact client identification information by project for management use. Client characteristics

and service delivery information is not available for case management control. The system design suggested in the AJI System Overview prepared in October 1974 did not include budgetary control issues. No planning has yet been done by the Tracking unit to deal with this planned system product. A separate Transaction Information System (TIS) developed by AJI for Client Resources and Services, but not yet delivered, does provide service delivery and accounting information for clients serviced with CRS resources.

The Tracking Unit performance under this objective has so far been limited to the development and implementation of a mini-tracking client population accounting system. At the request of the Impact Programs Director in March 1975 work was started to utilize the only then available computation resources for Impact client accounting. This was dictated by the immediate urgent need to be able to trace each Impact client as he entered or exited three of the projects (IS, FS, DC). This system records client name, OSPBI number, program assignment, intake date, expected release date, actual release date and intra-program number for project accounting purposes. The computational resources of the system utilized are limited and do not allow expansion for tracking development. Although the mini-system does provide necessary and useful information it does not address the mission of Tracking as detailed in the proposal. The specialist time spent developing and implementing this system constitutes substantial time subtracted from systems study, design and development phases intended under this objective.

3.7.3 Tracking Project Evaluation Problems Discussion

Conceptually the Tracking project was planned to precede all other projects with respect to actual start-up functions. This was required in order to establish data collection procedures in advance of data availability.

This was mandatory if tracking developments were to be useful to operations at an early date. All projects with the exception of one started officially in November 1974, the exception (Training and Information) starting in October 1974. Tracking's initial staffing was a researcher who later resigned. The effective staffing of Tracking was in February 1975, a result of difficulties in recruiting at the required level of technical competence for the task planned.

Evaluation requirements for early accurate data necessitated, in the absence of the Tracking component, AJI involvement in the Tracking function. With full cooperation from all managers AJI invested heavily of its own time and resources to perform most of the initial forms design, collection procedures and system study.

The process objectives specifically point to the need of the Tracking Component (TC) specialist to become familiar with current divisional management information systems and at the same time be aware of the specific needs of the program managers, staff and the evaluation component members. This cannot be done at any other time except just prior to implementation of data collection instruments. When the systems specialist was hired, he had to become familiar with the current state of affairs six months after the data collection procedures were specified. If he found that certain necessary data were not being collected he had little choice but to continue without it, for certain data cannot be recaptured after considerable time has elapsed.

The changes that eventually did come to the data collection forms and procedures, when viewed at the point of collection (the field) were seen by some staff as unnecessary, thus causing a building reluctance to accommodate the collection procedures by filling out the data collection forms. This

seriously limited completeness of data provided.

Because of the late start the Management Information System never progressed beyond the collection stage. In a division where data processing services are viewed as a never ending procession of forms, with very little, if any, return in the way of reports or analysis, timely and orderly collection procedures at best were doubtful.

The Tracking Project was, at project conception, considered to be one of the principal innovative projects within the scope of the Corrections Impact Programs. However, of all of the projects it is not considered administratively as its own responsibility. The administration is from the Diagnostic Center which has a distinct function quite at variance with a major information system development. The administrator has no experience or knowledge of information processing systems and their facility. His natural span of control is at variance with Tracking which must deal with all information sources and users.

The assignment of quarters and work areas for the Tracking Component was done with an obvious lack of knowledge of data processing needs. The quarters are open to the direct line of traffic within the Diagnostic Center. Data processors and coders do not have the quiet and privacy required to concentrate on the complex computer related development.

Organizational delays also existed when materials and processing services were needed for computerized tracking functions. No provisions were made for easy access to state computer facilities. Physically the only available state services were out-of-reach in Salem. The systems specialist was able to justify the use of a "local" time sharing service for the developmental phase of Tracking. Eventually the service was approved.

However, the actual service contract necessary between state purchasing and commercial vendors took another four (4) months of valuable time to complete. Use of this resource has yet to begin.

The funding for the data processing aspects of Tracking is far below that required to meet the expectations of the proposal. Traditionally, development of any complex computer system is expensive. It necessitates careful experience to accurately estimate it, prior to funding. No such experience seems to have been utilized in the proposed funding of Tracking. Equipment rental alone seriously depleted the monthly budget set apart for data processing. Data collection and forms revision are additional expenses not foreseen.

In any data processing function, qualified personnel are an absolute necessity, but even more critical is an adequate compliment of qualified support personnel; job descriptions should be technically specific with regards to data processing tasks implied in the expected product.

In the present Tracking Component, qualified data processing people are almost entirely absorbed in the organizational aspects of routing and editing forms, and supervising collection procedures for three projects. Too few personnel can and will continue to delay the efficient operation of the developmental stages of Impact Tracking.

Because Case Management By Objective (CBO) was to be instituted in the field, the data collection processes for recording case objective information, and maintaining case management operations were designed and instituted. However, the field officers who were to record the information did not do it. Investigation showed that the training of field officers lacked the justification of "How can this help me do my job?" Again the field

became the problem in delivering data. Tracking therefore assumed the additional task of justifying the "How can . . ." aspect of filling out the information.

As can be seen from the problems encountered during the course of the project the following recommendations could be made:

- a) Segregate the organizational responsibilities, by Tracking having its own director.
- b) Increase the number of positions in Tracking with system, clerk, and secretarial positions leaving the data processing and directional staff to function within their own job descriptions.
- c) Increase funding to cover the proposed data collection and management reporting or decrease the ambition of the proposed objectives.

If these recommendations are not followed the objectives as stated in the proposal cannot be met. There simply are not enough resources to go much beyond routinizing of collection procedures within each of the division projects, maintenance of the mini-tracking system and an occasional ad hoc specialized effort.

Without adequate tracking, particularly of service delivery against plans, AJI's evaluation effort will be severely hampered. AJI will be required to rely on improved sampling and retroactive plan construction and service delivery measures as discussed in Appendix A.

By way of summary, the Tracking Project contains highly qualified people, but the project suffers from having a highly ambitious proposal created by too much conservative planning in the specific areas of personnel, budget, administration and facilities.

4.0 PRELIMINARY OUTCOME DATA

4.1 RECIDIVISM: AN OUTCOME CRITERION

Generally, Corrections attempts to modify behaviors that are thought to lead to criminal acts. This modification focuses upon intermediate client objectives such as increased educational level, increased job skills and changes in family and social relationships. The process objective sections of the various projects have spoken partly to this issue as well as to the process by which corrections attempts to reach these intermediate objectives. The pay off, though, is in intended reduction in "target" crimes among the clients serviced. Consequently, outcome measures in this project focus on client interaction with the criminal justice system.

Using known arrests or other measures of client interaction with the criminal justice system as a measure of "total product" highlights the basic dilemma. First, only those criminal activities known to police can be included in analysis. Additionally, merely identifying a client as "Impact" does not detail what it is that is expected to change criminal behavior. Rather, the assumption acted out by the Corrections Division is that by improving a client's performance in a number of areas of survival within the community (e.g., home, job, social situations) likelihood of future arrests diminishes. For this evaluation then, program impact upon target crimes must be measured in terms of relationships between service delivery to the specific needs of clients and their respective interaction patterns with the criminal justice system. Because the point of arrest is that portion of the system in which the client has the greatest control of that interaction (e.g., he determines whether the crime is committed and to some extent its probability of being detected), this will be the central measure of recidivism. Specifically, we take time to next arrest after beginning "at risk" exposure in the community as the main test of program product.

Here "at risk" exposure covers three basic intervals. The first is that from time of being placed on parole or probation or release from an institution to the time of entry into an Impact project. This represents "traditional" program exposure. The second relates to Impact program exposure, if "at risk", (i.e., time from intake to exit). Further, since a relatively large portion of program exits will be those going to an institution, short term follow-up of arrest behaviors would be impossible. However, long term (e.g., five years) examinations would be possible. For those exiting other than to institutions, both short and long term follow-up are intended.

4.2 LIMITATIONS OF PRELIMINARY ANALYSIS

For a variety of reasons, analysis of outcome data is difficult. Specifically, the real test of program effect requires measuring service delivery and testing its relationship to future criminal behavior changes. Since service delivery among the clientele is not documented by the Division, the random sample of clients was drawn from the Transition Services/VRD, Institutional Services, and Field Services Projects. For these sets, services delivered surveys were undertaken in an attempt to document services delivered, even though they had not been documented as preplanned according to the CBO notion. This effort revealed that it represented mainly a training episode and a field test of the extent to which staff were prepared to document service delivery. Thus, the staff in the institutions focused on three areas of interest (e.g., recreation, vocational training and education). Those within Transitional Services/VRD focused mainly upon vocational interests. In both Field Services and Transitional Services/VRD the variety of service delivery is quite broad. Coding reliability for assessing such variety presents a major problem. Specifically, the survey revealed that staff were not applying a standardized, therefore reliable, approach to

documenting service delivery. AJI evaluation staff attempted to standardize the data received, in order to summarize it usefully. However, the entire effort revealed that procedures for documenting counseling by objectives must be changed in order to allow for adequate assessment.

A second limitation to outcome analysis in this situation is the tenuous comparability of comparison and experimental groups spoken to in the next section. Major differences in occupation and crime patterns among these groups were noted. Since evaluation has no control over the completeness or availability of data for comparisons, several key elements needed for an evaluation are under represented in the available data. These include, for example, base expectancy scores, services planning and services delivery/effectiveness data spoken to above. Additional limitations described in the following two sections focus mainly upon the short-term period of operation for Institutional Services, the unavailability of a comparison group for Transitional Services/VRD, and the small number of terminated clients for whom analysis can be pursued. An additional limit to outcome measurement relates to mortality rates in comparisons versus experimentals.

Mortality, or attrition rates, for the Impact and the Comparison groups for all three of these groups cited above, stem both from lack of stability in definition of who is and is not included in an Impact Program within the entire system as well as the fact that there simply are not enough clients with specified characteristics to provide a useful long term comparison group. That is, among the approximately 1800 probation and parole clients who are not included in Impact, ethnic minorities comprise a very small set. For terminated clients, they comprise a set too small to be usefully evaluated in this report. Since these small numbers are drawn from a large number of clients, it is doubtful that, in terms of

ethnicity, sufficient numbers of clients with needed characteristics for comparison to Impact will be entering the Portland region over the life of the Program. Similarly, the number terminating so as to serve as a base for measuring follow-up periods is not likely to increase sufficiently.

4.3 RESULTS OF PRELIMINARY ANALYSIS

For evaluation of the Field Services Project the "best" comparison group was sought. This was made necessary by several factors, as detailed below.

First, separate comparison and experimental groups were needed for probation versus parole. Both demographic (e.g., age, ethnic origin) and criminal history (e.g., age at first arrest, time and custodial facilities), differences between probation and parole clients were expected to be significant. Second, the ethnic composition of the Portland region includes a much larger proportion of Blacks (5.6 percent) than the remainder of the State (0.3 percent). Both probability of arrest and sentencing decisions were expected to show radically differing patterns by ethnic group. To account for these and other differences, a series of steps were implemented.

At the outset, it was necessary to identify each client who was supervised by staff in the Portland region, from the date of project start (i.e. November 1, 1974) to the close of the period covered by this evaluation (i.e. June 30, 1975). To do this, about 20,000 closed files maintained by the Regional Manager were reviewed and required data capture. Similar activities were then carried out regarding slightly over 2,300 active case files located in separate probation and parole offices in Portland. Because population accounting records maintained within the region are not always up to date, it was necessary to collect both movement and demographic data.

As the next step, an effort was made to select from all Non-Impact clientele that sub-set who had been committed to the Division for "Impact

type" crimes. That is, clients committed from within the State for burglary were considered comparisons. Those committed for robbery, rape, murder and assault were also considered comparisons, although it is not known how many of these are "stranger-to-stranger" crimes. Given the apparent difficulty to decide what is and is not a stranger-to-stranger crime as reflected within the Impact project, however, the latter is not considered an important bias to the comparison group versus Impact. To identify such cases, a major undertaking was necessary.

Within the Division population, nearly 600 different codes for describing the crime of commitment represent slightly over 150 actual crimes of commitment. This results partly from variations in the way judges word court orders at time of commitment. However, the major influence was a change in the criminal code that occurred effective January 1972. Therefore, determination of who had been convicted of an "Impact crime" presented major problems. To deal with this, the criminal codes prior to and effective January 1972 were compared. Additional sets of commitment words were also added and classified according to the criminal code. These were then standardized according to the NCIC codes and words.¹

Having selected required data, determination of which clients were already being serviced by the Impact project had to be made. This entailed a variety of activities. First, a master list of client names had to be constructed from the data described above. This list was then matched against listings maintained by the Impact Tracking Unit. Such matching indicated which cases within the Region had been designated Impact during the life of the project. A further set are those assigned to Impact case-workers for whom no Intake form (Form 2) has been completed.

¹ See Appendix F.

We are left, then, with two groups for analysis. In all, there are 413 Impact Field Services clients for whom data necessary for conducting the comparison group study are available. These include 259 clients for probation and 154 for parole. Complete tracking data are available, though for only 397 of these. The subset of data available within the Regional data base, operationalized by AJI, provided data for an additional 16 closed cases represented in the 413 for whom necessary data are available.

To draw a comparison group, the ethnic distribution within the entire Impact population was noted. A stratified random sample was drawn from the potential comparison set based upon ethnic distribution within Impact. To do this, the proportionate distribution by ethnic origin was determined within Impact. Since black clients in the potential comparison group represented such a small proportion, all of those available were included in the comparison group. The resulting sample had an N of 237 cases. This sample was used in 19 of 20 comparisons reported later in this section. Only in the comparison of BE scores was it impossible to use it. This was due to the frequent unavailability of such data on comparisons (less than 39%).

Because of the limited availability of "RAP sheets" for criminal history data, a random sample of Impact cases was drawn. These 87 cases show no significant differences from the total Impact population in terms of ethnic distribution. For this set, "RAPs" were obtained, coded and analysed. Data compared was as follows:

Age at first arrest
Months from first to last arrest
Months to last from previous arrest
Months since last arrest, as of July 1975

Total months sentenced
Total months incarcerated
Number of felony arrests
Number of misdemeanor arrests
Number of traffic/unclassified arrests or parole violations
Total number of arrests
Number of arrests after data of project start (November 1, 1974)
Number of arrests by NCIC code category
Number of convictions by NCIC code category

Chi-square tests for independence were used to test for homogeneity between the Impact population and the comparisons. Twenty variables were tested. These include those already listed plus:

Age
Ethnic origin
Education level achieved
Most recent occupation
Base Expectancy scores
Parole/probation status
Active/closed status

The groups were found to be homogeneous in eleven of the twenty variables tested. These variables, their Chi-square values, degrees of freedom, and levels of significance are as follows:

Age, Chi-square = 11.17, d.f. = 7, .25 > p > .10

Ethnic origin, Chi-square = .40, d.f. = 2, .90 > p > .75

Education (highest grade), Chi-square = 1.89, d.f. = 5, .90 > p > .75

B.E. scores, Chi-square = 1.06, d.f. = 2, .75 > p > .50

Age at first arrest, Chi-square = .13, d.f. = 3, .99 > p > .975

Total months sentenced, Chi-square = 7.22, d.f. = 3, .10 > p > .05

Number of felony arrests, Chi-square = 4.99, d.f. = 5, .50 > p > .25

Number of misdemeanor arrests, Chi-square = 4.32, d.f. = 4, .50 > p > .25

Total number of arrests, Chi-square = 1.68, d.f. = 5, .90 > p > .75

Months from first to last arrest, Chi-square = 11.70,
d.f. = 7, .25 > p > .10

Number of traffic/unclassified arrests or parole violations,
Chi-square = 2.86, d.f. = 3, .50 > p > .25

For all other variables tested, the groups appear to be heterogeneous.
These variables, their Chi-square values, degrees of freedom, and levels
of significance are as follows:

Most recent occupation, Chi-square = 19.36, d.f. = 8,
.025 > p > .01

Parole/probation status, Chi-square = 18.35, d.f. = 1,
.001 > p

Active/closed status, Chi-square = 42.69, d.f. = 1, .001 > p

Months from last to previous arrest, Chi-square = 11.10,
d.f. = 3, .025 > p > .01

Months since last arrest, as of July 1975, Chi-square = 15.35,
d.f. = 5, .01 > p > .005

Total months incarcerated, Chi-square = 12.83, d.f. = 3,
.005 > p > .001

Number of arrests after 11/01/74, Chi-square = 7.88,
d.f. = 2, .025 > p > .01

Number of arrests by NCIC code category, Chi-square = 49.72,
d.f. = 8, .001 > p

Number of convictions by NCIC code category, Chi-square = 42.24,
d.f. = 8, .001 > p

4.3.1 Results of Comparison Group Study

For six of the twenty comparisons made, the entire Impact population
is matched against the comparison sample. Table 4.3-1 variables compared are
age, ethnic origin, highest school grade completed, occupation by DOT category,
parole/probation status, and active/closed status. Four of these are demo-
graphic while the other two deal with statuses in the Field Services program.
There is homogeneity between the two groups in Age (.25 > p > .10), education
level achieved (.90 > p > .75), and ethnic origin (.90 > p > .75). The Chi-square

TABLE 4.3-1

BACKGROUND CHARACTERISTICS AMONG IMPACT AND COMPARISON PROBATION AND PAROLE CLIENTS AT INTAKE (Active and Closed)

(In Percent)*

Background Characteristics	Totals		PRIMARY ASSIGNMENT:			
	IMP.	COMP.	Probation		Parole	
	IMP.	COMP.	IMPACT	COMP.	IMP.	COMP.
Totals	413	237	259	187	154	50
<u>Age</u>						
19 years or less	5	5	8	6	1	0
20 to 24 years	36	40	48	43	15	28
25 to 29 years	27	21	26	22	30	20
30 to 34 years	11	14	8	13	15	18
35 to 39 years	7	8	4	8	12	10
40 to 44 years	3	3	2	3	6	6
45 to 49 years	3	3	1	3	6	4
50 or more years	7	2	2	1	12	8
Unreported	2	3	1	3	4	6
<u>Sex</u>						
Male	96	100	96	100	95	100
Female	3	0	4	0	2	0
Unreported	1	0	0	0	3	0
<u>Ethnic Origin</u>						
White	60	64	68	65	47	48
Black	34	33	29	27	42	46
Other	2	3	2	7	3	6
Unreported	4	0	1	1	8	0
<u>Highest School Grade Completed</u>						
8 years or less	14	12	10	9	22	26
9 years	9	7	8	6	11	10
10 years	17	15	20	16	12	10
11 years	18	19	18	21	18	14
12 years	30	28	34	29	25	26
13 years or more	6	4	6	4	6	6
Unreported	5	14	5	16	7	8
<u>Base Expectancy Category</u>						
Low	37	14	35	10	29	36
Medium	35	13	31	11	41	19
High	27	13	34	10	16	28
Unreported	2	60	0	68	4	11

* Percents are based on numbers of clients for whom data are available in the tracking unit shown at the top of each column.

TABLE 4.3-1
(Cont.)

(In Percent)*

Background Characteristics	Totals		PRIMARY ASSIGNMENT:			
	IMP.	COMP.	Probation		Parole	
	IMP.	COMP.	IMPACT	COMP.	IMP.	COMP.
Totals	413	237	259	187	154	50
Most Recent Occupation						
By Occupation Category						
Professional	5	5	3	5	8	8
Clerical	6	6	6	6	6	4
Service	18	18	18	18	17	18
Farming	1	5	2	5	0	6
Processing	4	2	3	2	6	0
Machine	7	4	6	4	8	6
Bench	7	10	6	12	8	4
Structural	10	6	11	5	10	10
Miscellaneous	28	26	25	26	33	28
Unknown or Unreported	13	17	19	17	3	16

* Percents are based on data in the tracking unit supplemented by evaluation data collected for this project.

test for ethnic homogeneity demonstrates the success of the ethnic stratification of the comparison group. For B.E. score, though, the apparent homogeneity ($.75 > p > .50$) is difficult to interpret. The Non-Impact comparison group cases for whom B.E. score data were available represent less than the entire population and are not a random sample of that population. This group is not balanced for ethnicity or any other characteristic variable. In essence, B.E. scores are available for only 92 of the 237 comparison cases, or for 39%. Unfortunately, B.E. calculations appear in general not to be completed by Non-Impact staff.

The apparent differences in occupation are reasonable. The majority of Impact cases were committed from Multnomah County (one of the eligibility criteria), a largely urban area. Since comparisons were necessarily drawn from the pool of target offenders committed from outside Multnomah County, plus Multnomah County commitments not included in Impact, they are comprised mainly of clients from less urbanized areas of the state. This becomes more obvious when occupation category frequencies of the groups are compared. The groups are similar in the professional, clerical, and service categories; however, they differ in farming, processing, machine, bench, and structural categories. The Impact group has a higher frequency in the processing, machine, and structural categories. These frequency differences are probably the result of location. It is more likely to find people whose occupation is farming or repair work outside of an urban area. Just as it is more likely to find people whose occupation is either machine work, processing, or structural work inside the metropolitan area.

These observed differences in occupation category are of importance to evaluation. The lower skilled and more seasonal occupations worked by the comparison group suggest more need for job training, and presence of more problems related to employment stability and income level than would be expected for the Impact group. Thus, interpretation of any observed differences

in outcome between Impact and Non-Impact comparisons will be blurred by these intervening variables. Specifically, since no apparent differences in Impact and Non-Impact PROGRAM are found (particularly with the Non-Impact clients being provided job improvement services by a CETA funded Job Finder), comparisons are likely to show more improvement or problem resolution than are Impact clients. Unless services delivery effects among comparisons are measured, a false conclusion of no difference between Impact and Non-Impact program effects or a conclusion in favor of Non-Impact operations may be difficult to avoid.

Turning now to the remaining 13 comparisons made, homogeneity is apparent for seven (7) of these RAP sheet variables. Thus, the two groups appear to be similar in total months sentenced ($.10 > p > .05$), number of felony arrests ($.50 > p > .25$), number of misdemeanor arrests ($.50 > p > .25$), number of traffic/unclassified arrests or parole violations ($.50 > p > .25$), total number of arrests ($.90 > p > .75$), age at first arrest ($.99 > p > .975$), and months from first to last arrest ($.25 > p > .10$).

Differences between Impact and Non-Impact comparisons were noted for the variables of months from last to previous arrest ($.025 > p > .01$), months since last arrest as of July 1975 ($.01 > p > .005$), number of arrests after project start ($.025 > p > .01$), number of arrests by NCIC code category ($.001 > p$), number of convictions by NCIC code category ($.001 > p$), and total months incarcerated ($.005 > p > .001$).

From these data we can see that the groups compare in terms of age at entry into the criminal justice system, time span covered by their arrest histories, frequency of arrests by "seriousness" level (i.e., felony, misdemeanor, other), and total months sentenced. At the same time, though, data suggest more frequent target arrests and convictions for Impact contrasted with more recent arrests among comparisons. The gravity of offenses among

Impact clients compared with Non-Impact comparisons is accentuated by the fact that the former spend more time incarcerated, even though there is no difference in time actually sentenced.

Given these findings, it is apparent that even though the comparison group was selected because of involvement in Impact defined crimes and was stratified to match the ethnic composition of the Impact group, they differ from the latter in important ways. Specifically, observed differences in the type (target versus non-target) and recency of arrests and convictions are, in fact, the prime criterion variables to be used for measuring the results of the Division's Impact Program. Considered in combination with expected influences of differing occupational background spoken to earlier, an alternative or supplemental approach is indicated for project evaluation.

Overall, it must be said that the partial similarity found for these two groups presents major limitations to project evaluation potentials. Further, as indicated earlier, no major differences between Impact and Non-Impact PROGRAM are apparent. Therefore, use of these two groups in analysis of outcome results can be recommended only if such comparisons are supplemented by within group hypothesis testing; such hypotheses must deal with effects of actual services delivery among clients with differing characteristics. This means a substantial expansion of evaluation efforts to include in-depth interviews and records searching for both Impact and comparison cases. Thus, hypotheses dealing with differential program effects on varying types of clients as stated in the evaluation design for this project (March 1975) need revision to include measures among both Impact and Non-Impact clientele.

4.3.2 Preliminary Study of Terminations

The original plan called for analysis of criminal history data concerning clients released from three of the Impact projects. These included Transitional Services-VRD (December 1974 to July 1975), Institutional Services (April 1, 1975 to July 1, 1975) and Field Services (November 1,

1974 to July 1, 1975). For a variety of reasons, such analysis is not considered appropriate at this time.

For Transitional Services, identification of a comparison group must be based upon the Correction Division's staff's determination that the client is in "need" of service but has not received it. Those in "need" who are referred are, in fact, the experimentals. Since record keeping regarding case planning and assessment is undeveloped, research staff cannot substitute their assessments to generate such a comparison group. The planned comparisons must await Divisional implementation of the full tracking data collection set. In particular, until documentation of client treatment needs occurs, identification of comparison clients cannot be accomplished. The intended documentation was the Case Plan Report (Form #4).

For Institutional Services, the planned experimental group was to include all of the clients released to Impact parole. The comparisons would be all other releasees. The best comparison group within that set would be those released to Non-Impact parole in the Portland area. Three main limitations exist for following this plan. First is that the project got underway so late that only 17 clients have exited to Impact parole since April 1, 1975. Additionally, the "best" comparison group intended (those exiting to regular parole in Portland) does not exist. That is, the parole operation has applied the intent and procedures (forms) of Impact across its population. The only distinction between Impact and Non-Impact program in that group was expected to occur in the level of service delivery. The fact that Impact clients are eligible for Client Resources and Services funds is the only distinction between the groups. This is contaminated by the fact that there is a partial overlap between CRS and Non-Impact services (e.g., CETA). Because only "new" staff work in Impact, differences between caseloads are more likely to be found than between "program identification".

During the next evaluation period, plans have been modified to compare Institutional Services clients released to Impact parole with clients released to other settings outside of Multnomah County. The population of experimentals is expected to grow due to the recent decision of the Division to include "high risk" clients in the Institutional project (a criterion stated in the original proposal for the project and amplified by the guideline that client definition as Impact at one point in the system must be considered as operative elsewhere in the system of projects). Absence of this rule until recently caused evaluation problems in identifying who was and was not in Impact.

Returning now to the discussion of clients terminated from Field Services, Table 4.3-2 shows a comparison of some background characteristics among closed experimentals and comparisons. Included in the Table are 29 of the 43 Impact cases terminated since November 1, 1974; the date of project start. The remaining 14 clients are unavailable for "recidivism" due to return to institutional custody (one is deceased). Among the comparisons, 44 or 54 are available for examination. Because evaluation has no control over the provision of data concerning comparisons, B.E. scores are available for only 9 of the 54. Occupational data were available for less than half. Therefore, the table speaks only to demographic characteristics of age, sex, ethnic origin, and highest school grade completed.

In terms of age, the comparisons are decidedly older than experimentals, with 55% being 30 years or older compared to less than 40% among the Impact group. Because one female is included in the Impact group, a very slight difference is seen in sex distribution. Differences in ethnic origin are very important. First, there are proportionately nearly twice as many blacks in the experimentals as compared to the comparisons. Conversely, there are nearly four times as many Indian and Mexican American clients in the latter group as among Impact clients. This is explained by the fact that the comparisons

TABLE 4.3-2

BACKGROUND CHARACTERISTICS AMONG IMPACT AND COMPARISON
PROBATION AND PAROLE CLIENTS TERMINATING
(November 1974 to July 1975)

Background Characteristics	Totals		PRIMARY ASSIGNMENT:			
	NO.	PERCENT	IMPACT		COMPARISON	
Totals	73	100	29	100	44	100
<u>Age</u>						
19 years or less	0	0	0	0	0	0
20 to 24 yrs	18	25	9	31	9	20
25 to 29 yrs	20	27	9	31	11	25
30 to 34 yrs	14	19	1	3	13	30
35 to 39 yrs	9	12	4	14	5	11
40 to 44 yrs	5	7	3	10	2	5
45 to 49 yrs	2	3	0	0	2	5
50 or more yrs	5	7	3	10	2	5
Unreported	0	0	0	0	0	0
<u>Sex</u>						
Male	72	97	28	97	44	100
Female	1	3	1	3	0	0
Unreported						
<u>Ethnic Origin</u>						
White	56	77	22	76	34	77
Black	11	15	6	21	5	11
Other	6	8	1	3	5	11
Unreported						
<u>Highest School Grade Completed</u>						
8 years or less	11	15	8	28	3	7
9 yrs	5	7	1	3	4	9
10 yrs	11	15	4	14	7	16
11 yrs	9	12	6	21	3	7
12 yrs	14	19	4	14	11	25
13 yrs or more	3	4	3	10	0	0
Unreported	18	25	3	10	16	36

are comprised of clients committing Impact crimes in other parts of the State plus those short-termers excluded from the program. As noted earlier, relatively few blacks live outside the Portland area. Conversely, relatively large proportions of Indians and Mexican-American clients live outside the area. Given the differences in sentencing patterns and other attributes of interaction with the criminal justice system found among ethnic groups, the weight of this difference is considered a central issue of evaluation design.

Education differences among experimentals and comparisons are very large. These may be accounted for differences found by age and ethnic origin.

Interpretation of differences found in demographic characteristics can be aided by the knowledge that at the start of the project, the decision was made not to include in the project any clients who would be expected to be terminated within the next few months. This was also the case with those who were expected to be revoked and those clients the Non-Impact counselors felt would best be served by continued service by him. The net result was that the clients ready for early release or pending some administrative or legal action (e.e., revocation) were not included in the project. These are among the comparison group available for examination of terminated clients. For the Impact group, the initial set as well as those entering later in the life of the project excluded such clients. Thus, the intent of the Division to provide differential treatment/training according to client need has taken precedence over evaluation needs.

Given these differences, criminal history data has not been included in this analysis. Data have been collected and summarized for use in the second year evaluation.

APPENDIX A
SERVICES DELIVERY SURVEY

APPENDIX A

SERVICES DELIVERY SURVEY

To describe services actually provided within the Field Services, Institutional Services, and Transitional Services-VRD projects, a survey was undertaken. The Tracking forms intended for documentation of service planning and delivery, as well as for capturing client performance data relative to treatment/training objectives were used. Examples of these forms (the Case Plan Report, the Periodic Case Experience Report, and the Periodic Institutional Experience Report), are included as Attachment A.

Because clients can be participants on more than one of these projects, separate random samples were drawn from lists of Impact clients generated by the Tracking unit. Client selection was based on the Oregon State Police Bureau Identification (OSPBI) number. This is the state identification number used to match persons arrested according to fingerprint records.

For Institutional Services, some 38 clients were included in the survey sample. Numbers for Transitional Services and Field Services were 55 and 91, respectively. Samples within Field Services were separately drawn from probation (48) and parole (43) Impact populations.

Instructions given with the forms asked the caseworker to conduct the survey. A set of forms (#4 and #6 of Field Services and Transitional Services-VRD, and #4 plus #5 for Institutional Services) was prepared with the client name and other needed identification filled out on each form.

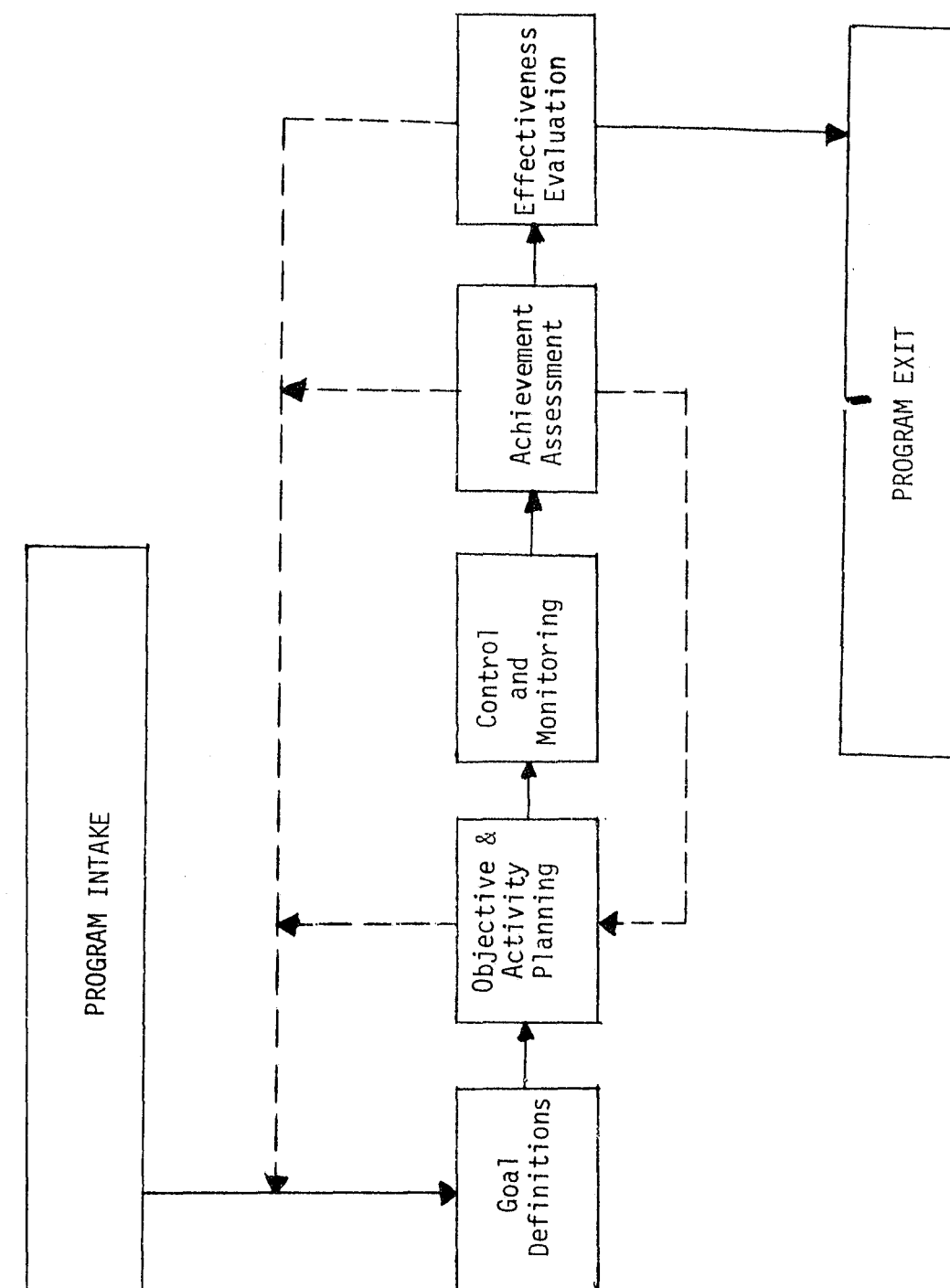
The questionnaire asked the caseworker to reconstruct the total plan since the client entered the Impact program, by reviewing the case chronologicals. He was then asked to make out a copy of a case plan. Based on the copy he constructed, he was asked to report upon client progress toward the

achievement goals and objectives stated in the case plan he developed. The latter documentation was to be recorded on the Periodic Institutional Experience Report (Form 5) or Field Services Periodic Case Experience Report (Form 6) as appropriate.

Upon completion by the caseworker, survey instruments were tabulated for each case. Tabulation decisions were based upon the divisional policy manual description of what Counseling by Objectives is intended to be. Briefly, there are three components. At the highest level of abstraction, a goal is to be stated. Although in many cases, goals for the probation and parole period may have already been established by external spurces (e.g. special court order), the caseworker must define these broad goals in operational terms in order to properly manage their achievement.

Such operational definitions occur at two levels. The first is at the level of an objective, or a measurable end product to be accomplished within a specified timeframe. The second level, activities, relates to those action plans intended to aid the client in achieving the end product specified as an objective. Chart A-1 summarizes this process. Within the chart, the statement of the goal is shown separately from the definition of objectives and activities. This is because the latter are greatly influenced by any restraints encountered, particularly those observed during the control and monitoring, and achievement phases. Such restraints might cause a return to objective and activity planning or even back to the stage of goal definition. Thus, the survey instruments included a Case Plan Report (Form 4) for use in documenting the statement of goals objectives, and activities and the Periodic Institutional Experience Report (Form 5) and Field Services Periodic Case Experience Report (Form 6) which provide for documenting the results of control, monitoring and achievement assessment.

FIGURE A-1
COUNSELING BY OBJECTIVES PROCESS



This use of the Form 4 in tabulating survey results represented an exceptional additional pretest. It was found that the levels of abstraction were quite confusing. What for one person was a goal was for another at the lowest level of abstraction, an activity. Other combinations were also observed. To allow for reliability in coding, it was necessary to seek a standardized set of words that defined an activity, versus an objective, versus a goal. Within the intent of Counseling by Objectives as understood by A.J.I. staff, an activity means to apply, enroll, attend or otherwise act in a manner that supports the accomplishment of an end product. Thus, any documented words found on survey instruments that implied an action plan were interpreted or coded as activities. Another set of key words was identified for objectives; namely, those words implying accomplishment, obtaining, completion, overcoming, or other final states expected to be found in a measurable end product. Items lacking either of these key words were split into two further categories. First, those activities that were time specific (e.g. avoid the use of alcohol for six months) were interpreted to be objectives. All others were interpreted to be goals.

Results of this survey are summarized in Appendix Table A-1. Data displayed represent estimates of service delivery among clients for the three projects. Estimates were derived by establishing the ratio of total project clients to the sample size (e.g. 132 total clients ÷ 55 sample clients = 2.4 for Transition Services-VRD). The frequency of goal/objectives stated for the sample was then multiplied by this ratio. Looking then at the totals Transition Services-VRD, 62 goal/objectives stated x 2.4 = 149 estimated. A similar procedure was used for goal/objectives initiated. Here, initiated means the client was enrolled in the program specified in the plan. Given the sample size of 55, the sample represented 42 percent of the total population

for Transition Services. For Institutional Services, though, the sample size is extremely low, representing 6 percent of the population. Within Field Services 22 percent are represented in the sample. The low percentage in Institutional Services was accepted because of the excessive time demands placed on caseworkers in order to complete the survey. There, because of decentralized records, decentralized organization, and unfamiliarity of staff with the Counseling by Objectives process, almost all of the Impact staff along with two A.J.I. staff devoted four days to gleaning the data for this small sample.

Accepting these figures as gross estimates, then, it would appear that the most frequent goal/objectives for Transition Services-VRD and for Field Services relate to increasing economic stability and obtaining employment. This objective is more obtainable within the community setting than for an institutional setting. There, intermediate objectives tend to be set; namely, increased educational level and marketable job skills. A further point of interest is the focus upon family/social relationships seems most heavily weighted in institutions and field services. It is reasonable to believe that within institutions, the focus is upon social relations as a means to survival and within the facility. Within Field Services, the spectrum of such relationships broadens to include the family members and acquaintances.

Other dimensions intended for this analysis and included in the survey relate to client status in the specified goal/objective program, attendance, performance, achievement, and reasons for termination. Given the small sample size, though, no such estimates are attempted here. All of these dimensions are important in order to understand what and why services are being delivered, pointing out the need for implementation of CBO on a

TABLE A-1

Estimates of Services Delivery Among Clientele of
Transitional Services, Institutional Services, and Field Services, By Project*

Category	Transitional Service		Institutional Services		Field Services	
	No. Goals/ Objectives Stated (132)**	No. Goals/ Objectives Initiated	No. Goals/ Objectives Stated (624)	No. Goals/ Objectives Initiated	No. Goals/ Objectives Stated (413)	No. Goals/ Objectives Initiated
Totals	149	103	1083	656	798	612
Mental/Physical Health	7	5	16	16	122	86
Economic/Employment	100	74	148	16	350	272
Marketable Job Skills	0	0	410	279	122	95
Education	26	18	410	263	50	32
Legal Obligation	2	1	0	0	64	50
Family/Social Relations	0	0	0	0	0	0
Community/Environment	1	1	99	82	81	73
Other	0	0	0	0	9	5

*Results are gross estimates based on sample sizes below:

TS = 55 (42% of total population)

IS = 38 (6% of total population)

FS = 91 (22% of total population)

**Shown in parenthesis are the numbers of clients in each project.

larger scale before analysis can be considered useful to the division.

Given the import of service delivery in terms of measuring outcome criteria, the above materials are only suggestive. Certainly, no evaluation is possible at this time. Further, a revision to the case planning document has evolved from this analytical effort and will be pretested within the division (See Appendix E). Hopefully, the document will aid staff in operationally defining goals/objectives in a way that allows both evaluation and (more importantly) case management.

APPENDIX B

IMPACT ELIGIBILITY DEFINITIONS



STATE OF OREGON

INTEROFFICE MEMO

TO: IMPACT Staff

DATE: December 31, 1974

FROM: Jack Evans, Manager
IMPACT Programs

SUBJECT: Eligibility for Corrections Division
IMPACT Programs

Eligibility for any or all of the Corrections Division IMPACT Programs is determined by the following:

1. The offender has been convicted by a Circuit Court of Multnomah County for a stranger-to-stranger crime (a) involving homicide, rape, aggravated assault, robbery, (b) or burglary, and (c) committed in the Portland Metropolitan Area (Western Multnomah County); whether or not the charge was reduced in the judicial process.
2. The offender, eligible as stated above, (1) must be referred by a Multnomah County Circuit Court, or (2) be a person committed to the Corrections Division and identified as an offender meeting the above criteria.
3. The certification of eligibility for IMPACT services may be made by the Manager of IMPACT programs, or a staff member delegated by him to make such determinations.
4. In each case, the staff member or manager making such determinations will state that:

"The record indicates that (name of offender) is eligible for IMPACT services."

Definitions

Stranger-to-stranger: Crimes in a situation involving relatives, friends, or persons well known to the victim are excluded. Stranger-to-stranger crimes include those between casual acquaintances.

While not a person-to-person crime, burglary is a target offense.

The crimes of homicide, rape, aggravated assault and robbery are as defined in the Uniform Crime Reporting Standards.

Homicide is defined as murder and non-negligent manslaughter; i.e., the willful killing of another, as determined by police investigation.



TO: IMPACT Program Managers

DATE: October 9, 1974

FROM: Jack Evans
IMPACT Programs Manager

SUBJECT: Definition of Eligibility of IMPACT Program Services.

Eligibility for any or all Corrections Division IMPACT Programs is determined by the following:

1. The offender has been convicted by a circuit court of Multnomah County for a crime; (a) involving burglary, robbery, assault, manslaughter, murder, rape or other stranger-to-stranger crimes and (b) committed in the county. Charges stemming from traffic offenses are not included.
2. The offender is eligible for IMPACT services if the offense involved burglary, robbery, assault, manslaughter, murder, rape, etc., whether or not the charge was reduced or changed in the judicial process.
3. The offender, eligible as stated above, (1) must be referred by a Multnomah County Circuit Court, or (2) be a person committed to the Corrections Division and identified as an offender meeting the above criteria.
4. The determination of eligibility for IMPACT services may be made by the Manager of an IMPACT Program, or by a staff member delegated by him to make such determinations.
5. In each case, the staff member or Manager making such determinations will state that: "The record indicates that (name of offender) is eligible for IMPACT services," and shall date and sign the statement.

JE:vt

6. High risk offenders (those who are under twenty-five years of age in the last twelve months) and are inmates of a state correctional institution are eligible for the services of the IMPACT Institutional Services Program.

Definitions:

Stranger-to-stranger--Crimes in a situation involving relatives or friends, well known to the victim are excluded. Stranger-to-stranger crimes include those between casual acquaintances.

While not a person-to-person crime, burglary is a target offense.

The crimes of homicide, rape, aggravated assault and robbery are as defined in the Uniform Crime Reporting Standards.

Homicide is defined as murder and non-negligent manslaughter, i.e., the wilful killing of another, as determined by police investigation.

Other Considerations:

The statement of eligibility in itself carries no implication that Corrections Division IMPACT services are automatically available to the offender.

The commitment of IMPACT services and resources depends on the development of a "case plan", which is negotiated between the counselor and his client, and when their resources are needed, by the Client Resources and Services staff.

The case plan includes a statement of what is to be accomplished, who is responsible for each part of it, how success or failure will be ascertained, expenditures to be made, and the expected date of plan completion.

If the case plan includes the offender leaving the Portland Area without intent to return, it is expected the IMPACT case plan will not be extended to cover activities in another area.

Exceptions:

Cases in which there is a problem in determining eligibility will be referred to the IMPACT Programs Manager for determination.



TO: IMPACT Staff

FROM: Jack Eyans, Manager
IMPACT Programs

SUBJECT: Eligibility and Certification of
IMPACT Clients.

DATE: July 30, 1975

This memorandum supersedes all previous memoranda on eligibility of persons for Corrections Division IMPACT services.

Purpose: The intent of this memorandum is to provide for the determination of eligibility for the Corrections Division IMPACT programs and services.

General Information: The stated intent of all the IMPACT programs in Portland is to reduce "street" crime, and in particular, "stranger to stranger" crime in Portland.

The state Corrections Division is involved because reducing participation in such crimes by probationers, parolees, and dischargees from the state system would materially reduce the crime rate.

It is the intent of the Corrections Division IMPACT Division programs to make the best possible use of its resources to aid its clients in successfully meeting the requirements of probation, parole, and of living in the Portland community.

Certifications of Eligibility: Eligibility for Corrections Division IMPACT programs may be made by a counselor in a Corrections Division IMPACT program, or by a program manager.

Conditions of Eligibility:

1. The offender must have committed a "target" offense, as a result of which he has been found guilty of a crime by the Circuit Court of Multnomah County.
2. The crime must have been committed in the Portland Metropolitan Area (Western Multnomah County).
3. The offense must be a stranger-to-stranger crime involving homicide, rape, aggravated assault, robbery, or burglary.
4. The offender, eligible as stated above, (1) must be referred by a Multnomah County Circuit Court, or (2) be committed to the Oregon Corrections Division, and identified as an offender meeting the above conditions.
5. In each case, the counselor or manager making the certification will state that :

"The record indicates that (name of offender)
is eligible for IMPACT services",
and will date and sign the certification.

APPENDIX C

NUMERICAL DESCRIPTIVE DATA

TABLE C-1
DAYS FROM INTAKE TO COMPLETION OF PRESENTENCE
REPORTS AMONG DIAGNOSTIC CENTER CLIENTS
(October 1974 to July 1975)

Days to Report	Number	Percent
Totals	231*	100.0
5	1	0.0
6	2	0.1
7	4	1.7
8	3	1.3
9	7	3.0
10	11	4.8
11	13	5.6
12	15	6.5
13	21	9.1
14	20	8.7
15	28	12.1
16	17	7.4
17	18	7.8
18	16	6.9
19	6	2.6
20	13	5.6
21	4	1.2
22	5	2.2
23	6	2.6
24 or more	21	9.1
Median	(15)	
Range	(5-51)	

* Excludes fourteen (14) cases for which reports could not be completed (e.g., absconds, request withdrawn).

TABLE C-2
SELF REPORTED TRAINING NEEDS AMONG IMPACT STAFF,
BY AREA OF JOB SKILL AND KNOWLEDGE, BY STAFF LEVEL
(March 1975 to July 1975)
(In Percent)

Areas of Job Skill and Knowledge	Training Needed; By Staff Level					
	1st Line Spvsr & Above		Caseworkers & Assistant		Secretaries & Others	
	Respond. Needs (13)	Others Needs	Respond. Needs (39)	Others Needs	Respond. Needs (16)	Others Needs
Legal Processes/Division Policy & Prodecure	23	8	33	23	50	8
Management Techniques, Role	46	23	0	0	0	0
Personnel/Budgeting/Contract Negotiations	69	0	5	0	19	0
Evaluation & Tracking	15	0	3	0	19	0
Intervention Stragegies & Drug Education & Treatment	8	15	66	33	0	19
Communication Process	0	46	10	8	19	0
Public Information/Community Dev. & Organ.	8	8	8	21	0	0
Team Approach	23	23	26	38	6	8
Psychological, Social & Economic Aspects of Crime	0	0	10	8	13	0
CBO	8	23	5	0	0	0
Caseload/Workload Management	15	15	28	31	0	0
Utilization & Development of Community Relations	8	8	36	18	0	0

TABLE C-2
(Continued)

Areas of Job Skill and Knowledge	Training Needed; By Staff Level					
	1st Line Spvrs & Above			Caseworkers & Assistants		Secretaries & Others
	Respond. Needs	(13)	Others Needs	Respond. Needs	(39)	Others Needs
Report Writing	0		31	26		21
Racial & Ethnic Awareness	0		0	5		8
Professional Development	0		0	0		0
Office Management						13
Shorthand						8
Dictaphone						8
Accounting						8

OVERVIEW

Nine reporting forms are required to provide the capability for a useful tracking system within the Oregon Corrections Division Impact Program. Form numbers corresponding to those shown earlier in Table 3.7-1, form titles, and location of forms usage are summarized in Table C-1. Together, these forms provide for opening a new case (Forms 1, 2, 3, and 8FS), documenting case planning (Form 4), services delivery and client progress towards established treatment/training objectives (Forms 5 and 6), reporting technical and non-technical probation and parole violations (Form 7), case movements (Forms 1, 8, and 8FS). These serve as a single system for gathering information for feedback to staff, administration, and evaluators. Their use makes possible a tracking system covering all Impact clients, non-Impact parolees, and movement accounting for non-Impact probation clients in the Portland Region.

It is expected that experience gained in use of these forms will prove of value to the Corrections Division as a whole. At present, they provide a basis for calculating and reporting back at all staff levels a wide variety of information for case as well as caseload management.

Within this context, the following materials include samples of the Tracking forms used, each preceded by a narrative summary regarding its use.

TABLE D-1
CLIENT TRACKING FORMS

Form #	Title	User
Form #1	Diagnostic Center Movement Report	IMPACT: Diagnostic Center
Form #2	Field Services Intake Report	IMPACT: Regular Probation/Parole and Impact Probation/Parole
Form #3	Institutional Services Intake Report	IMPACT: Impact Institutional Services
Form #4	Case Plan Report	IMPACT: Impact Probation/Parole, Impact Institutional Services, and Regular Parole
Form #5	Case Experience Report	IMPACT: Impact Institutional Services
Form #6	Case Experience Report	IMPACT: Regular and Field Services Probation/and Parole
Form #7	Violation/Special Incident/Revocation Report	IMPACT: Impact Probation/Parole, Regular Parole
Form #8	Program Exit Report	IMPACT: Impact Institutional Services
Form #8FS	Status Change Card	IMPACT: Regular Probation/Parole and Impact Probation/Parole

FORM #1

DIAGNOSTIC CENTER MOVEMENT REPORT

**** This is to be completed on all referrals to the Diagnostic Center for whom a presentence report is completed. The B.E. calculation is to be attached.

**** Under the section "sentencing information", tracking staff will complete the "actual" sentenced information. This is to avoid prolonged delays in form completion while awaiting notice of actual sentencing.

**** The completed form is to be sent to Tracking, with a copy sent to the receiving probation or institutional unit (attach B.E.) within 5 working days after final preparation of the presentence report.

Oregon Corrections Division
DIAGNOSTIC CENTER MOVEMENT REPORT

D.C. Number _____

Counselor _____

OSPBI # _____

Date of Referral M__D__Y__

Movement Information (See "Program Codes") _____

Source of Referral _____

Primary Assignment _____

Secondary Assignment _____

Exit To _____

Date Report Submitted M__D__Y__

To Court _____

True Name: (Last, First, Middle) _____

Address: Street Number _____

City, State, Zip _____

Also Known As: _____

Phone Number _____

Referral Information

County of Residence (First Four Letters) _____

Times Referred to Diagnostic Center _____

Detention Status At Intake (Check One)

Does Not Apply 0_

Own Recognizance 1_

Bail 2_

Jail/Awaiting Trial 3_

Jail/Awaiting Sentencing 4_

Jail/Awaiting Prison Arrival 5_

Jail/Awaiting Parole Disposition 6_

Serving Jail Sentence 7_

Serving Prison Sentence 8_

Other 9_

Impact Conviction Offense

Sentencing Judge (Name) _____

District Attorney (Name) _____

Defense Attorney (Name) _____

Detainers From (Agency Name) _____

Codefendant (Last Name, First, MI) _____

Offense Code (See Code Book)

Maj. _____ Min. _____

Date of Arrest M__D__Y__

Type of Violence (Check One)

None 0_

Verbal Threat With No Weapon 1_

Verbal Threat With Weapon 2_

Grab, Push, Tie-up/Physical Contact 3_

Beat Victim 4_

Cut Victim 5_

Shot Victim 6_

Dynamited, Bombed, Burned, or Sprayed Victim with Chemicals 7_

Combination of Two or More of 4,5,6 and 7 8_

Other 9_

Weapon Used (Check One)

No Weapon 0_

Offender's Body (Feet, Hands, etc.) 1_

Weapon of Opportunity (Club, Stone, etc.) 2_

Cutting or Piercing Device 3_

Hand Gun 4_

Shotgun or Rifle 5_

Explosive, Firebomb, Chemicals 6_

Degree of Physical Abuse (Check One)
No Violence to Victim
No Injury to Victim
Victim Temporarily Injured
Victim Temporarily Disabled
Victim Permanently Partially Disabled
Victim Permanently Totally Disabled
Victim Killed
Victim Relationship (Check One)
No Victim or Self
Spouse, Ex-Spouse, Commonlaw
Other Immediate Family Member
Other Relative
Acquaintance
Bystander (Accidental)
Stranger (Intentional)
Arresting Officer or Other Authority Figure
Date of Conviction
Date of Sentencing
Offense History Prior to Intake
Date First Arrest
Age at First Arrest
Date First Target Arrest
Target Misdem. Arrests
Nontarget Misdem. Arrests
Target Felony Arrests
Non Target Felony Arrests
Date Last Arrest
Number of Prior:
Probations
Paroles
Jails/Prisons

Diagnostic Information
Date of Birth
Surname Aliases
Primary Income Source (Check One)
No Visible Means of Support
Unemployment Compensation
Social Security/Pension
SAIF
Welfare
Insurance Benefit/Savings
Salaries/Wages/Business
Other
Criminal Activity
Most Recent Occupation:
Most Prevalent Occupation Last Five Years:
Potential Annual Income \$
Marital Status (Check One)
Never Married
Married
Common Law/Paramour
Separated
Divorced
Widowed
Living Arrangements (Check One)
Unknown
Alone
Group Home
Detention/Hospital
Spouse/Surrogate
Spouse/Surrogate and Children/Stepchildren
Children/Stepchildren
Parents
Friends
Other
Highest Level of Education
(See "Education Codes")
B.E. Score (Attach Copy)
Sex (Check One)
Male
Female

Ethnic Origin (Check One)
Unknown
White
Black
Indian
Oriental
Other
Problems Reported to Court
(Check All That Apply)
Debts
Fine/Restitution/Support
Money Management
Employment
Vocational Skills
Shelter/Food/Clothing
Medical/Dental
Alcohol Abuse
Drug Abuse
Family Relationships
Academic Skills
Psychological
Other (Specify)
Sentencing Information
Incarceration
Probation
Fine/Restitution/Support
Public Services (Check)
Academic Skills (Check)
Vocational Skills (Check)
Medical/Dental (Check)
Psychological Treatment (Check)
Alcohol Treatment (Check)
Drug Treatment (Check)
Employment (Check)
Limit Personal Relationships (Check)
Family Relationships (Check)
Encourage Church Association (Check)

Psychological Information
Dangerous Offender Check List
(Excluding Results from Part 7)
Within Normal Limits
With Some Concern
With Serious Concern
D.S.M. Scores:
WAIS Scores
Verbal
Performance
I.Q.

FORM # 2 --- FIELD SERVICES INTAKE REPORT

****This form is to be completed for all probation and parole clients entering the Portland Region (new, transfers-in).

****This form replaces the Initial Probation Interview (IPI) and the Parole Arrival Notice (green sheet). When a new probation case is immediately transferred out of the region, however, the IPI will be used instead of Form #2.

****A new Base Expectancy Calculation is to be submitted with each Form #2. Information should reflect client status at the time of this intake.

****Note that Offense History Prior to Intake is to be completed only for IMPACT cases.

****The Active Commitment Offense sections (page 3) are to be completed for each active commitment. Attach additional pages where more than two such commitments exist.

****When the case is referred directly from the Diagnostic Center, transferring certain information provided on the Diagnostic Center Movement Report (Form #1) can save some time. Attach the Base Expectancy Calculation to Form #2.

****In this and all remaining forms:

Date of Intake refers to the most recent date of case entry into the Portland Region caseload. A new Form #2 is to be completed upon each new entry.

Primary assignment refers to client assignment, regardless of whether the caseworker is paid by IMPACT or General Funds.

OSPBI # always contains seven (7) digits. Where any part of this number is unknown to you, the Regional secretary will obtain the proper number upon your request. (Write the complete number on the case field sheet for future reference in completing forms.)

OREGON CORRECTIONS DIVISION Field Services Intake Report Form #2

Date of Intake M _ _ D _ _ Y _ _

Primary Assignment: (5) Regular Parole
(6) Regular Probation
(Check ONE) (10) IMPACT Parole
(11) IMPACT Probation
(16) OOS Parole
(17) OOS Probation

Parole/Probation/OOS #: _____

SSN #: _ _ _ - _ _ - _ _ _

OSPBI #: _ _ _ - _ _ - _

(True Name: Last, First, Middle) _____

(Address: Street Number) _____

City _____ State _____ Zip Code _____

Also Known As: _____

Phone Number: _ _ _ - _ _ - _ _ _

Physical Description:

HT: _____ WT: _____ HAIR: _____ EYES: _____

Marks _____

Ethnic Origin: 0 Unknown
1 White
(Check ONE) 2 Black
3 Indian
4 Oriental
6 Spanish Surname
5 Other

Date of Birth: M _ _ D _ _ Y _ _

Sex: 1 Male
2 Female

Tracking Code
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Officer File Distribution
cc: ☐ AO ☐ Tracking
☐ ☐

REFERRAL INFORMATION

County of Residence _____
(First Four Letters)

Source of Referral: (Check ONE)

0 Interstate Compact
1 County Court
2 OSCI
3 OWCC
4 OSP
5 Regular Parole
6 Regular Probation
7 Work/Education Release
12 Other _____
(Specify)

Is Client In Detention:

No _____
Yes _____
(If YES, Specify Where)

Date Anticipate Release From Detention:

M _ _ D _ _ Y _ _

Complete for IMPACT Cases Only

Offense History Prior to Intake:

Date First Arrest M _ _ D _ _ Y _ _

Age at First Arrest _____

Date First Target Arrest M _ _ D _ _ Y _ _

Target Misdemeanor Arrest _____

Non-Target Misdemeanor Arrest _____

Target Felony Arrest _____

Non-Target Felony Arrest _____

Date Last Arrest M _ _ D _ _ Y _ _

Case Assigned To: _____

Completed By: _____
Date of Report: M _ _ D _ _ Y _ _

DIAGNOSTIC INFORMATION

Primary Income Source: (Check ONE)

- 0 No visible means of support
1 Unemployment compensation
2 Social Security/pension
3 SAIF
4 Welfare
5 Insurance benefits/savings
6 Salary/wages/business
7 Other

(Specify)

Most Recent Occupation

Most Prevalent Occupation

(Last 5 years)

Marital Status: (Check ONE)

- 0 Never Married
1 Married
2 Common Law/Paramour
3 Separated
4 Divorced
5 Widowed

Living Arrangements: (Check ONE)

- 1 Unknown
2 Alone
3 Group Home
4 Detention/Hospital
5 Spouse/Surrogate
6 Spouse/Surrogate and Children/
Stepchildren
7 Children/Stepchildren
8 Parents
9 Friends
10 Other

B. E. Score (Attach Copy)

of Years Education Completed

Highest Diploma/Certificate:

(Educational, Vocational)

Special Skills:

Codefendant:

Last Name, First, Middle

Interested Agencies:

Detainers From: (Agency Name)

Active Conviction Offense

Offense Code:

(See Codes)

Major

Minor

Date of Arrest:

M

D

Y

IMPACT Offense:

1 Yes

2 No

(Check ONE)

County of Commitment:

Date of Probation/Parole

M

D

Y

Date of Anticipated Termination:

M

D

Y

Sentencing Judge:

Type of Violence (Check ONE)

0 None

1 Verbal Threat With No Weapon

2 Verbal Threat With Weapon

3 Grab, Push, Tie-up/Physical Contact

4 Beat Victim

5 Cut Victim

6 Shot Victim

7 Dynamited, Bombed, Burned or Sprayed

Victim with Chemicals

8 Combination of Two or more of 4,5,6,7

9 Other

(Specify)

Weapon Used (Check ONE)

0 No Weapon

1 Offender's Body (feet, hands, etc.)

2 Weapon of Opportunity (club, stone, etc.)

3 Cutting or Piercing Device

4 Handgun

5 Shotgun or rifle

6 Explosive, Firebomb, Chemicals

Degree of Physical Abuse (Check ONE)

0 No Violence to Victim

1 No Injury to Victim

2 Victim Temporarily Injured

3 Victim Temporarily Disabled

4 Victim Permanently Partially Disabled

5 Victim Permanently Totally Disabled

6 Victim Killed

Victim Relationship (Check ONE)

0 No Victim or Self

1 Spouse, Ex-Spouse, Commonlaw

2 Other Immediate Family Member

3 Other Relative

4 Acquaintance

5 Bystander (Accidental)

6 Stranger (Intentional)

7 Arresting Officer or Other Authority

Active Conviction Offense

Offense Code:

(See Codes)

Major

Minor

Date of Arrest:

M

D

Y

IMPACT Offense:

1 Yes

2 No

(Check ONE)

County of Commitment:

Date of Probation/Parole

M

D

Y

Date Anticipated Termination:

M

D

Y

Sentencing Judge:

Type of Violence (Check ONE)

0 None

1 Verbal Threat With No Weapon

2 Verbal Threat With Weapon

3 Grab, Push, Tie-up/Physical Contact

4 Beat Victim

5 Cut Victim

6 Shot Victim

7 Dynamited, Bombed, Burned or Sprayed

Victim with Chemicals

8 Combination of Two or more of 4,5,6,7

9 Other

(Specify)

Weapon Used (Check ONE)

0 No Weapon

1 Offender's Body (feet, hands, etc.)

2 Weapon of Opportunity (club, stone, etc.)

3 Cutting or Piercing Device

4 Handgun

5 Shotgun or rifle

6 Explosive, Firebomb, Chemicals

Degree of Physical Abuse (Check ONE)

0 No Violence to Victim

1 No Injury to Victim

2 Victim Temporarily Injured

3 Victim Temporarily Disabled

4 Victim Permanently Partially Disabled

5 Victim Permanently Totally Disabled

6 Victim Killed

Victim Relationship (Check ONE)

0 No Victim or Self

1 Spouse, Ex-Spouse, Commonlaw

2 Other Immediate Family Member

3 Other Relative

4 Acquaintance

5 Bystander (Accidental)

6 Stranger (Intentional)

7 Arresting Officer or Other Authority

FORM # 3
INSTITUTIONAL SERVICES INTAKE REPORT

- **** This form is to be completed for all entering institutional IMPACT clients (new, transfers-in).
- **** Note that Offense History Prior to Intake is to be completed for IMPACT cases.
- **** The Impact Conviction Offense section is to be completed for active current commitment.
- **** When the case is referred directly from the Diagnostic Center, transferring certain information provided on the Diagnostic Center Movement Report (Form #1) can save some time.

In this and all remaining forms:

Date of Intake refers to the most recent date of case entry into the Institutional Services caseload. A new Form #3 is to be completed upon each new entry.

Primary assignment refers to client assignment.

OSPBI # always contains seven (7) digits. Where any part of this number is unknown to you, the institutional secretary will obtain the proper number upon your request.

OREGON CORRECTIONS DIVISION
INSTITUTIONAL SERVICES INTAKE REPORT
IMPACT # 3

OSPBI # _____
Institutional # _____
Date of Intake M ___ D ___ Y ___
Primary Assignment: 71 OSCI
(Check ONE) 72 OWCC
73 OSP
04 WR/ED Release
74 Other _____
Specify _____

(True Name: Last, First, Middle) _____
Date of Birth M ___ D ___ Y ___
Date of Current Commitment M ___ D ___ Y ___
Ethnic Origin: 0 Unknown
(Check ONE) 1 White
2 Black
3 Indian
4 Oriental
6 Spanish Surname
5 Other _____

REFERRAL INFORMATION:

Source of Referral ____
Years Education Completed ____

(Educational, Vocational) _____
Certificates/Trades Standing: _____

(Case Manager)

OFFENSE HISTORY PRIOR TO IMPACT INTAKE

Date First Arrest M ___ D ___ Y ___
Date First Target Arrest M ___ D ___ Y ___
Target Misdemeanor Arrests ____
Non-Target Misdemeanor Arrests ____
Target Felony Arrests ____
Non-Target Felony Arrests ____
Date Last Arrest M ___ D ___ Y ___

IMPACT CONVICTION OFFENSE

Offense Code: (See Code Book)
Maj. _____ Min. _____
Date of Arrest: M ___ D ___ Y ___
County of Commitment _____
(First Four Letters)
Sentencing Judge _____

Type of Violence (Check ONE)

- 0 None
1 Verbal Threat with No Weapon
2 Verbal Threat with Weapon
3 Grab, Push, Tie-up/Physical Contact
4 Beat Victim
5 Cut Victim
6 Shot Victim
7 Dynamited, Bombed, Burned or Sprayed
Victim with Chemicals
8 Combination of Two or More of 4,5,6,7
9 Other _____

Weapon Used (Check ONE)

- 0 No Weapon
1 Offender's Body (Feet, Hands, etc.)
2 Weapon of Opportunity (Club, Stone, etc.)
3 Cutting or Piercing Device
4 Handgun
5 Shotgun or Rifle
6 Explosive, Firebomb, Chemicals

Degree of Physical Abuse (Check ONE)

- 0 No Violence to Victim
1 No Injury to Victim
2 Victim Temporarily Injured
3 Victim Temporarily Disabled
4 Victim Permanently Partially Disabled
5 Victim Permanently Totally Disabled
6 Victim Killed

Victim Relationship (Check ONE)

- 0 No Victim or Self
1 Spouse, Ex-Spouse, Commonlaw
2 Other Immediate Family Member
3 Other Relative
4 Acquaintance
5 Bystander (Accidental)
6 Stranger (Intentional)
7 Arresting Officer or Other Authority

FORM # 4 -- CASE PLAN REPORT

- ****Serves as the focal record for case management planning.
- ****Mutually acceptable goals are stated, based on assessment of previously gathered information, any special conditions agreed to by the client in accepting probation or parole, and client interviews.
- ****Specific action plans to accomplish each goal are stated as Objectives and Activities. These may reflect continuation of plans already initiated, new plans, or changes in plans.
- ****The form remains in the case folder for use in case program monitoring, decision-making and progress reporting.
- ****As new plans emerge or changes occur, these are added to the form. Thus, it provides for chronological documentation of case management planning.
- ****By attaching a copy of any updated Form #4 to the Periodic Case Experience Report (Form #6), the Tracking system is updated on case planning and related progress at six month intervals.
- ****When the Case Plan Report Form #4 is referred to CRS or VRD for IMPACT Services, it must be accompanied with the appropriate Application for Services, (see Attachment).

CASE PLAN REPORT

FORM # 4

Client Identification

Date of Intake M _ _ D _ _ Y _ _

OSPBI # _ _ _ _ _

Primary Assignment: (Check ONE)

04 Wr/Ed Release 71 OSCI
 05 Regular Parole 72 OWCC
 06 Regular Probation 73 OSP
 10 IMPACT Parole 16 OOS Parole
 11 IMPACT Probation 17 OOS Probation

True Name: (Last), (First) (Middle)

Date of Birth M _ _ D _ _ Y _ _

GOAL: (Purpose) (#1, #2, etc.)	Goal Description	Date Goal Specified
# _ _		M _ _ D _ _ Y _ _
# _ _		M _ _ D _ _ Y _ _
# _ _		M _ _ D _ _ Y _ _
# _ _		M _ _ D _ _ Y _ _
# _ _		M _ _ D _ _ Y _ _

OBJECTIVES: (Who, What, Where, When)

Goal #	(Subject)	(Action Verb)	(Object)
A			
	(Time Frame)	(Measurement Criteria)	(As Evidenced By)
B			
C			
D			
E			
G			

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Activities (How)

Estimated CRS-TS
Funds Required
(If Any)

Objective
& Letter

Comments: (How above plan addresses factors that contribute to clients CJB involvement)

Goal #	Names and Classification of Participants in Case Plan Development:

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CLIENT: _____ OSPBI: _____ DATE _____
ADDRESS: _____ SSN: _____ REF. SOURCE: _____
PHONE: _____ I.D.: _____ D.O.B. _____

☐ CHECK HERE IF THIS REQUEST WAS MADE PREVIOUSLY BY TELEPHONE

*Complete for Initial Request Only

IMPACT CERTIFICATION: The record indicates that _____ is eligible for IMPACT services. (Client's Name)

CERTIFIED BY: _____ DATE: _____ IMPACT UNIT: _____

NEEDS:

SITUATION:

Employment: _____

Voc. Training: _____

Education: _____

Medical: _____

Mental Health: _____

Counseling: _____

Residence: _____

Transportation: _____

Incidental Exps: _____

Other: _____

Urgency/Priority: _____

Special Problems: _____

Not Job Ready: _____

Disabilities: _____

I hereby request IMPACT services for the purpose(s) stated in this application.

Assigned:

APPLICANT: _____

Date: Initial:

COUNSELOR: _____

RETURN ORIGINAL TO: David J. Mair, Coordinator
Client Resources and Services; Project Transition/VRD
Room 720, 620 S.W. 5th Avenue
Portland, Oregon 97204

CRS - 101

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FORM #5
PERIODIC INSTITUTIONAL EXPERIENCE REPORT

- **** This form is to record client achievement of Goals and Objectives specified in the Case Plan Report (Form #4) and to record additional information needed for tracking and evaluation purposes.
- **** This form should be submitted every six (6) months, after intake to an institution, and upon case closure.
- **** Information reported should relate only to the time period stated at the beginning of the form.
- **** Upon completion, a copy is sent to Tracking Unit with an attached copy of each Case Plan -- Form #4 -- covered in the report.

OREGON CORRECTIONS DIVISION
Institutional Services
Periodic Institutional Experience Report
Form #5

Period covered _____ to _____

Client Identification:

(True Name: Last, First, Middle) _____

Date of Birth M ___ D ___ Y ___

Certification Information:

Type Certificate Date Obtained

_____ M ___ D ___ Y ___

_____ M ___ D ___ Y ___

_____ M ___ D ___ Y ___

Miscellaneous Information:

Security Classification _____

Incentive Stipends Provided \$ _____

School Attendance PT ___ FT ___

VT Attendance PT ___ FT ___

Volunteers/Students Involved _____

OSPBI # _____

Institution # _____

Date of Intake M ___ D ___ Y ___

Primary Assignment: 04 ___ WR/ED Rel.

(Check One) 71 ___ OSCI

72 ___ OWCC

73 ___ OSP

74 ___ Other _____ (Specify)

Counseling Information:

Hours Group Counseling _____

Hours Family Counseling _____

Hours Psychotherapy _____

Recreational Information

Clubs/Sports Participated in:

Frequency of Attendance:

Completed By: _____

Date of Report: M ___ D ___ Y ___

Case Assets - Deficits

Listed below are a number of characteristics that might influence the extent to which the client reaches the goals that have been established in the Case Plan. For each item below, estimate the scale value (1-9) that most adequately reflects the client's situation at this time. (Where the item does not apply, enter 0.)

1 v	2	3	4	5 v	6	7	8	9 v
Strong pressure toward FAILURE				Little Significance				Strong pressure toward SUCCESS
Scale Value	Characteristics							
_____	Family supportiveness							
_____	Choice of associates							
_____	Relationships with others							
_____	Stability of living situation							
_____	Tangible resources (skills, tools, etc.)							
_____	Acceptance of responsibility							
_____	Use of leisure time							
_____	Self-control							
_____	Self-confidence							
_____	Independence in Decision-Making							
_____	Motivation to achieve case goals							
_____	Attitude toward plan of action							
_____	Aggressiveness in initiating action							
_____	Correspondence between aspirations & potentials							
_____	Other (Specify) _____							
_____	_____							
_____	_____							
_____	_____							

Predominant client/staff relationship during this period

Predominant Staff approach:

Predominant Client approach:

Status of Objectives Specified in Case Plan

Consider each objective listed in the Case Plan (Form #4) that was active during any part of the last six months. For each, please report the status of its implementation and achievement for this time period. (On the left, list the "object" portion of the objective statement found in the Case Plan. For each "object", complete the items to the right).

Case Objectives Implementation

"Object" Name in
the Case Plan

Client
Attendance

(0) Not started

(1) Attended
infrequently/
early with-
drawal

(2) Attended much/
most events

(3) Attended all/
Almost all
events

Date Client Enrolled

M _ _ D _ _ Y _ _

Complete for terminated objectives only:

Date Objective Terminated: M _ _ D _ _ Y _ _
Reason Objective Terminated : _____
(Specify)

Extent of Objective
Achievement

Client
Performance

(0) Not started

(0) Not started

(1) Few/No Require-
ments completed

(1) Minimal
Performance

(2) Some/most require-
ments completed

(2) Fair to Good
Performance

(3) All/Almost all
requirements
completed

(3) Exceptional

Case Objectives Implementation

"Object" Name in
the Case Plan

Client
Attendance

(0) Not started

(1) Attended
infrequently/
early with-
drawal

(2) Attended much/
most events

(3) Attended all/
almost all
events

Date Client Enrolled

M _ _ D _ _ Y _ _

Complete for terminated objectives only:

Date Objective Terminated: M _ _ D _ _ Y _ _
Reason Objective Terminated : _____
(Specify)

Extent of Objective
Achievement

Client
Performance

(0) Not started

(0) Not started

(1) Few/No require-
ments completed

(1) Minimal
Performance

(2) Some/most require-
ments completed

(2) Fair to Good
Performance

(3) All/Almost all
requirements
completed

(3) Exceptional

Case Objectives Implementation		Complete for terminated objectives only:	
"Object" Name in the Case Plan	Client Attendance	Date Objective Terminated: M ___ D ___ Y ___	Reason Objective Terminated: (Specify)
(0) Not started		Extent of Objective Achievement	Client Performance
(1) Attended infrequently/early withdrawal		(0) Not started	(0) Not started
(2) Attended much/most events		(1) Few/No Requirements completed	(1) Minimal Performance
(3) Attended all/Almost all events		(2) Some/most requirements completed	(2) Fair to Good Performance
		(3) All/Almost all requirements comp.	(3) Exceptional
Date Client Enrolled			
M ___ D ___ Y ___			

Case Objectives Implementation		Complete for terminated objectives only:	
"Object" Name in The Case Plan	Client Attendance	Date Objective Terminated: M ___ D ___ Y ___	Reason Objective Terminated: (Specify)
(0) Not started		Extent of Objective Achievement	Client Performance
(1) Attended infrequently/early withdrawal		(0) Not started	(0) Not started
(2) Attended much/most events		(1) Few/No Requirements completed	(1) Minimal Performance
(3) Attended all/Almost all events		(2) Some/most requirements completed	(2) Fair to Good Performance
		(3) All/Almost all requirements comp.	(3) Exceptional
Date Client Enrolled			
M ___ D ___ Y ___			

Case Objectives Implementation		Complete for terminated objectives only:	
"Object" Name in The Case Plan	Client Attendance	Date Objective Terminated: M ___ D ___ Y ___	Reason Objective Terminated: (Specify)
(0) Not started		Extent of Objective Achievement	Client Performance
(1) Attended infrequently/early withdrawal		(0) Not started	(0) Not started
(2) Attended much/most events		(1) Few/No Requirements completed	(1) Minimal Performance
(3) Attended all/Almost all events		(2) Some/most requirements completed	(2) Fair to Good Performance
		(3) All/Almost all requirements comp.	(3) Exceptional
Date Client Enrolled			
M ___ D ___ Y ___			

FORM # 6 -- PERIODIC CASE EXPERIENCE REPORT

****This form is to record client achievement of Goals and Objectives specified in the Case Plan Report (Form #4) and to record additional information needed for tracking and evaluation purposes.

****This form should be submitted every six (6) months, after intake to probation or parole, and upon case closure.

****Information reported should relate only to the time period stated at the beginning of the form.

****Upon completion, a copy is sent to Tracking Unit with an attached copy of each Case Plan -- Form #4 -- covered in the report.

OREGON CORRECTIONS DIVISION

Field Services
Periodic Case Experience Report
Form #6

IMPACT #

Period covered _____ to _____

Client Identification:

OSPBI # _____

(True Name: Last, First, Middle)

Date of Intake:

M ___ D ___ Y ___

Date of Birth M ___ D ___ Y ___

Primary Assignment:
(Check One)

- 5 ___ Regular Parole
6 ___ Regular Probation
10 ___ IMPACT Parole
11 ___ IMPACT Probation
16 ___ OOS Parole
17 ___ OOS Probation

Certificates Obtained:

Type Certificate
(Educational, Vocational)

Date Certificate Obtained:

M ___ D ___ Y ___

Employment Information:

Miscellaneous Information:

Volunteers/Students Involved _____

School Attendance FT ___ PT ___

VT Attendance FT ___ PT ___

Days 24-Hr Detention _____

Living Situations Begun
(Alone, Spouse, Friends, etc.) _____

Days Unemployed _____
Days Disabled/Hospitalized _____
Total Earnings \$ _____
Jobs Begun _____
Longest Unemployed Period
(# of days) _____
Most frequent type of
employment _____

Primary Income Source: (Check One)

- No visible means of support (0) _____
Unemployment compensation (1) _____
Social Security/pension (2) _____
SAIF (3) _____
Welfare (4) _____
Insurance benefits/savings (5) _____
Salary/wages/business (6) _____
Other (Specify) (7) _____

Recreational Information:

Clubs/Sports Participated in:

Frequency of Attendance:

Tracking Code _____

Completed by: _____

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Date of Report:

M ___ D ___ Y ___

(Attach copy of Form #4 or any Case Planning covered by this report)

Case Assets - Deficits.

Listed below are a number of characteristics that might influence the extent to which the client reaches the goals that have been established in the Case Plan. For each item below, estimate the scale value (1-9) that most adequately reflects the client's situation at this time. (Where the item does not apply, enter 0.)

1	2	3	4	5	6	7	8	9
v				v				v
Strong pressure toward FAILURE				Little Significance				Strong pressure toward SUCCESS

Scale
Value

Characteristics

- ____ Family supportiveness
____ Choice of associates
____ Relationships with others
____ Stability of living situation
____ Tangible resources (skills, tools, etc.)
____ Acceptance of responsibility
____ Use of leisure time
____ Self-control
____ Self-confidence
____ Independence in Decision-Making
____ Motivation to achieve case goals
____ Attitude toward plan of action
____ Aggressiveness in initiating action
____ Correspondence between aspirations & potentials
____ Other (Specify) _____

Predominant client/staff relationship during this period

Predominant Staff approach:

Predominant Client approach:

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Status of Objectives Specified in Case Plan

Consider each objective listed in the Case Plan (Form #4) that was active during any part of the last six months. For each, please report the status of its implementation and achievement for this time period. (On the left, list the "object" portion of the objective statement found in the Case Plan. For each "object", complete the items to the right).

Case Objectives Implementation		Complete for terminated objectives only:	
"Object" Name in the Case Plan	Client Attendance	Date Objective Terminated: M ___ D ___ Y ___	Reason Objective Terminated : ___ (Specify)
_____	(0) ___ Not started	Extent of Objective Achievement	Client Performance
	(1) ___ Attended infrequently/early withdrawal	(0) ___ Not started	(0) ___ Not started
	(2) ___ Attended much/most events	(1) ___ Few/No Requirements completed	(1) ___ Minimal Performance
	(3) ___ Attended all/Almost all events	(2) ___ Some/most requirements completed	(2) ___ Fair to Good Performance
		(3) ___ All/Almost all requirements completed	(3) ___ Exceptional
Date Client Enrolled M ___ D ___ Y ___			

Case Objectives Implementation		Complete for terminated objectives only:	
"Object" Name in the Case Plan	Client Attendance	Date Objective Terminated: M ___ D ___ Y ___	Reason Objective Terminated : ___ (Specify)
_____	(0) ___ Not started	Extent of Objective Achievement	Client Performance
	(1) ___ Attended infrequently/early withdrawal	(0) ___ Not started	(0) ___ Not started
	(2) ___ Attended much/most events	(1) ___ Few/No requirements completed	(1) ___ Minimal Performance
	(3) ___ Attended all/almost all events	(2) ___ Some/most requirements completed	(2) ___ Fair to Good Performance
		(3) ___ All/Almost all requirements completed	(3) ___ Exceptional
Date Client Enrolled M ___ D ___ Y ___			

CONTINUED

2 OF 3

Status of Objectives Specified in Case Plan

Consider each objective listed in the Case Plan (Form #4) that was active during any part of the last six months. For each, please report the status of its implementation and achievement for this time period. (On the left, list the "object" portion of the objective statement found in the Case Plan. For each "object", complete the items to the right).

<u>Case Objectives Implementation</u>		<u>Complete for terminated objectives only:</u>		<u>Client Attendance</u>		<u>Date Objective Terminated: M ___ D ___ Y ___</u> <u>Reason Objective Terminated: (Specify) _____</u>	
<u>"Object" Name in the Case Plan</u>	<u>Client Attendance</u>			<u>Date Client Enrolled</u>		<u>Extent of Objective Achievement</u>	<u>Client Performance</u>
_____	(0) ___ Not started			_____	(0) ___ Not started	(0) ___ Not started	(0) ___ Not started
	(1) ___ Attended infrequently/early withdrawal	<u>Extent of Objective Achievement</u>	<u>Client Performance</u>		(1) ___ Attended infrequently/early withdrawal	(1) ___ Few/No Requirements completed	(1) ___ Minimal Performance
	(2) ___ Attended much/most events	(0) ___ Not started	(0) ___ Not started		(2) ___ Attended much/most events	(2) ___ Some/most requirements completed	(2) ___ Fair to Good Performance
<u>Date Client Enrolled</u>	(3) ___ Attended all/Almost all events	(1) ___ Few/No Requirements completed	(1) ___ Minimal Performance	_____	(3) ___ Attended all/Almost all events	(3) ___ All/Almost all requirements comp.	(3) ___ Exceptional
M ___ D ___ Y ___		(2) ___ Some/most requirements completed	(2) ___ Fair to Good Performance				
		(3) ___ All/Almost all requirements completed	(3) ___ Exceptional				

<u>Case Objectives Implementation</u>		<u>Complete for terminated objectives only:</u>		<u>Client Attendance</u>		<u>Date Objective Terminated: M ___ D ___ Y ___</u> <u>Reason Objective Terminated: (Specify) _____</u>	
<u>"Object" Name in the Case Plan</u>	<u>Client Attendance</u>			<u>Date Client Enrolled</u>		<u>Extent of Objective Achievement</u>	<u>Client Performance</u>
_____	(0) ___ Not started			_____	(0) ___ Not started	(0) ___ Not started	(0) ___ Not started
	(1) ___ Attended infrequently/early withdrawal	<u>Extent of Objective Achievement</u>	<u>Client Performance</u>		(1) ___ Attended infrequently/early withdrawal	(1) ___ Few/No Requirements completed	(1) ___ Minimal Performance
	(2) ___ Attended much/most events	(0) ___ Not started	(0) ___ Not started		(2) ___ Attended much/most events	(2) ___ Some/most requirements completed	(2) ___ Fair to Good Performance
<u>Date Client Enrolled</u>	(3) ___ Attended all/Almost all events	(1) ___ Few/No Requirements completed	(1) ___ Minimal Performance	_____	(3) ___ Attended all/Almost all events	(3) ___ All/Almost all requirements comp.	(3) ___ Exceptional
M ___ D ___ Y ___		(2) ___ Some/most requirements completed	(2) ___ Fair to Good Performance				
		(3) ___ All/Almost all requirements completed	(3) ___ Exceptional				

<u>Case Objectives Implementation</u>		<u>Complete for terminated objectives only:</u>		<u>Client Attendance</u>		<u>Date Objective Terminated: M ___ D ___ Y ___</u> <u>Reason Objective Terminated: (Specify) _____</u>	
<u>"Object" Name in the Case Plan</u>	<u>Client Attendance</u>			<u>Date Client Enrolled</u>		<u>Extent of Objective Achievement</u>	<u>Client Performance</u>
_____	(0) ___ Not started			_____	(0) ___ Not started	(0) ___ Not started	(0) ___ Not started
	(1) ___ Attended infrequently/early withdrawal	<u>Extent of Objective Achievement</u>	<u>Client Performance</u>		(1) ___ Attended infrequently/early withdrawal	(1) ___ Few/No Requirements completed	(1) ___ Minimal Performance
	(2) ___ Attended much/most events	(0) ___ Not started	(0) ___ Not started		(2) ___ Attended much/most events	(2) ___ Some/most requirements completed	(2) ___ Fair to Good Performance
<u>Date Client Enrolled</u>	(3) ___ Attended all/almost all events	(1) ___ Few/No requirements completed	(1) ___ Minimal Performance	_____	(3) ___ Attended all/Almost all events	(3) ___ All/Almost all requirements comp.	(3) ___ Exceptional
M ___ D ___ Y ___		(2) ___ Some/most requirements completed	(2) ___ Fair to Good Performance				
		(3) ___ All/Almost all requirements completed	(3) ___ Exceptional				

FORM # 7 -- VIOLATION/SPECIAL INCIDENT/REVOCATION REPORT

****This is to record alleged law and rule violations, as well as their final dispositions.

****Within five (5) working days of formal reporting of an alleged law or rule violation to the Court or Parole Board, this form is to be submitted to the Tracking Unit. For probation, this is when a Violation or Revocation Report is submitted. For parole this is also when a Special Report is completed.

****If disposition information is not available at formal reporting time, complete the I.D. and Alleged Violation sections and forward a copy of this partially completed form to Tracking.

****When the final disposition is made, complete the remaining section (Disposition Information) and send a copy to the Tracking Unit.

Form # 7

Officer File Distribution
cc: ☐ Tracking
☐

Client Identification:

OSPBI # _____

(True Name: Last, First, Middle)

Date of Birth: M ___ D ___ Y ___

Counselor Name _____

Date of Intake: M ___ D ___ Y ___

Primary Assignment: (Check ONE)
04 Wr/Ed Release
05 Regular Parole
06 Regular Probation
10 IMPACT Parole
11 IMPACT Probation
16 OOS Parole
17 OOS Probation

71 OSCI
72 OWCC
73 OSP

Submit Copy to Tracking At Formal Reporting of Incident/Violation/Revocation

ALLEGED VIOLATION

Type of Incident, Specify:

Technical: (Court Violation, Abscond): _____

Criminal: (Burg II, CAID, Robb I) _____

Submission of: (Check as Appropriate)
1 Violation Report Only
2 Special Incident Report
3 Revocation Report Only
4 Other _____

Incident/Arrest Date: M ___ D ___ Y ___

Violence Characteristics:

Type of Violence

- 0 None
- 1 Verbal Threat With No Weapon
- 2 Verbal Threat With Weapon
- 3 Grab, Push, Tie-up/Physical Contact
- 4 Beat Victim
- 5 Cut Victim
- 6 Shot Victim
- 7 Dynamited, Bombed, Burned or Sprayed
Victim with Chemicals
- 8 Combination of Two or More of 4,5,6,7
- 9 Other

Weapon Used

- 0 No Weapon
- 1 Offender's Body (Feet, Hands, etc.)
- 2 Weapon of Opportunity (Club, Stone, etc.)
- 3 Cutting or Piercing Device
- 4 Handgun
- 5 Shotgun or Rifle
- 6 Explosive, Firebomb, Chemicals

Degree of Physical Abuse

- 0 No Violence to Victim
- 1 No Injury to Victim
- 2 Victim Temporarily Injured
- 3 Victim Temporarily Disabled
- 4 Victim Permanently Partially Disabled
- 5 Victim Permanently Totally Disabled
- 6 Victim Killed

Victim Relationship

- 0 No Victim or Self
- 1 Spouse, Ex-Spouse, Commonlaw
- 2 Other Immediate Family Member
- 3 Other Relative
- 4 Acquaintance
- 5 Bystander (Accidental)
- 6 Stranger (Intentional)
- 7 Arresting Officer or Other Authority

Submit Completed Form to Tracking With Formal Disposition Information Completed

NEW OFFENSE DISPOSITION INFORMATION

Offense Code: (See Codes) Major _____ Minor _____

Sentencing: (If any, specify) _____

Date of Probation/Admission: M ___ D ___ Y ___

County of Conviction:
IMPACT Offense: 1 No 2 Yes
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Sentencing Judge: _____
Date of Anticipated Termination: M ___ D ___ Y ___

FORM #8 -- PROGRAM EXIT REPORT

**** Provides a means of notifying the tracking system of:

- 1) Transfer to Work/Educational Release;
- 2) Transfer to another Institution;
- 3) Transfer to another state;
- 4) Abscond/Escapes;
- 5) Release to parole or discharge;
- 6) Other closure (e.g., death, pardon)

**** Note that Date of Intake and Primary Assignment (e, 71 = Oregon State Correctional Institution, 72 = Oregon Women's Correctional Center, 73 = Oregon State Penitentiary, 04 = Work/Education Release) should correspond to those shown on Form #2 for this client.

**** This report should be sent to the Tracking Unit within five (5) working days after a change in status.

OREGON CORRECTIONS DIVISION

INSTITUTIONAL SERVICES

Form #8

PROGRAM EXIT REPORT

CLIENT IDENTIFICATION

(True Name: Last, First, Middle)

Date of Birth M _ _ D _ _ Y _ _

Date of Exit (Official) M _ _ D _ _ Y _ _

OSPBI # _ _ _ _ _

Institutional # _ _ _ _ _

Date of Intake M _ _ D _ _ Y _ _

Primary Assignment: 71 _ OSCI
(Check ONE) 72 _ OWCC
73 _ OSP
04 _ Wr/Ed Release

EXIT REPORT

Type of Exit: (Check ONE Only)

- (0) _ Interstate Compact
- (1) _ Transfer (Within OCD) To _ _ _ _ _
- (2) _ Expiration
- (3) _ Early Release/Parole
- (4) _ Abscond/Escapes
- (5) _ New Arrest
- (6) _ Other

(Specify)

Exit To: (Check ONE Only)

- (0) _ Interstate Compact
- (1) _ OSCI
- (2) _ OWCC
- (3) _ OSP
- (4) _ Work/Educational Release
- (5) _ Regular Parole
- (6) _ Regular Probation
- (10) _ IMPACT Parole
- (11) _ IMPACT Probation
- (13) _ Whereabouts Unknown
- (14) _ Expire/Discharge
- (12) _ Other

(Specify)

Counselor Name _ _ _ _ _

Date of Report M _ _ D _ _ Y _ _

FORM # 8FS -- STATUS CHANGE CARD

****The Status Change Card is to be completed for all clients assigned to the region, IMPACT and Non-IMPACT.

****Is used for opening a pending case.

****Provides a means of notifying the tracking system of:

- 1) Changes in supervision classification;
- 2) Transfer within the Region;
- 3) Transfer to another Region; and
- 4) Case closures.

****Note that Date of Intake and Primary Assignment (i.e., 05 = Regular Parole; 06 = Regular Probation; 10 = IMPACT Parole; 11 = IMPACT Probation) should correspond to those shown on Form #2 for this client.

****The Closed Offense, Sentencing Judge, and Date of Commitment refer to that one commitment being closed. Where two (2) or more commitments are closed, list each one separately.

****This card should be sent to the Tracking Unit within five (5) working days after a change in status.

OREGON CORRECTIONS DIVISION
STATUS CHANGE CARD

Officer File Distribution

cc: ☐ A0 ☐ Tracking
☐ ☐

CLIENT IDENTIFICATION: OSPBI# _____

M ___ D ___ Y ___
Date of Intake (True Name: Last, First, Middle)

M ___ D ___ Y ___
Date of Birth

Primary Assignment:
(5) Regular Parole
(6) Regular Probation
(10) IMPACT Parole
(11) IMPACT Probation
(16) OOS Parole
(17) OOS Probation

TYPE OF STATUS CHANGE

Current Status: ☐ Active
(Check ONE) ☐ Pending

Change Status To: ☐ Active
(Check ONE) ☐ Closed

Change Supervision
Classification To:

Date Official Change:

Transfer To: Region _____

Type I ___ Type III ___

M ___ D ___ Y ___

RECEIVING OFFICER: _____

Type II ___ Type IV ___

CASE CLOSURE INFORMATION

Type Closure:

Closure To:

- (0) Interstate Transfer
- (1) Expiration
- (2) Early Termination
- (3) Abscond/Escapes
- (4) Revoked/Rescinded
- (5) Show Cause/New Arrest/Bench Warrant
- (6) Transfer To Bench
- (7) Modified, Extended To: M ___ D ___ Y ___
- (8) Other: _____

- (0) Interstate Compact
- (1) Institutional Services
- (4) Work/Educational Release
- (5) Regular Parole
- (6) Regular Probation
- (10) IMPACT Parole
- (11) IMPACT Probation
- (13) Whereabouts Unknown
- (14) Expire/Discharge
- (15) Bench Probation
- (16) Show Cause/Disposition Unknown
- (12) Other _____

(Specify)

(Specify)

OFFENSE CLOSURE

Closed Offense: Maj. _____ Min. _____

Sentencing Judge: _____

Date of Probation/Parole: M ___ D ___ Y ___

Case Assigned To : _____

Completed By : _____

191 Date of Report : M ___ D ___ Y ___

APPENDIX E

PROPOSED REVISED CASE PLAN REPORT

FORM #4

OREGON CORRECTIONS DIVISION
CASE PLAN REPORT
FORM # 4

Client Identification

OSPBI # _____

True Name: (Last) (First) (Middle) _____

Date of Birth: M ___ D ___ Y ___

Date of Intake M ___ D ___ Y
Primary Assignment: (Check ONE)
04 Wr/Ed Release 71 OSCI
05 Regular Parole 72 OWCC
06 Regular Probation 73 OSP
10 IMPACT Parole 16 OOS Parole
11 IMPACT Probation 17 OOS Probation

DATE GOAL SPECIFIED	CATEGORY	ACTUAL SERVICE	TIME FRAME (from) (until)	AS EVIDENCED BY	DATE GOAL SPECIFIED	CATEGORY	ACTUAL SERVICE	TIME FRAME	AS EVIDENCED BY
M ___ D ___ Y	1. MENTAL/EMOTIONAL/PHYSICAL HEALTH				M ___ D ___ Y	4. LEGAL OBLIGATIONS			
M ___ D ___ Y	A. Obtain Mental/Psychological Counseling		-		M ___ D ___ Y	A. Achieve Arrest-Free State		-	
M ___ D ___ Y	B. Obtain Physical Hlth Trtmt		-		M ___ D ___ Y	B. Complete payment of Resti- tution/Fine		-	
M ___ D ___ Y	C. Achieve Drug-Free State		-		M ___ D ___ Y	C. Satisfy (Special Conditions)		-	
M ___ D ___ Y	D. Achieve Alcohol-Free State		-		M ___ D ___ Y	D. Specify _____		-	
M ___ D ___ Y	E. Specify _____		-		M ___ D ___ Y	E. Specify _____		-	
M ___ D ___ Y	F. Specify _____		-		M ___ D ___ Y	F. Specify _____		-	
M ___ D ___ Y	G. Specify _____		-		M ___ D ___ Y	5. FAMILY/MARITAL RELATIONSHIPS			
M ___ D ___ Y	2. ECONOMIC STABILITY/EMPLOYMENT				M ___ D ___ Y	A. Achieve Stable Family Relationship		-	
M ___ D ___ Y	A. Obtain Employment		-		M ___ D ___ Y	B. Achieve Better Living Conditions		-	
M ___ D ___ Y	B. Maintain Steady Employment		-		M ___ D ___ Y	C. Achieve More Favorable Living Arrangement		-	
M ___ D ___ Y	C. Obtain Marketable Job Skills		-		M ___ D ___ Y	D. Specify _____		-	
M ___ D ___ Y	D. Obtain Driver's License & Insurance.		-		M ___ D ___ Y	E. Specify _____		-	
M ___ D ___ Y	E. Achieve Proper Management of Finances		-		M ___ D ___ Y	F. Specify _____		-	
M ___ D ___ Y	F. Specify _____		-		M ___ D ___ Y	6. COMMUNITY/SOCIAL STABILITY			
M ___ D ___ Y	G. Specify _____		-		M ___ D ___ Y	A. Obtain Favorable Residence		-	
M ___ D ___ Y	H. Specify _____		-		M ___ D ___ Y	B. Achieve Acceptable Associ- ations & Companions		-	
M ___ D ___ Y	3. EDUCATION				M ___ D ___ Y	C. Achieve Church/Religious Involvement		-	
M ___ D ___ Y	A. Obtain Adult Basic or Re- medial Education		-		M ___ D ___ Y	D. Achieve (Special Social/ Community Involvement)		-	
M ___ D ___ Y	B. Obtain GED Instruction		-		M ___ D ___ Y	E. Specify _____		-	
M ___ D ___ Y	C. Obtain College Education		-		M ___ D ___ Y	F. Specify _____		-	
M ___ D ___ Y	D. Specify _____		-		M ___ D ___ Y	G. Specify _____		-	
M ___ D ___ Y	E. Specify _____		-		M ___ D ___ Y	H. Specify _____		-	
M ___ D ___ Y	F. Specify _____		-						

DA

APPENDIX F

COMMITMENT OFFENSE CONVERSION SCHEDULE

OVERVIEW

Because the Oregon Criminal Codes were revised in January 1972, a wide variety of identifiers are found in Divisional recording of the crime of commitment. In all, nearly 600 different combinations of letters and numbers refer to less than 150 crimes within the "new" law. To enhance both tracking and program staff recordkeeping, these 600 identifiers have been collapsed into their proper NCIC and "new" Oregon law categories.

In this document, the "new" Oregon law categories are arranged alphabetically with their associated NCIC number, felony/misdemeanor/unclassified designation; and the crime class (further refines the notion of degree). All sets of identifiers found within Divisional records for that "new" law crime are then arranged below it in alphabetical order.

Using the first two characters of the NCIC code, crimes of commitment for all clients as recorded in AJI's county-wide data base have been given the appropriate two-digit prefix, with a third character used to denote which Impact crime it is; a "6" is used instead if the crime of commitment is not specifically Impact eligible. By following this procedure and building on this AJI data base (6,600 records), the Tracking Unit would be able to maintain adequate controls on who is and who is not in Impact. Field Services. Additional benefits include information feedback capability for management and counselor workload accounting and control. Clearly, maintenance of this data base is essential for evaluation. Specifically, no other source exists for auditing the completeness of case reporting to tracking, or of identifying comparisons.

COMMITMENT OFFENSE CONVERSION TABLE NATIONAL CRIME INFORMATION CENTER (NCIC) CODES

NCIC CODE	CRIME AND DEGREE	TYPE	LEVEL
2000	ARSON (including conspiracy) I		
	AR	Felony	Class A
	ARITFD		
	ARSONITFD		
	ARSO I		
	ARSO 1		
	ARSO 1DEG		
	ARSON 1		
	CONS ARSO I		
2000	ARSON (including conspiracy) II		
	AR	Felony	Class C
	ARITSD		
	ARSON		
	ARSONITSD		
	ARSON II		
	ARSO ATTE		
	ARSO FRAUD		
	ARSO II		
	ARSO 2DE		
	ARSO 2DEG		
	CONS ARSO II		
1300	ASSAULT (including conspiracy) I		
	AA	Felony	Class B
	AAB		
	AABMOFLTPGBI		
	AAITFD		
	ABAWADW		
	ABITFD		
	AITFD		
	AS		
	ASS KILL		
	ASSA		
	ASSA AR		
	ASSA ARA		
	ASSA ARM		
	ASSA ARMD		
	ASSA ARME		

NCIC CODE	CRIME AND DEGREE	TYPE	LEVEL
1300 (Cont.)	ASSAULT (including conspiracy) I (Cont.)	Felony	Class B
	ASSA AWAD		
	ASSA ENHA		
	ASSA EXPC		
	ASSA IDEG		
	ASSA KILL		
	ASSA MAYH		
	ASSA MURD		
	ASSA RAPE		
	ASSA WE		
	ASSA WEA		
	ASSA WEAP		
	ASSA WGF		
	ASSA I		
	ASSAULT I		
	ATKOIABP		
	ATKOIBPOLM		
	ATMT MURD		
	ATT MANS		
	ATT MURD		
	ATT MURDE		
	ATT RAPE		
	ATT RAPE C		
	ATTE MANS		
	ATTE MURD		
	ATTE RAPE		
	ATTEM MANS		
	ATTEM MUR		
	AWADW		
	AWAWDW		
	AWDW		
	AWGF		
	AWITCM		
	AWITCR		
	AWITCVMAN		
	AWITR		
	AWTIK		
	CONS ASSA I		
	MURD ATTD		
	MURD ATTE		
	RAPE APUC		
	RAPE ASSA		
	RAPE ATMP		
	RAPE ATTE		
	RAPE ATTM		
	FDA		

NCIC CODE	CRIME AND DEGREE	TYPE	LEVEL
1300	ASSAULT (including conspiracy) II	Felony	Class C
	AA		
	AAB		
	AGG ASSA		
	AGGREGATE		
	AITSD		
	AS		
	ASAU		
	ASCA 2ND		
	ASSA		
	ASSA AGGR		
	ASSA ATTE		
	ASSA BA		
	ASSA BATT		
	ASSA CHIL		
	ASSA NEGL		
	ASSA UA		
	ASSA UARM		
	ASSA URMD		
	ASSA 2DEG		
	ASSA II		
	ASSAULT		
	ASSAULT R		
	ATT ASSA		
	ATT SEX A		
	ATTE ASSA		
	ATUDW		
	CONS ASSA II		
1300	ASSAULT (including conspiracy) III	Misdemeanor	Class A
	A ASSAULT		
	A & B		
	AITTD		
	ASSA 3		
	ASSA 3RD		
	ASSA III		
	ASSAULT IT		
	ASSAULT III		
	3RD DEG ASSA		
1300	ASSAULT MENACING	Misdemeanor	Class A
	MENACING		
1300	ASSAULT NEGLIGENT	Misdemeanor	Class A
	REAF		
	RECK ENDAN		

NCIC CODE	CRIME AND DEGREE	TYPE	LEVEL
2200	BURGLARY (including conspiracy) I		
	ACCE BURG I	Felony	Class A
	BIAD		
	BIADH		
	BITFD		
	BUR 1ST D		
	BURG DWEL		
	BURG DWL		
	BURG EXPL		
	BURG FIRS		
	BURG IAD		
	BURG IADH		
	BURG IADW		
	BURG IDAH		
	BURG INDH		
	BURG INIS		
	BURG ITFD		
	BURG LADH		
	BURG 1		
	BURG 1		
	BURG 1ST		
	BURG I		
	BURG 1DE		
	BURG 1DEG		
	BURGLARY I		
	CONS BURG I		

NCIC CODE	CRIME AND DEGREE	TYPE	LEVEL
2200	BURGLARY (including conspiracy) II		
	ACCE BURG II	Felony	Class C
	ATT BURG		
	ATTE BURG		
	BITSD		
	BNIAD		
	BUR SECD		
	BURG		
	BURG ATTE		
	BURG IN 2		
	BURG INTS		
	BURG ITSD		
	BURG I2ND		
	BURG NAID		
	BURG NIA		
	BURG 2DE		
	BURG 2DEG		
	BURG 2ND		
	BURG 2ND D		
	BURG II		
	BURGLARY II		
	CONS BURG II		

NCIC CODE	CRIME AND DEGREE	TYPE	LEVEL
2000	BURNING RECKLESS		
	BURNING	Misdemeanor	Class A
	R BURN		
	RECK BURN		
3600	CONSPIRACY TO SEXUALLY ASSAULT		
	CONT SEXU	Misdemeanor	Class A
	CTTSOAM		
1000	CUSTODY I		
	CUST I	Felony	Class C
1000	CUSTODY II		
	CUST II	Misdemeanor	Class A
3500	DRUG (including conspiracy) ACTIVITIES I		
	ATTE DRUG	Felony	Class B
	ACT I		
	ACT I DRUGS		
	C.A.I.D.		
	CAIDRUGS		
	CONS DRUGS		
	DANG DRUG		
	DRG SALE		
	DRUGS		
	DRUG ACT		
	DRUG ACT I		
	DRUG ATTE		
	DRUG DISP		
	DRUG DANG		
	DRUG DAN		
	DRUG FURN		
	DRUG OBT A		
	DRUG PASS		
	DRUG SALE		
	DRUG VIOL		
	FODD		
	FURN DAND		
	IPOD		
	IPODD		
	IPON		
	ISON		

<u>NCIC CODE</u>	<u>CRIME AND DEGREE</u>	<u>TYPE</u>	<u>LEVEL</u>
3500 (Cont.)	DRUG (including conspiracy) ACTIVITIES I (Cont.)		
	MARIJUANA	Felony	Class B
	MARI SALE		
	MARI POSS		
	NARC		
	NARCOTIC		
	NARCOTICS		
	NAR SALE		
	NARC ACT I		
	NARC ACTV		
	NARC FURN		
	NARC POS		
	NARC POSS		
	NARC SALE		
	NARC SELL		
	NARC SMUG		
	POSS NARC		
	SALE DRUGS		
	SMUG DRUGS		
3500	DRUG RECEIVING		
	DRUG TWREC	Felony	Class C
	TW DRUGR		
	TW DRUG		
	TWDR		
	TWDRUGR		
3500	DRUG PROMOTION		
	CDP	Misdemeanor	Class A
	DRUG PRO		
	DRUG PROM		
3500	DRUG USE		
	CUOD	Misdemeanor	Class A
	CUO DRU		
	CUO DRUGS		
	CUO NAR		
	CUO NARC		
4900	ESCAPE (including conspiracy) I		
	CONS ESCAI	Felony	Class B
	EITFD		
	ESCA I		
	ESCA IDEG		
	ESCAPE I		

<u>NCIC CODE</u>	<u>CRIME AND DEGREE</u>	<u>TYPE</u>	<u>LEVEL</u>
4900	ESCAPE (including conspiracy) II	Felony	Class C
	ATE		
	ATEFOD		
	CONS ESCA II		
	EFOD		
	EITSD		
	ESCA		
	ESCA ATTE		
	ESCA DETN		
	ESCA FOD		
	ESCA JAIL		
	ESCA PEN		
	ESCA PENA		
	ESCA PENL		
	ESCA 2DE		
	ESCA 2DEG		
	ESCA 2ND		
	ESCA II		
	ESCAPE II		
	ESCAPEE		
	ESCP PENL		
	EXCA PENL		
2500	FORGERY (including conspiracy) I	Felony	Class C
	ATUAFD		
	CHEC FORG		
	CHECK FOR		
	CHEK FORG		
	CONS FORG I		
	DOCU FORG		
	FITF		
	FITFD		
	FOR 1ST D		
	FORG		
	FORG CHEC		
	FORG 1ST		
	FORG 1DE		
	FORG 1DEG		
	FORG I		
	FORGED CK		
	FORGERY		
	FORGITFD		
	PO FORGED		
	UAFBC		
	UAFI		
	UTFD		
	UTT A FOR		
	UTTERING		

NCIC CODE	CRIME AND DEGREE	TYPE	LEVEL
2600	FRAUD		
	CHE FRAU	Felony	Class C
	CHEC		
	CHEC FRAU		
	CHEC INS		
	CHEC INSF		
	CHEC INSS		
	CHECK FRA		
	CHECKS		
	CHEK INSF		
	CRED CARD		
	CRED COUN		
	CRED FRAU		
	CREDIT CA		
	DC		
	DCWIFIB		
	DCWIFIBT		
	DEFRAUD		
	EBE		
	EBE & DBCWI		
	EBEADBCWIFIBT		
	FRAUD		
	FRAUD POS		
	FUOACC		
	KU PAFBC		
	KU & PAFBC		
	KUAPAFBC		
	OBT MONEY		
	OMAPBFP		
	OMBFP		
	OPBFP		
	SAOPBFP		
1000	KIDNAPPING (including conspiracy) I		
	KIDNAPPIN I	Felony	Class A
	KIDNAP ITFD		
	KIDN ADUL I		
	KIDN ADVUL I		
	KIDN ARME		
	KIDN 1		
	KIDN IDEG		
	CONS KIDN I		
1000	KIDNAPPING II		
	KIDN	Felony	Class B
	KIDN ITSD		
	KIDN 2 DEG		
	KIDN II		

NCIC CODE	CRIME AND DEGREE	TYPE	LEVEL
0900	MANS LAUGHTER VOLUNTARY AND INVOLUNTARY		
	MANS	Felony	Class A
	MANS ARME		
	MANS LAUGHTER		
	MANS LAUGH		
	MANS LAUTE		
	MANS INVO		
	MANS VOLV		
	MANSVOLUNTARY		
0900	MANS LAUGHTER (negligible)		
	CNH	Felony	Class C
	HOMI NEGL		
	HOMO NEGL		
	MANS NEGL		
	NH		
	NEG HOM		
	NEG HOMI		
	NEGL HOMI		
0900	MANS LAUGHTER (auto)		
	CNH	Felony	Class C
	CNH AUTO		
	MANS AUTO		
0900	MURDER (including conspiracy)		
	CONS MURD	Felony	Class
	FDM		
	HOMICIDE 1		
	HOMICIDE 2		
	HOMICIDE I		
	HOMICIDE II		
	HOMO I		
	HOMO I		
	HOMO II		
	HOMO 2		
	MUR I		
	MURD		
	MURD II		
	MURD FIRS		
	MURD ITSD		
	MURD 1		
	MURD 2		
	MURDER		
	MURDER I		
	MURDER II		
	MURDER 1ST		

NCIC CODE	CRIME AND DEGREE	TYPE	LEVEL
3800	NONSUPPORT CHILDREN NON SUP CNON SUPP NON SUPPORT NONSUPP	Felony	Class C
1100	RAPE I RAPE CHIL RAPE DAUG RAPE DOUG RAPE DUG RAPE ENHA RAPE ITF RAPE ITFD RAPE SDA RAPE SDAU RAPE UAD RAPE I RAPE 1ST RAPE 1DEG ROAD ROWD RUAD	Felony	Class A
1100	RAPE II RAPE ENHA RAPE ITSD RAPE II RAPE 2DEG	Felony	Class B
1100	RAPE III RAPE ITTD RAPE STAD RAPE 3 DEG RAPE III STAT RAPE	Felony	Class C
1200	ROBBERY (including conspiracy) I AAARWA AAR AARBA AARBAWADW AARVAWDW AARWA	Felony	Class A

NCIC CODE	CRIME AND DEGREE	TYPE	LEVEL
1200	ROBBERY (including conspiracy) I (Cont.) AARWAWADW AARWBAWADW ADRWA AR ARM D ROB ARM D ROBB ASSA ROBB AA&RWA A&RWA A&RWBADW A&RWADW CONS RPBBO RBAWADW RBF ROTFD RBB ROB ARM D ROBB ARM ROBB ARME ROBB ENHA ROB I ROB LST ROB LST D ROBB ROBB I ROBB 1ST ROB 1DE ROBB 1DEG ROBB 1PDD ROBBERY 1 ROBBERY F 1 ROBB FIRS	Felony	Class A
1200	ROBBERY (including conspiracy) II AAR AARWUWADW ASSA RB ASSA RO ASSA ROB ASSA ROBB ASSA WITR ASS ROB ASS ROBB RBF RBFV RBFVNBADW RITSD ROBBAS ROBB ASSA	Felony	Class A

<u>NCIC CODE</u>	<u>CRIME AND DEGREE</u>	<u>TYPE</u>	<u>LEVEL</u>
1200 (Cont.)	ROBBERY (including conspiracy) II (Cont.)		
	ROB II	Felony	Class A
	ROBB II		
	ROBB 2ND		
	ROBB 2DE		
	ROBB 2DEG		
	ROBB 2ND D		
	ROBBERY II		
	ROBBFV		
	ROBB FORU		
	ROBB SEC D		
	CONS ROBB III		
1200	ROBBERY (including conspiracy) III		
	CONS ROBB III	Felony	Class B
	RITTD		
	ROB		
	ROBB ATTE		
	ROBB ATTM		
	ROBB BANK		
	ROBB NIAD		
	ROBB UARD		
	ROB UARN		
	ROBB UARM		
	ROBB URMD		
	ROBBERY III		
	ROBB I ADH		
	ROBBIII		
	ROBB 3		
	ROBB 3 DEG		
3600	SEXUAL ASSAULT-I		
	INCE	Felony	Class C
	INCEST		
	SA ITFD		
	SAI		
	SAITFD		
	SAOAC		
	SEXU A-I		
3600	SEXUAL ASSAULT-II		
	SA II	Misdemeanor	Class A
	SAITSD		
	SEXU A-II		

<u>NCIC CODE</u>	<u>CRIME AND DEGREE</u>	<u>TYPE</u>	<u>LEVEL</u>
1100	SODOMY I		
	SITFD	Felony	Class A
	SODOMY I		
	SODO CHIL		
	SODO CONS		
	SODO I		
	SODO 1 DE		
	SODO 1ST		
1100	SODOMY (including conspiracy) II		
	SITSD	Felony	Class B
	SODOMY II		
	SODO II		
	SODO 2DEG		
	CONS SODO II		
1100	SODOMY CONSPIRACY (including conspiracy) III		
	SEX PERV	Felony	Class C
	SEX PERVE		
	SITTD		
	SODOM 1 III		
	SODO HETE		
	SODO HOMO		
	SODO 3		
	SODO 3 DEG		
	SODO III		
2400	THEFT (including conspiracy) AUTO		
	AUTO	Felony	Class C
	AUTO STOL		
	AUTO THEF		
	AUTO W/O		
	CONS THEF AUTO		
	EACMWITS		
	EMVWITS		
	LARC AUTO		
	NMVTA		
	POASMV		
	POSMV		
	POSS AUTO		
	T & UAMV		
	TAUAMV		
	THEF AUT		
	THEF AUTO		
	UN USE VH		
	UOPA		
	UUMV		
	UUOV		

<u>NCIC CODE</u>	<u>CRIME AND DEGREE</u>	<u>TYPE</u>	<u>LEVEL</u>
2100	THEFT (including conspiracy) I CONS EXTO EXTORTION THEF EXTO	Felony	Class B
5700	TRESPASS I CRIM TRES I CRIM TRESSITFD TRES I	Misdemeanor	Class A
5700	TRESPASS II CRIM TRES II CRIM TRES ITSD TRES II	Misdemeanor	Class C
2900	VANDALISM I C MISCHIEF I CRI MIS I CRI MIS ITF CRIM MISITFD VAND EXPL VAND I	Felony	Class C
2900	VANDALISM II CRIM MIS II CRIM MIS 2DEG CRIM MISITSD	Misdemeanor	Class A
2900	VANDALISM III CRIM MISITTD CRIM MIS III CRIM MIS 3DEG	Misdemeanor	Class C
5200	WEAPON EX-CON ECIPFA ECIPOAF EIPOF EXCIPOF EXCIPOFA	Felony	Class U

<u>NCIC CODE</u>	<u>CRIME AND DEGREE</u>	<u>TYPE</u>	<u>LEVEL</u>
5200 (Cont.)	WEAPON EX-CON (Cont.) EXCONIPOA EXCONIPOF EWEAP POSS F A WEAP WEAP CRIM WEAP ECON WEAP EX C WEAP POSS WEAP VIO WEAP XCO WEAP XCON WEAPONS WEAPON XC WEAPOX X WEAPX CON WFAPXCON X CON ARM XCON POSS	Felony	Class U

APPENDIX G

CRS TRANSACTION INFORMATION

APPENDIX G

CRS TRANSACTION INFORMATION SYSTEM

To assist Client Resources and Services Project operations and to facilitate evaluation, AJI elected to construct and develop a CRS Transaction Information System (TIS). The system collects, stores and makes available all CRS short service data on a rapid retrieval basis. This serves the purpose of recordkeeping, report generation, and statistical analysis.

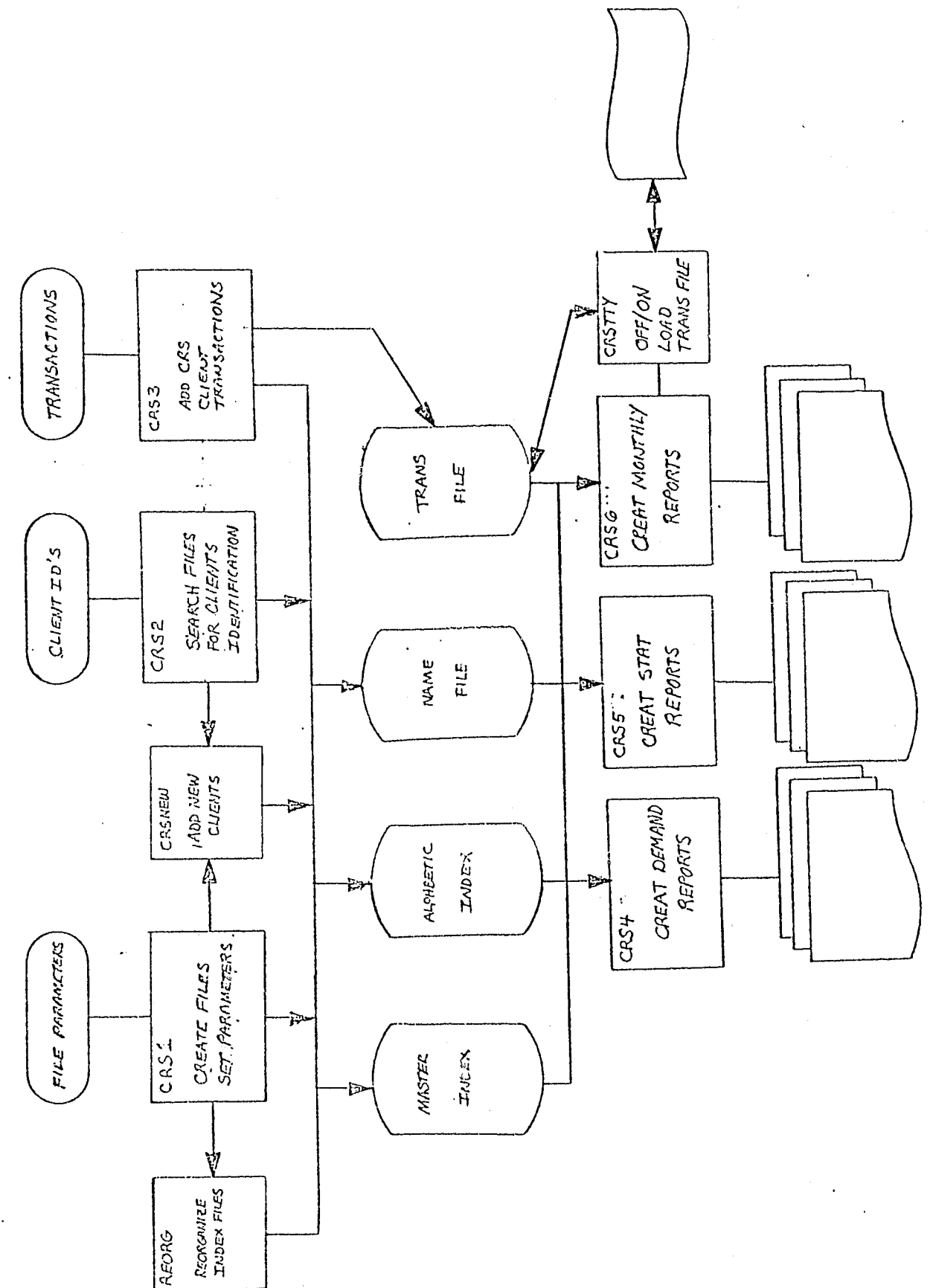
The TIS is transaction accented and applies each transaction as a budgetary monitor, thus accumulating monies spent by budgeted service categories. At the same time, each transaction provides a ready tally and description of the services and types of services purchased for each client.

Figure 1 shows a flow chart of the system and files that are accessed by rapid retrieval, interactive programs.

In order to accurately collect and monitor each service and area that CRS has contact with for each client, a comprehensive systems study was conducted on the clerical procedures of CRS recordkeeping. This study revealed that an unacceptable level of effort was required, merely to keep accurate records. At that time, workload was increasing rapidly and new methods were clearly needed. The limited staff was being overloaded and necessary records were receiving a lower priority than immediate service delivery response. AJI recommended techniques for work simplification and assisted in a form development stage. This replaced many single purpose forms with one multi-purpose but single method form. Figure 2 is an example of the resulting form.

Each service, even though repetitive and no matter how diversified,

FIGURE G-1 TIS SYSTEM FLOW



is re orded one way and on a separate line. Static information such as: client name, date of birth, OSPBI number, name of referring caseworker, and caseworker assignment code; are recorded only if there is a change from current information. Otherwise, these fields are left blank and not entered by the terminal entry clerk.

All other data is considered as part of the critical transaction data: date of request for CRS services, type of request, service assignment, type of service, payee, service duration, check amount, check/warrant number, delivery date. All are recorded on any disbursement or service to a client through CRS.

Payee is the recipient of the check or "service provider". "Type of service" is the general budgetary division. "Actual service" is the free form description of the service received.

After implementation of this recording method, the workload did not appreciably reduce, due to the backlog of previous transactions that needed to be coded. Eventually the influence of standardization did successfully change an otherwise increasingly difficult task and reduce it to a manageable routine one.

Computerization required maintenance of records on a specific available facility utilizing time already purchased in connection with use of the Career Information System. This imposed many problems relating to very serious restrictions on storage space and computer time available for the development.

Figure 3 shows the access procedure that had to be developed in order to store and retrieve the transaction data. Through a process of maintaining a master index that had the capability of pointing to the static information and from there to the transaction flow of any client.

FIGURE G-2

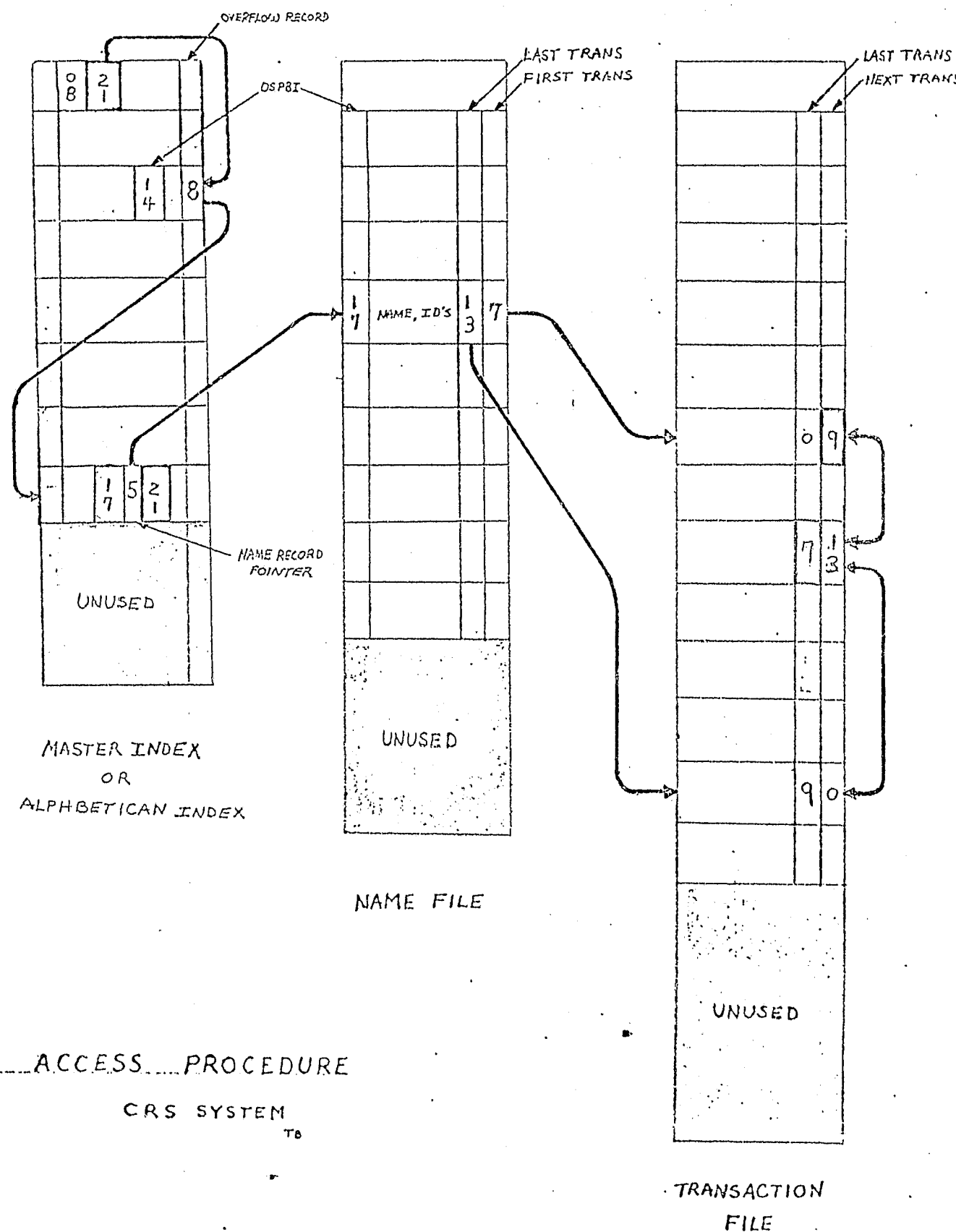
CRS DATA INPUT FORM

TRANSACTION # _____ DATE REQUEST _____
CLIENT NAME: _____ TYPE OR REQUEST _____
DATE OF BIRTH: MONTH _____ DAY _____ YEAR _____
OSPRI # _____ SERVICE ASSIGNED _____
CASEWORKER NAME: _____ ()
CASEWORKER ASSIGNMENT:
____ (0) COS _____ (4) W/ED. REL. _____ (8) DISCHARGE _____ (14) FEDERAL
____ (1) OSCI _____ (5) REG. PAR. _____ (10) IMP. PAR. _____ (15) OTHER (Specify): _____
____ (2) OMCC _____ (6) REG. PROB. _____ (11) IMP. PROB. _____
____ (3) OSP _____ (7) D.C. _____ (13) COUNTY/BENCH _____
219
LEGEND: VT = 01 B-ED = 04 MED = 07 CLOTHING = 10 UTIL = 13
P-ED = 02 JOB = 05 INCID = 08 TRANS = 11 OTHER = 14
R-ED = 03 PSYCH = 06 FOOD = 09 RENT = 12
(Specify) _____

[illegible]

INPUT REQUEST
17

FIGURE G-3
ACCESS PROCEDURE



The terminal entry system has been functional for several months and is currently storing the entire project year data by clients served. However, the maximum data capability of the TIS has been reached. Normal processing would be by project month only. The remaining data not entered cannot be merged with the current workload without some modification to the capacity of the system.

Having reached this maximum, AJI has not been able to routinely output the information desired by CRS and was not able to include it in this evaluation.

When workload associated with contractual obligations permits, this TIS system will be turned over to CRS operationally and will be maintained by AJI should problems occur.

It is expected that the TIS retrieval capability will prove a major resource to CRS in its ability to monitor operations. It will be able to recapitulate and critique its service delivery experience. It will be able to provide summary listings that inform the field caseworkers on CRS service deliver to their clients.

END