
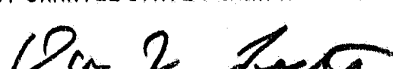
 U. S. DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION		DISCRETIONARY GRANT PROGRESS REPORT	
GRANTEE	LEAA GRANT NO.	DATE OF REPORT	REPORT NO.
Oregon Law Enforcement Council	75 ED-10-0101	6-30-76	7
IMPLEMENTING SUBGRANTEE	TYPE OF REPORT		
Multnomah County, Oregon	<input type="checkbox"/> REGULAR QUARTERLY <input type="checkbox"/> SPECIAL REQUEST <input checked="" type="checkbox"/> FINAL REPORT		
SHORT TITLE OF PROJECT	GRANT AMOUNT		
Case Management Corrections Services	\$ 844,123 B \$1,040,744.		
REPORT IS SUBMITTED FOR THE PERIOD		THROUGH	
December 1, 1974		June 30, 1976	
SIGNATURE OF PROJECT DIRECTOR		TYPED NAME & TITLE OF PROJECT DIRECTOR	
		James A. Anderson, Project Director	
COMMENCE REPORT HERE (See continuation pages as required.)			
<p>This is the final report on the Case Management Corrections Services Project (CMCS) continuation Grant Number 75 ED-10-0101. The Grant was awarded by the Law Enforcement Assistance Administration on 12-17-74 for the period from December 1, 1974 through May 31, 1976 with an extension granted 2-5-76 to continue through June 30th 1976. The original LEAA grant for the CMCS project (No. 72 ED-10-0101) covered the period from January 1, 1973 through November 31, 1974.</p> <p>Case Management Corrections Services was designed to be a model, neighborhood-based, probationary services program for juvenile offenders (ages 10-17 inclusive), who resided in a "target area" and had committed one or more "target" crimes, which were defined as burglary, robbery, assault, homicide and rape. If acquaintance or inter-personal relationship was a precipitating factor in the commission of the target offense, the offender was excluded from the project. The area selected for Case Management was determined by carefully studying the referral trends and patterns for target offense referrals to the Multnomah County Juvenile Court from 1965 through 1972. The greatest concentration was found to be in Southeast and Northeast Portland between 82nd Avenue and the Willamette River and North Portland. As probation was a requirement for admission to the program, all juveniles had to be referred to the Multnomah County Juvenile Court and jurisdiction established either through a formal court process or by the juvenile admitting the charge and thereby stipulating to jurisdiction. This allowed for the disposition of either formal or informal probation. The program was further designed to provide an intensive counseling experience which was achieved by limiting caseload size and by contracting for those rehabilitative services which were determined to be necessary but could not be provided by project staff or otherwise obtained in the community.</p> <p><u>Implementation</u></p> <p>The original Case Management Corrections Service program design called for the establishment of four (4) neighborhood-based facilities within the target area and the following staff: 18 Case Managers, 4 Service Center Supervisors, 7 Clerical Support Staff, 1 Project Director.</p> <p>No modifications were made to this design for the continuation grant. On December 1, 1974, all four offices were established in the target area and operating. There was also a full complement of staff with the exception of one (1) Case Management position which was vacated due to a resignation on 11-22-74. This position was filled</p>			
RECEIVED BY GRANTEE STATE PLANNING AGENCY (Official)			DATE
			JUL 12 1976

35283 0.2

on January 20, 1975 in accordance with the Equal Employment Opportunity program that was established by Case Management and which is on file in the Office of the Oregon Law Enforcement Council, Equal Employment Opportunity Coordinator.

A total of 340 cases were active with the Case Managers on December 1, 1974 and 512 new assignments were made prior to the closing of Intake on February 29, 1976. Thus a total of 852 clients received service during the grant period. Of the new cases received, 84.9% were referred for burglary, 9.17% for robbery, 5.17% for assault and slightly less than 1% for homicide and rape combined. Detailed information concerning Case Management Corrections Services program and operations is contained in the following section which is a descriptive response to each of the process objectives set forth in the continuation grant proposal.

Process Objectives

- A. To assume correctional services for juvenile clients who need eligibility criteria, in accordance with client service needs as indicated at the staffings.

All cases that were referred to the Multnomah County Juvenile Court between December 1, 1974 and February 29, 1976 from the Case Management Target Area and which appeared to be target offenses (burglary, robbery, weapon assault, homicide, rape) were screened by the Case Review and Assignment Manager (CRAM). If they met the project criteria and after jurisdiction was established by the court, either through a court guilty finding or an admission of the charge and stipulation to jurisdiction and disposition, they were either assigned to the Case Management program or the Control group for services. A total of 512 cases were opened for Case Management services during this period. On March 1, 1976 Intake was closed to new cases as a part of the plan to phase-down Case Management. This closure was implemented to allow sufficient time to complete to whatever extent possible the services on these cases and also to minimize the number of cases that were to be transferred back to the Juvenile Court at the project's termination. The original projection was 500 cases per year or a total of 750 cases for the grant period (December 1, 1974 through May 30, 1976). This projected number assumed that Intake would be continued throughout the grant period. Also, the grant was extended from May 30, through June 31, 1976, which effects the monthly average of cases opened to the project. The 512 cases represent 68.26 percent of projected total or an average of 26.94 cases per month. To arrive at a more realistic picture of the service pattern I have considered the period from December 1, 1974 through February 29, 1976, or only that time during which Intake was open and services were at an optimum. During this period these 512 new cases represent a monthly average Intake of 34.13 cases as opposed to a projected monthly average of 41.66 or 81.92% of the projected total for that period. All cases received between December 1, 1974 and December 1, 1975 were staffed by the complete staffing team where individual goals and objectives were established. This provided a basis for the intensive and extensive services that were delivered by the Case Management staff. New cases received between December 1, 1975 and February 29, 1976 were staffed by the Case Manager and his/her Supervisor. Service delivery was maintained at the same level for these cases.

- B. To effect Case Staffings within three calendar weeks from date each case is assigned to the Case Manager.

As previously stated, for the period from December 1, 1974 through December 31, 1975, all new cases were staffed by the complete staffing team which consisted of the staffing team leader, (Dr. Michael Ebner, Ph.D., Clinical Psychologist), Case Management Supervisor and Case Manager. During this period the average length of time between the case assignment and the case staffing was 24.64 days with seven (7) days being the shortest period and fifty-six (56) days the longest. After December 31st, cases were staffed by the Case Management Supervisor and the Case Manager. This change was necessitated by the fact that Dr. Ebner had extremely limited time available and it was also felt that the Case Management staff had obtained sufficient expertise in the staffing process so that cases could be adequately staffed without Dr. Ebner's assistance.

- C. To maintain service caseloads on a level not to exceed twenty-five (25) clients per worker, no more than seven (7) of whom are actively serviced by staff in Out of Home Care status.

In the original Grant the process objective concerning caseload size stated that the caseloads would not exceed twenty (20). When Speical Out of Home Care (SOHC) services became operational in August 1974, a policy was established whereby clients placed in substitute living situations (foster care, group care, group foster care, institution) would remain active on Case Management caseloads even though SOHC and their providers would have primary responsibility for the client. It was felt that the Case Managers could provide a valuable link with the family and community and would better be able to assist in the transition of a child back into the family and the community. It was therefore felt that the maximum caseload size could be increased without jeopardizing over-all service delivery. This change was requested through OLEC and approved on January 6, 1975. For the period from December 1, 1974 through June 31, 1976 the average monthly project caseload was 363.52 or an average of 21.38 cases per Case Manager. Again a more realistic picture is obtained if one looks at the fifteen (15) month period from December 1, 1974 through February 29, 1976, when Intake was closed. During this time the average project monthly caseload was 393.06 cases for an average of 23.12 cases per Case Manager. During this same period the average number of clients in placement through SOHC was 53.2 per month or an average of 3.12 per Case Manager. Average caseloads for this period were therefore 20 cases per Case Manager with clients living in their own home with the Case Manager having primary responsibility and 3.12 cases with clients in SOHC placement and SOHC having primary responsibility.

- D. To maintain four (4) neighborhood-based service units with staff deployed into appropriate facilities within the project service areas.

Four neighborhood offices were established during the original grant period and were operational when the continuation grant was awarded. One office was located in Southeast Portland and was staffed by a Supervisor, five Case Managers and a Secretary. This arrangement continued for the duration of the grant. A second office was located in North Portland at 8916 North Woolsey Avenue. This office was staffed on December 1, 1974 by a Supervisor, four Case Managers and a Secretary. This arrangement continued until September of 1975 when the Supervisor resigned. Supervisory

responsibilities for this office were then shared by the two Supervisors from the Northeast offices until February 13, 1976. The remaining two offices were located in the northeast area of Portland, one at 3807 N. E. Union Avenue and the other at 5022 N. Vancouver Avenue, in the Albina Service Center. The Vancouver Avenue office was staffed on December 1, 1974 by a Supervisor, four (4) Case Managers and a Secretary as was the Union Avenue office, which also housed the Project Director and the Project Secretary. In February 1976 it was determined that the office located at 5022 N. Vancouver Avenue could be closed and staff moved to the Woolsey Avenue and Union Avenue offices without jeopardizing service delivery and would further allow for more complete supervisory coverage. At that point the Supervisor and two Case Managers went to the Woolsey office and two Case Managers moved to the Union Avenue office when the Vancouver Avenue office was closed. Two Case Managers (CRAM) and two Support staff were housed at the Juvenile Court during the project's duration.

- E. To incorporate previously developed neighborhood Advisory Councils into Multnomah County's planned Quadrant Advisory Council for the Department of Human Services.

During the original grant period Neighborhood Advisory Councils were developed in the Southeast and Northeast (Union and Vancouver Avenue offices combined) areas. In the North office, the office gained input from ongoing neighborhood Advisory boards. During the summer of 1974 Multnomah County Department of Human Services began a decentralization process and Quadrant Managers were hired. One of their responsibilities was to develop neighborhood or area Advisory Boards to provide a stronger link between the County government and the people in the communities. These Advisory Boards were developed at different rates and functioned somewhat autonomously. Therefore, their relationship to the various Case Management offices varies. Each Advisory Board had a member or members previously associated with Case Management Advisory Board. Also, all of the Quadrant Managers who were responsible for any portion of Case Management target area were housed in the same facilities as Case Management units, thus providing a viable liaison between Case Management and the neighborhood Advisory Boards. By and large exchanges with Advisory Board members and Quadrant Managers was an informal process. Individually and as a group they were completely supportive of the Case Management concept and more specifically, of the services and the manner in which they were provided.

- F. To maintain contractual service delivery, and further develop same, proportionate to the needs of project clients in the context of treatment programming.

Several of the major contracts for service were negotiated during the original grant period and have either been re-negotiated or continued during this grant period. Contracts were continued with Delauney Mental Health Institute and Morrison Clinic for psychological and/or psychiatric evaluation and/or treatment. Psychological and psychiatric services were also obtained from a variety of private vendors with whom no formal contract was negotiated. An inner-agency agreement was also continued with the Multnomah County Department of Human Services for one (1) Full Time Equivalent (FTE) nurse. Three nurses shared this responsibility and have

provided each office with a comprehensive health care service. They have evaluated clients and families relative to health needs and coordinated referrals to private vendors for medical and dental needs when appropriate. Contracts were also maintained with Jantzen Beach Bowl and Amato Lanes for recreational services. In January of 1975 a contract was negotiated with Portland Public Schools for the services of a school coordinator to develop individualized educational programs for Case Management clients. Responsibilities of this position included development and procurement of special school situations; liaison with school personnel on special programs; procurement of tutors and development of special learning situations. This contract was continued through March 15, 1976, at which time Intake was closed and due to the pending closure of the school year and termination of the program, it was terminated.

Contracts were also maintained with Open Meadows Learning Center and Albina Youth Opportunity School for alternative educational programs. A contract was also maintained for the services of Grant Cooney, Volunteer Coordinator, on a part-time basis. His efforts were in part responsible for the involvement of as many as forty (40) volunteers and students at some given times.

The contract with Dr. Michael Ebner, Ph.D., Clinical Psychologist, which was negotiated in July of 1973 was also continued. Services were available to the project through December of 1975 at which time he had very limited time available for the project. His evaluations and participation as the staffing team leader made the individualized case planning and development of case specific goals more meaningful. His understanding of individual and family dynamics and ability to train staff to the staffing process as well as in special training sessions, increased immeasurably the potential of the entire staff to provide intensive and extensive services to project clientele. No area of identified need was left un-met due to an inability to locate or develop the appropriate resource and make it available to the clients.

- G. To review and appropriately modify when indicated, program activities in accordance with evaluation and monitoring information.

There were no major program modifications during the grant period until March 31, 1976 when Intake was closed and the planned phase-down of the project began in anticipation of termination. Monitoring visits were minimal and did not result in any recommendations for program or operational modification. Recommendations for program changes relative to evaluation (primarily the Intake and case assignment process) were implemented during the initial grant period.

- H. To develop and implement when indicated, a strategy for incorporating project staff and program features in local Human Services and correctional programming.

Activity began early in the grant period to formulate a strategy for continuing the Case Management program and to incorporate the entire program or it's concepts in the Multnomah County Juvenile Court. Considerable time and effort was devoted to research funding sources and submitting grant applications. All possible resources, both public and

private were considered. To facilitate the transitional planning for Case Management, Bill Morris, the Case Review and Assignment Manager, was given a temporary special assignment beginning on July 1, 1975, to identify the successful and effective aspects of the project and then prepare a written statement as to possible ways they could be integrated into the Juvenile Court system. Additional responsibilities of this assignment were to explore other funding sources, to assist with grant proposals and applications. These efforts resulted in the submission of a grant application to National Institute of Mental Health (NIMH), an application in February of 1976 to the Office of Technicological Transfer of the Law Enforcement Assistance Administration (LEAA) for exemplary status, an application to Oregon Law Enforcement Council for a Block Grant, and the submission of a written report and oral presentation to the Director of the Department of Justice Services, Juvenile Court Judges of Multnomah County, the Director of Multnomah County Juvenile Court. The grant application to NIMH was withdrawn when it was determined that they were funding only evaluations and not programs. The application for exemplary status resulted in an exemplary project screening and validation report being submitted by ABT Associates, Inc. to LEAA for consideration by the exemplary project's Review Board. Case Management was not accepted as an exemplary program, due in part to the reduction in program on July 1st and other considerations.

Applications to OLEC have resulted in the procurement of the \$33,000.00 Block Grant for implementation of Case Management concepts into the Multnomah County Juvenile Court system. Written and oral presentations to the Director of Justice Services and the Judges were well received. They have been, and continue to be, committed to a course of continuing the Case Management concepts in Multnomah County. The appointment of Harold Ogburn, former Director of Case Management, to the position of the Director of Multnomah County Juvenile Court is a development that will have immeasurable value in the implementation of Case Management concepts. He is committed to a program of correctional services in the community and will implement those successful components of Case Management to whatever degree budgetary limitations will allow. Effective July 1, 1976, the Case Management offices located on Northeast Union Avenue and North Woolsey Avenue will become district offices for Multnomah County Juvenile Court. They will be staffed by Juvenile Court counselors who will have limited caseloads and who will be able to provide from a community base a greater level of service than has traditionally been provided. Two counselors will also be located in a neighborhood location in Southeast Portland, sharing space with other service programs.

Evaluation and Research

As with any new and innovative program, the evaluation and research design was of paramount importance in the Case Management project. Over-all responsibility for the research was accepted by the Oregon Law Enforcement Council's Impact Evaluation Unit which received independent grants for the evaluation. During the CMCS continuation grant period, four (4) evaluation reports were released. Evaluation Reports Numbers 3 and 4, entitled "Preliminary Outcome Assessment" and "Preliminary Outcome Assessment by CMCS Neighborhood Office", were released in January of 1975. Evaluation Report Number 5, "Preliminary Individual Plans and Outcome Assessments", is dated March, 1975. Evaluation

Report Number 6, "Final Outcome Assessment Based On In-Service and Post-Service Offense Comparisons Between Study Groups", is dated July, 1975.

The research design employed the use of a randomly selected Control Group from the target population who were assigned to regular Juvenile Court counselors. Comparisons were then made between the Control Group and Case Management clients. Multnomah County's Office of Program Analysis, Research and Design (PARD) was awarded a contract to complete the data collection. Data used in the Evaluation Report Number 6, "Final Outcome Assessment Based On In-Service and Post-Service Offense Comparisons Between Study Groups", was collected from all Control cases (72) identified from July 1, 1973 to January 31, 1975. They are compared against Case Management clients (466) assigned from May 1, 1973 to January 31, 1975. A post-service recidivism rate of 4% for Case Management clients as opposed to a 21% rate for the Control group is one of the major findings of this evaluation. There were a number of additional significant findings and the reader is referred to this document as well as the previous documents for specific information on the evaluation.

As stated in the previous paragraph, data used in the "Final Outcome Assessment" was collected prior to January 31, 1975, which all but eliminates any evaluation on clients served during the continuation grant. Data collection was continued through August 22, 1975, at which time the contract with PARD was terminated. Data collected between February 1, 1975 and August 22, 1975 has been processed and is available for future use. It was anticipated at the point that data collection stopped that the remaining evaluation monies would be used for a follow-up evaluation at some later date.

To summarize the research and evaluation of this grant period, one would have to state that although four (4) reports were released during the grant period, there has been essentially no evaluation of services or outcome of services rendered during this grant period.

Reporting Procedure

A formal procedure for reporting on all Impact projects was established by the Oregon Law Enforcement Council on December 31, 1974. In accordance with this procedure, quarterly reports dated 1-10-75, 4-9-75, 7-14-75, 10-10-75, 1-9-76 and 4-9-76 have been submitted on LEAA Form 4587/1 to the State Planning Organization and to the Impact Office on a timely basis, giving a comprehensive narrative report on project operational details. Monthly and quarterly fiscal reports have also been provided directly to the State Planning Organization in accordance with their directives and within their established time frame.

Financial

On December 17, 1974, a grant in the amount of \$1,040,744.00 was awarded under Title I. of the Omnibus Crime Control and Safe Streets Act of 1968, P.L. 90-351 as amended to the Oregon Law Enforcement Council with Multnomah County as the sub-grantee. The award was made for the period from December 1, 1974 to May 30, 1976. On 2-5-76 the grant was extended by the Oregon Law Enforcement Council to June 30, 1976 with no additional funds allocated. Two requests were submitted and approved for transfer of funds between budget categories. On 11-24-75, a request was submitted to transfer \$12,080.00 from Professional Services to Personnel. On April 26, 1976, a request was submitted to transfer \$7,000.00 from Travel, \$85,000.00 from Contractual, \$11,000.00 from Other, to Personnel \$70,000.00, Fringe Benefits \$14,000.00, and Indirect Charges \$19,000.00.

These modifications were made necessary because of the extended grant period, higher personnel costs that resulted from Union negotiations with Multnomah County and a somewhat different cost pattern than was anticipated. Responsibility for financial transactions and cash requests for the grant was assumed by Multnomah County's Office of County Management, Finance Division. All monthly and quarterly reports were also prepared and submitted by the Finance Division as will be the Final Report.

Phase-Down

As has been stated several times previously in this report, a "phase-down" of Case Management began in March of 1976. At that point it appeared that all possible outside sources for funding of the Case Management project per se had been exhausted. Multnomah County was facing an \$8.4 million deficit in their budget for the fiscal year 1976-77 and additional General Fund monies did not appear to be a realistic expectation. It therefore appeared necessary and appropriate to begin a "phase-down" operation so that the impact of the project's termination could be minimized and implementation of a scaled-down program implementing the successful components of CMCS could begin at the Multnomah County Juvenile Court on July 1, 1976.

The first step in the "phase-down" was to close Intake on March 1, and to advise staff of the project's impending termination. At that point it appeared that a very limited number of Case Management staff could be assimilated into the regular Juvenile Court program and staff was so advised. Between March 1 and May 14, 1976, four (4) staff members resigned to accept employment outside of Multnomah County and five (5) staff members accepted other positions in the County structure, including Harold Ogburn, who was appointed Director of the Multnomah County Juvenile Court on 3-16-76. Four (4) staff members who did not have County Civil Service status were terminated on June 30, and one (1) resigned to go into private business. Fourteen (14) staff members, including two (2) secretaries and twelve (12) professional staff were absorbed into the Juvenile Court system. One (1) staff member, (myself) will go on an Active Layoff list, effective July 1.

With the closing of Intake, Case Managers were able to concentrate on the remaining cases, either completing services or preparing clients for transfer back to the Juvenile Court. A total of seventeen (17) cases were transferred back to the Court.

As of July 1, the Juvenile Court will be maintaining two (2) district offices (one in North and one in Northeast Portland), each staffed with three (3) counselors carrying limited caseloads. In addition to this, a minimum of two (2) counselors will be co-housed with Adult Probation counselors in Southeast Portland and providing services from a neighborhood base. Therefore, with a limited amount of outside money, (\$33,000.00 from a Block Grant from Oregon Law Enforcement Council), Multnomah County will be in a position to incorporate many of the concepts and gain from the valuable experience that has been afforded by the Case Management program.

Records and Documents

All records, files and documents from the Case Management project are located at Multnomah County Juvenile Court, 1401 N.E. 68th Avenue, Portland, Oregon. Access to them can be gained by contacting Harold Ogburn, Director.

Financial records are maintained by Multnomah County's Department of Administrative Services, Financial Section. Access to the information from these files can be obtained by contacting Roy Bodine, Grant Accounting Specialist. He is located on the 6th Floor of the Gill Building, 426 S. W. Stark St., Portland, Oregon.

Property Inventory

Attached to this report is a complete, itemized property inventory, listing all Case Management equipment by the purchased cost and inventory number. As you will note, the format for listing equipment is the Inventory List submitted in May of 1974 with an updated listing of it's present location. All equipment will be used either at the Juvenile Court district offices (3807 N. E. Union Avenue, 8916 North Woolsey Avenue, or 4610 S.E. Belmont) or at the Multnomah County Juvenile Court (1401 N.E. 68th Avenue) for juvenile corrections services programs. Also note that one (1) typewriter (Inventory No. 232) and one (1) Dictating Machine (Inventory No. 4) are listed as stolen. The typewriter was stolen from the 3807 N.E. Union office and the Dictating Machine from 3534 S.E. Main, when a Case Manager was located there. Both instances were reported to the Portland Police Bureau when they occurred. All other project equipment is accounted for at the locations stated.

Subjective Assessment

The following is a brief subjective assessment of the Case Management Services project from my perspective as Director since March 16, 1976, and previous to that, as a Supervisor in the Southeast District Office beginning January 1, 1973.

There were a number of assumptions made about traditional Juvenile Court programs when the Case Management program was designed that led to the conclusion that the frequency with which the designated target crimes occurred could be substantially reduced among the known population committing these crimes. Basically these assumptions were that in a traditional Juvenile Court setting, such as Multnomah County Juvenile Court, caseloads are too large, services are not as extensive as necessary, services are often not accessible, and services are not individualized to meet a specific client's needs. Case Management sought to address each of these problems through program design and operation.

Small caseloads are an absolute necessity for a program such as Case Management. Alone they would make little or no difference, but with larger caseloads implementation of other program components would not be possible. Specifically, the staffing process, development and/or procurement of resources, referrals to other agencies and follow-up, and development of relationship are all very time-consuming. Caseloads of twenty-five (25) would appear to be an optimum size. One of the additional benefits of small caseloads is that it allows the individual worker sufficient time to do what he or she feels should be done on any given case. Case Managers felt that they were providing a maximum service, morale was high and there was a feeling of esprit de corps that increased staff involvement and output.

Neighborhood service centers are likewise critical. I feel that they made our services both more accessible and acceptable to clients. Several factors are important here. The atmosphere of the district offices is less formal and they have gained the reputation of being here to provide services. Contacts occur in the client's own milieu and staff were accepted as a part of the community

by clients as well as by other agencies, schools, employers, and other contact people. Evening and sometimes weekend working hours were often critical and tended to minimize the feeling of bureaucratic hassle that clients often feel subject to.

The case staffing process by design necessitated that each client be evaluated quickly and thoroughly and that an individualized treatment program be established. Although the Case Manager had responsibility for carrying out the plan, they had benefit of two additional professionals in developing the plan. The staffing also provides an exceptional opportunity for staff development and increasing one's understanding of human behavior and inter-action. The IPO's (Individual Plan and Objectives) prepared at the staffings, allowed the individual Case Manager to continually access where he was going with each client.

The capability to provide specific services through contract with public and private vendors was likewise critical to the program. Some of the most productive uses of these monies were to provide dental and medical services, clothing, school needs, recreational activities, and incidental personal needs. Meeting such needs made the "counseling" process more meaningful to clients and staff alike.

Without the services provided by Special Out of Home Care, Case Management would have been very considerably less effective. Their development of placement resources was exceptional. The working relationship that developed between the staffs of the two programs was likewise exceptional and increased the effectiveness of both programs.

In summary, I feel that Case Management has been an exceptionally successful program. It is unfortunate that there has been no evaluation of services or program in the second grant period. I remain hopeful that there will be follow-up evaluation on the first group evaluated and perhaps even on an expanded group. If the program were just being implemented and not terminated, there would be only one major change that I would recommend, and that would be to cut the over-all cost of the program.

Summary

This concludes this section of the final report on the Case Management Corrections Services project. Attached are comments from Harold Ogburn, Director of Multnomah County Juvenile Court, final reports from each of the project Supervisors, the Equipment Inventory List, and the Monthly Statistics for the past quarter.

ADDENDUM BY CASE MANAGEMENT

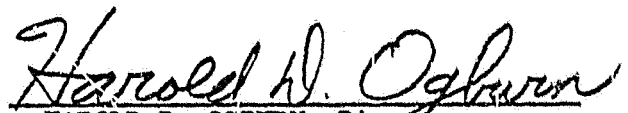
This is an addendum to the final report for Case Management Corrections Service.

We would like to take this opportunity to thank the Court of Domestic Relations Judges, the Honorable Jean L. Lewis, Chief Judge, the Honorable Mercedes F. Deiz, the Honorable Harlow F. Lenon, and the Honorable George A. Van Hoomissen, for their interest and support of Case Management. Without their permission to employ an experimental design which called for a control group the project would have lost a very important component. We would also like to thank Chairman Donald E. Clark and the Multnomah County Board of Commissioners for their financial support of Case Management. This support was demonstrated in the "hard dollar match" as well as adding to the Juvenile Court budget appropriation in order to allow for the incorporation of some of the Case Management program.

I am very glad for the opportunity to expand the Juvenile Court program by incorporating a portion of Case Management. As Director of the Juvenile Court, we hope to be able to institutionalize many of the program components which were demonstrated to be effective. We are planning for two community based offices staffed by a total of six counselors. In addition, we are planning to place two counselors in a third office which will be shared with another county program. We plan to continue with small case loads in order to allow for intensive services. Further, we will emphasize the development of community resources and the application of an aggressive innovative case work approach.

Case Management has been a tremendous experience. Although the total program could not be continued due to declining county budgets, we learned a great deal and a worthwhile service was provided to many children and their families. I personally feel this was money well spent.

Finally, we would like to thank the officials at Region 10 of LEAA and Oregon Law Enforcement Council for their technical assistance and cooperation in assisting the management of the project.


HAROLD D. OGBURN, Director
Multnomah County Juvenile Court
and Donald E. Long Home

Case Management Corrections Services

Northeast Juvenile Service Center

FINAL REPORT

Period Ending June 1976

Initial Hiring and Start-Up

Since this was the last office to be set up approximately six months after the other three offices were organized, the major thrust by the project director was to actively recruit and, if possible, hire minorities for these staff positions. This writer, after being selected as the Supervisor on May 14, 1973, spent a good deal of time seeking out applicants who had experience and could qualify. Resumes were requested and, in general, recruitment was by word of mouth.

We received over sixty resumes from interested candidates for the Case Management position. All of the resumes were screened and a total of sixteen people were permitted the final interview. Four candidates were selected, all male, three of them being black and one Chicano. Two of the candidates possessed baccalaureate degrees, one candidate had three years of college courses, and one candidate had never been involved in a college program.

To fill our clerical position, we were looking for a minority who knew the area and who had worked in a social service agency. Recruitment began basically by word of mouth. Six applicants were interviewed by this writer and selection was made on the basis of those interviews. One black female was hired as a secretary-receptionist.

The writer and the secretary selected moved into the building at 3807 Northeast Union in early July. From June 17th until that date, the secretary was trained in procedure and how to fill out the basic legal forms necessary at Multnomah County Juvenile Court.

On July 16, 1973, four Case Managers officially entered the program.

In November, 1974, one of the Case Managers resigned to pursue a career in art illustration. At that time we advertised in local newspapers and through fliers to various social agencies for his replacement. At that time, more than 80 resumes were submitted after various ads were placed in local papers. We advertised in primarily minority publications and sent fliers to approximately twenty minority organizations. There were a total of twenty applicants interviewed; of these there were five black males, four white males, and one other, for a total of ten males. There were four black females interviewed, five white females, one Native American female, for a total of ten. From these, one black female was selected. Our last hire had experience in the neighborhood working with children and also possessed a Master's Degree in Social Work.

Training

For the most part, initial training was a bit sparse. This writer set up a two-week training period for the new hires which consisted of the following:

Training for New Staff

First Week

First Day: General rap session about expectations for new Case Managers and Case Management program. This should take approximately one and one-half hours. Rest of day spent visiting the North, Southeast and Multi-Service Center Case Management offices with purpose of new staff getting acquainted with people in the program.

Second Day: General orientation at Juvenile Court with busman's tour of facility. Early afternoon spent meeting department heads and key personnel in an organized meeting.

Third Day: Orientation by detention person for approximately one and a half hours. Rest of day spent in detention units.

Fourth Day: Preliminary hearings in morning. Rest of day spent in detention units.

Second Week

First Day: Supervisory and possibly training coordinator giving new Case Managers the basics of interviewing in Court setting, explanation of forms, etc. Afternoon spent at Morrison Clinic viewing actual interview of family by member of Morrison staff, (critique before and after interview).

Second Day: Morning spent with Deputy District Attorney Gleason. Explanation of code and general discussion on criminal justice system. Afternoon spent with counselors who will be having hearings the following day. Would expect Juvenile Court counselors to give Case Managers a picture of the family and situation they might expect at the hearing.

Third Day: Bulk of day spent in formal Court hearings before the Judge and/or Referee. Approximately one and one-half hours with Duane Brown explaining evaluation process.

Fourth Day: Conference away from Court on goal attainment.

Fifth Day: Same as fourth day. (Possible late afternoon contact with John Barleycorn!!)

Because all of the staff that had been hired initially were not familiar with the juvenile justice system in Oregon, it was felt that a "learn-as-you-go" system would be most appropriate. As this Supervisor had formerly been a Case Manager, he continued to carry approximately eight cases that were target offenders into the Supervisor job with him. These cases were used as examples to the new staff and were assimilated by them when they started building case-loads.

Case assignments during the initial four months came quite slowly and this, of course, gave the writer a good deal of time for in-depth analysis of each new case. All cases were discussed thoroughly with each worker and the "nitty-gritty" part of the business, such as filling out legal forms, getting cases ready for court, etc., were personally supervised by this writer.

After initial "rookie" training, staff at the Northeast Juvenile Service Center became involved in the project training program along with the rest of the Case Management personnel.

Casework Style of Intervention

For a variety of reasons which included backgrounds of personnel, location of office and clientele, a semi-streetworker style of intervention was for the most part used by initial Case Managers at the Northeast Juvenile Service Center. Probably the majority of casework intervention took place on the street in the neighborhood and in the homes of the clients. School contacts probably ranked third in terms of casework intervention. Formalized appointments in the office, initially at least, were quite rare, due probably to the Case Managers themselves being somewhat uncomfortable and because of the physical situation that existed in the center (lack of privacy).

With the hiring in January 1975 of our last Case Manager, the style was somewhat altered. She tended more toward the traditional system of the clinical setting. It was quite surprising that the other three Case Manager's style rubbed off on her to some degree, as did her style on them.

Basic Intervention Techniques

For the most part it appeared throughout the project that Case Managers in the Northeast Center were more comfortable with one-to-one frequent contacts than with groups or team kinds of intervention. It was felt for the most part that use of collateral agencies was adequate, as was involvement with school personnel.

Probably the primary technique that was used by all of the initial Case Managers in this office was one of recreation. Numerous outings and camping experiences were scheduled in which both the client and the Case Manager participated. All of the members of the staff were extremely interested in a variety of athletic endeavors and, depending on their specialties, involved their clientele on a near-weekly basis in these interests. Basketball, bowling, pool, and numerous other activities were used to involve their clients. Another thing that seemed to be extremely beneficial to client and Case Manager as well was each Case Manager knowing his co-worker's clients. Because all of the staff were in the neighborhood a good deal of the time, numerous contacts were made to assigned clientele by a Case Manager who was not actually handling their case. Information was exchanged on a near-daily basis regarding whose "kid" was seen where in the neighborhood.

Although all of the Case Managers in the office came from different backgrounds, it was probably the most harmonious group this writer has seen in eighteen and one-half years in the juvenile justice system.

Direct service to the client seemed to be a main thrust and it was obvious that many of the bureaucratic systems were quite shocked by face-to-face contacts continually until a solution for a client was found. This, unlike the basic traditional system, was a good deal different from the telephone contacts that were normally expected.

As the project continued, more and more skills were gained and less and less supervision was required. For the most part it was felt that the initial Case Managers who were hired were all self-starters and extremely eager.

Meeting Process Objectives

In regard to the process objectives that were part of the original grant, this office had some difficulty in meeting them within the scheduled time frame.

Case Staffings

Case staffings that were to be held within twenty-one (21) days of assignment ran somewhat late, especially at the start of the project. There were various reasons for this, probably the foremost being the schedule of the staffing team leader and the inexperience of staff. Many of the initial cases were lacking in information which was needed at the time of the staffing which caused delays and sometimes set-overs. Also, because there was no regularity as to how many cases would be received in a given month, there was often a several week lag. Toward the end of the staffing process it is estimated that possibly 95 % of all cases were staffed within the allotted twenty-one (21) days.

Citizen's Board

We also found some difficulty in establishing a citizen's board, and even though eventually one was organized, attendance was sporadic and leadership was somewhat minimal. There are various reasons, also that I think contributed to this problem. This office, as well as the Albina Service Center, is located in the Model Cities area of Portland. With various OEO projects and other federal funds that come into the area, many such boards were mandatory in grant specifications. As it is also an economically deprived area, there are few people who can donate their time for free to this kind of board. Ones who are active in the community, by and large, are serving on at least two or three boards of this nature. Finally, the problem was resolved by a Law and Justice Committee being formed through the Human Services Bureau of Multnomah County in the Northeast Quadrant. This board was available for advice and suggestions.

Establishment of Offices

The third process objective that pertained to individual offices was, of course, the formation of same. Our office was open and functioning in the allotted time frame.

Special Projects Undertaken by the Northeast Juvenile Service Center

Education

Probably our biggest success in special projects was a summer school

situation that was set up here at the Center. Through the efforts of one of our Case Managers, this project did become an integral part of the summer program. In brief, approximately six to eight children were accommodated on a daily basis from the middle of June through the middle of August. Two certified teachers from the Portland local school district were employed four hours a day and conducted classes in the basic skills as well as in career education. Various industries were visited in the Portland area and on the fifth day of each week a recreational activity was planned. It was felt the program was extremely successful and not only upgraded basic skills but also kept these children busy in constructive activities through the summer months.

Employment of Clients

Many efforts were made regarding the employment of youth and it is felt that for the most part we were also successful in this area. We did find we could not meet the crying need for the employment of the younger youths in our caseloads. The twelve, thirrtten, and fourteen-year-olds were difficult to place and job experiences were extremely limited.

Again I will reiterate that recreation was a large part of the Northeast Juvenile Service Center's casework style.

Conslusions

It is felt that the Northeast Juvenile Service Center has been a unique experience in the State of Oregon in terms of staffing patterns and casework style. I do not feel it is necessary to justify our effects on the community as I feel statistics available adequately describe our impact. It seems valid to say that we have shown that with small caseloads intensive service, and availability of resources, we can make a positive impact on an extremely deprived neighborhood. It is felt that many of the successful aspects of Case Management can and will be incorporated into the traditional juvenile justice system here in Multnomah County.

John H.Copp
Case Management Supervisor

JHC:brl
6-8-76

Case Management Corrections Services

Albina/North Juvenile Service Centers

FINAL REPORT

Period Ending June 1976

This will be a joint report of the Albina and North Juvenile Service Centers due to the fact that the Supervisor for the North Juvenile Service Center left the project in September of 1975 and the Supervisor for the Albina Office took over full responsibility for this office in February 1976.

Process Objectives

In this report I discuss only those two process objectives which were controlled at the Juvenile Service Center level. Those are namely 1) the process objective of organizing a neighborhood citizen's council and 2) to implement a staffing process whereby each client was staffed within twenty-one (21) days of assignment to Case Management.

Citizen's input was received in different methods by each of the Juvenile Service Centers represented in this report. The North Juvenile Service Center made use of three existing Citizen's groups; the North Area Agency Council, the University Park Advisory Council and the Portland Citizen's Committee. The Albina Juvenile Service Center formed a joint Citizen's Council with the Northeast Juvenile Service Center. Invited to participate on this council were citizens, agency representatives, and parents of clients. The most active participants were agency representatives. It was very difficult to get the council to organize and to take responsibility for their own process. There seemed to be a feeling that they wanted staff to control agenda. It was determined that there was a core of active citizens who seemed to be involved in all programs of the community. Therefore when three of our citizens' board members were placed on the Northeast Quadrant Citizen's Advisory Council of Multnomah County Department of Human Services, we asked that body to assume the citizen input function for Case Management. This seemed like a logical decision as that body had formed a Corrections Task Force from among its membership.

It is my feeling that citizen input that was most useful came from the more informal sources than from the use of the organized Citizen's Board.

Staffing Goal

With the selection of the staffing team leader there was total project training in the staffing process. Initially, there was resistance on the part of some staff members in meeting the twenty-one (21) day goal of the staffing process. Their expressed feeling was that this did not allow enough time to establish a positive working relationship with clients and to obtain the necessary collateral information from schools and other agencies to make the staffing process meaningful. Therefore initially (as reported in previous quarterly reports) we fell far short of the goal of staffing each client by 21 days. After a

re-evaluation of the process with staff there was an improvement. It was determined that the majority of cases could be staffed on time and that in those few exceptional situations where all of the necessary information was not obtainable, some preliminary goals could be established for that client.

Service Delivery

After about six months of intensive involvement with clients in the community it was determined that existing agencies seemed to have some gaps in service delivery.

Education

It was found that in our area of the school district teacher/pupil ratios were too high. Case Management aided in obtaining tutors and teacher's aides to provide our clients with a more intensive educational program. This demonstrated that some of our hyperactive children with learning problems could be maintained in regular school programs with extended service.

In addition, staff of the North Case Management office formed a committee with school principals and developed a proposal for an alternative educational program for fourth through eighth grade students that was funded by the school district with Title IV funds.

Mental Health

In contact with the two mental health facilities giving service to this area, we determined they did not have enough staff to do a complete job. Also it was determined that these agencies had not had enough experience in dealing with minority populations to feel that they were able to meet their needs. This may explain why an exceptionally large number of the clients from the Albina Juvenile Service Center (located within the heart of the negro ghetto) were referred to the Delauney Institute for full psychological/psychiatric evaluations with the aid of Case Management Corrections Services funds. This was helpful in determining treatment programs for these clients and their families.

Employment

It was found that employment for our clients was our biggest unmet need. The most available employment for young people were the Federally funded neighborhood youth core activities which were only available in the summer months. Even so we found there was an age barrier in these programs and our younger clients who expressed a desire to become employed were left out. To meet this need Case Management units developed supervised summer yard work programs which served several needs. It gave our younger clients some work experience, plus spending money and it provided a community service. This consumed a great deal of staff time due to the fact that these young people had no work habits and had to be closely supervised. We were unable to develop any community resource which could take over this responsibility. Members of the project have proposed a subsidized employment program but we were unable to get either governmental or private financial backing for this program.

Supervised Free Time

Much of the Case Manager's time was involved in supervised recreational activities with their clients. This was necessary as we found that many of the parents were unable or unwilling to involve themselves in these programs with their youngsters. The role modeling of Case Managers did help some of the parents improve in this area. We also found that existing recreational programs in the community supply a program only in the in-house facility. It was only at a later stage of the project that we were able to find one agency (YMCA) through it's project MOVE which initiated an outreach program that was necessary to involve our clients.

After about a year of the project's existence, the intensive contact with clients and their families was of such a supportive nature that our families were better able to make use of community resources. A large number of clients received psychiatric evaluations. Also many families were involved in family counseling with either Mental Health Clinics or private therapists. This was in addition to the regular counseling provided by the Case Managers. Further, the intensive involvement of Case Managers with school teachers, principals, and other agency personnel made Case Management a part of the regular system of service delivery. That is, the regular agency systems looked to Case Management as something special that works. In addition we have received much input from all levels of the community to keep as much of the Case Management philosophy alive as possible in the regular Juvenile Court service delivery system.

It would appear that the positive acceptance by the community of Case Management and the lowered recitivism of juvenile delinquency of the Case Management clients proves that the Case Management philosophy of meeting the total needs of the individual and his family is the most positive way to do juvenile probation work. A number of questions have been raised during this three year period of time which could stand additional evalution. However, without additional funds we will not be able to develop the sophisticated research process necessary to answer these questions.

William Finkle
Case Managment Supervisor

WF:brl
6-8-76

Case Management Corrections Services

Southeast Juvenile Service Center

FINAL REPORT

Period Ending June 1976

During the three and a half years of the project, the Southeast Case Management unit went through more offices, had more cases and used volunteers and out-of-home placements more than any of the other three units in the project.

Beginning with an office on 35th and Main in Southeast Portland, the unit separated into three Human Services teams in the first year of the project in compliance with an overall county plan to decentralize services. When the team concept did not develop on a county-wide basis the five Case Managers settled into one office at 4610 S. E. Belmont, only to be moved to a different office in the same building in the last year.

Initially four Case Managers were assigned to the Southeast unit, however it quickly became apparent due to intake that a fifth counselor was needed in that district, so a transfer was made from the Albina unit early in the project. Still, the Southeast unit managed to have the highest intake per Case Manager during the project.

Resource Use

Each unit in the project had an independent method of using resources available. The Southeast office characteristically used out-of-home placement in their treatment plan more readily than the other offices and developed and used volunteers and student aides more extensively than the other units.

To a large extent, Southeast Case Managers served as "brokers of service" and used their own counseling talents selectively in their caseloads. Primarily searching out appropriate resources, and directing their clients to the "best alternative" of service, Southeast Case Managers used volunteers as Big Brothers, to counsel clients on a regular basis at schools, and to assist on recreational and educational outings as well as use available professional services.

Supervised Free Time

Creative organization by Southeast Case Managers included a mini-bike program, a pool tournament for all the clients in the project, a sea scout troop made up of counselees, several skiing trips, smelt fishing trips, gold panning, rafting, rock climbing, and campouts.

Education

One of the most successful use of resources implemented by the Southeast unit was the school liaison program which used Portland State University students and volunteers on a regular basis at specific schools where clients were attending.

On cases that needed only periodic contact by the Case Managers, the school liaison volunteers and students were frequently able to avert problems by being available to school officials and clients when the need was most serious.

Summary

The Southeast Case Managers are now closing out the cases that do not require further service and are transferring the most problematic clients back to the Juvenile Court probation staff. It is expected only about six cases will be transferred.

Everyone with the Southeast office feels Case Management has been an exciting project that has opened doors to many agencies and community resources not normally used by traditional services. The Case Managers all acknowledge great personal growth during the project and feel saddened by its closure. There is full agreement it was worthwhile.

William Morris
Case Management Supervisor

WM:brl
6-8-76

EQUIPMENT INVENTORY

CASE MANAGEMENT CORRECTIONS SERVICES PROJECT

May, 1974

CMCS Grant #72 ED 10-0101

<u>DATE OF PURCHASE</u>	<u>NO.</u>	<u>ITEM</u>	<u>COST</u>	<u>INVENTORY #</u>	<u>PROJECT LOCATION</u>	<u>LOCATION as of JULY 1, 1976</u>
6/73	3	Exec. Desks	\$121.22	201-203	CMCS - Northeast	3807 N. E. Union
"	1	Steno Desk	145.64	204	" "	" "
"	3	Exec. Chairs	69.19	221-223	" "	" "
"	1	Steno Chair	51.48	224	" "	" "
"	11	Stack Chairs	26.68	205-215	" "	" "
9/73	10	Stack Chairs	26.68	239-249	" "	" "
6/73	5	Arm Chairs	31.90	216-220	" "	" "
"	4	Bookcases	68.64	225-228	" "	" "
"	2	Typewriters	330.20	232-stolen 233	" "	" "
"	5	Dictating Machines	335.34	234-238	" "	" "
6/73	1	Exec. Desk	121.22	402	CMCS - Northeast (Admin.)	" "
"	1	Steno Desk	145.64	401	" "	" "
"	2	Bookcases	68.64	403-404	" "	" "
"	3	Stack Chairs	26.68	405-407	" "	" "
"	1	Steno Chair	51.48	408	" "	" "
"	1	Exec. Chair	69.16	409	" "	" "

EQUIPMENT INVENTORY
(CMCS-Northeast Admin.,
continued)

<u>DATE OF PURCHASE</u>	<u>NO.</u>	<u>ITEM</u>	<u>COST</u>	<u>INVENTORY #</u>	<u>PROJECT LOCATION</u>	<u>LOCATION as of JULY 1, 1976</u>
6/73	1	Coat Rack	\$ 58.40	410	CMCS - Northeast (Admin.)	3807 N. E. Union
"	1	Typewriter	330.20	411	" "	" "
"	1	Dictating Machine	335.34	412	" "	" "
11/73	2	File Cabinets	77.00	416-417	" "	" "
"	1	Cassette-Recorder	127.32	415	" "	8916 N. Woolsey
"	4	Reception Tables	37.90	418-421	" "	3807 N.E. Union
"	4	Confer. Tables	47.20	422-425	" "	" "
9/71	1	Adding Machine	149.00		1401 N. E. 68th	1401 N. E. 68th
"	1	Steno Desk & Chair	137.50 39.82		" "	" "

EQUIPMENT INVENTORY

CASE MANAGEMENT CORRECTIONS SERVICES PROJECT

May, 1974

CMCS Grant #72 ED 10-0101

<u>DATE OF PURCHASE</u>	<u>NO.</u>	<u>ITEM</u>	<u>COST</u>	<u>INVENTORY #</u>	<u>PROJECT LOCATION</u>	<u>LOCATION as of JULY 1, 1976</u>
5/73	5	Exec. Desks	\$119.95 ea.	301-305	CMCS - North	8916 N. Woolsey Ave.
"	1	Steno Desk	186.50	306	" "	" "
"	5	Exec. Chairs	70.93	307-311	" "	" "
"	1	Steno Chair	45.92	312	" "	" "
"	9	Stack Chairs	20.95	313-321	" "	" "
"	3	Arm Chairs	24.50	322-324	" "	" "
"	1	File Cabinet	77.00	325	" "	" "
6/73	3	Bookcases	68.64	326-328	" "	" "
9/71	4	Dictating Machines	265.53	329-331 332	" "	1401 N. E. 68th 8916 N. Woolsey
"	1	Typewriter	312.40	333	" "	" "
3/73	1	Burglar Alarm	117.95	334	" "	" "
11/73	1	Confer. Table	40.50	347	" "	" "

EQUIPMENT INVENTORY

CASE MANAGEMENT CORRECTIONS SERVICES PROJECT

May, 1974

<u>DATE OF PURCHASE</u>	<u>NO.</u>	<u>ITEM</u>	<u>COST</u>	<u>INVENTORY #</u>	<u>PROJECT LOCATION</u>	<u>LOCATION AS of JULY 1, 1976</u>
5/70	10	Exec. Desks	\$114.95	147-156	CMCS -Albina	151 at 8916 N. Woolsey Others at 1401 NE 68th
"	9	Exec. Chairs	64.24	137-145	" "	142 at 8916 N. Woolsey Others at 1401 NE 68th
"	1	Steno Chair	39.82	146	" "	1401 NE 68th
"	36	Arm Chairs	35.09	101-136	" "	" "
"	1	Coat Rack	62.82	157	" "	" "
"	1	Credenza	121.00	159	" "	" "
"	1	Bookcase	62.70	160	" "	8916 N. Woolsey
"	5	Dictating Machines	265.53	166-170	" "	166, 167, 169 8916 Woolsey 168 & 170 1401 NE 68th
"	1	Typewriter	312.40	172	" "	1401 NE 68th
5/73	1	File Cabinet	77.00	176	" "	1401 NE 68th

EQUIPMENT INVENTORY

CASE MANAGEMENT CORRECTIONS SERVICES PROJECT

May, 1974

INPS Grant #71 DF-1029

<u>DATE OF PURCHASE</u>	<u>NO.</u>	<u>ITEM</u>	<u>COST</u>	<u>INVENTORY #</u>	<u>PROJECT LOCATION</u>	<u>LOCATION AS of JULY 1, 1976</u>
9/28/71	4 2	Exec. Desks " "	\$114.95 ea.	13-16 11-12	CMCS - Southeast	1401 NE 68th 4610 SE Belmont
"	1	Steno Desk	137.50	10	" "	1401 NE 68th
"	5 1	Exec. Chairs " "	64.24	47-52 48	" "	1401 NE 68th 4610 SE Belmont
"	1	Steno Chair	39.82	9	" "	1401 NE 68th
"	26 4	Arm Chairs " "	35.09	17-46 excluding 17, 32, 35, 43	" "	1401 NE 68th 4610 SE Belmont
"	5 1	Dictating Machines " "	265.53	1-6 4 stolen	" "	1401 NE 68th
"	1	Typewriter	312.40	7	" "	1401 NE 68th
"	1	Credenza	121.00	8	" "	1401 NE 68th
"	8 1	Bookcases "	62.70	53-61 excludng 54	" "	1401 NE 68th 4610 SE Belmont
"	1	Coatrack	62.82	62	" "	1401 NE 68th
5/7/73	1	File Cabinet	77.00	63	" "	4610 SE Belmont

CASE MANAGEMENT CORRECTIONS SERVICES
CASE REPORT FOR THE MONTH ENDED
ENDED April 30, 1976

	GRAM	SOUTH EAST	NORTH EAST	ALBINA NORTH	TOTAL
01) Number of Case Managers		5	6	5	16
<u>CASE COUNT</u>					
02) Carried Forward from Last Month		95	78	97	270
03) New Assignments		2	0	0	2
04) Transfers in from Case Manager		0	4	2	6
05) Total Assignments (03 + 04)		2	4	2	8
06) Total cases carried (02 + 05)		97	82	99	278
07) Ave. caseload per Case Manager (06/01)		19	14	20	18
08) Transferred out		0	4	2	6
09) Closed		11	17	29	57
10) Carry f'rd next mo. 06 - (08 + 09)		86	61	68	215

OFFENSES REPORTED ON ENTRY REFERRALS

11) Burglary	2	0	0	2
12) Robbery	0	0	0	0
13) Assault	0	0	0	0
14) Homicide	0	0	0	0
15) Rape	0	0	0	0

STATUS OF CASES CARRIED FORWARD TO NEXT MONTH

16) Informal, own home	26	37	16	79
17) Informal, other living arrangements	4	4	0	8
18) Formal, own home	25	15	27	67
19) Formal, other living arrangements	31	5	18	54
20) Pending	0	0	7	7

OUT-OF-HOME CARE

21) Placements made during the month	2	1	6	9
Informal				
<u>Yaun Home</u>			1	1
Court-Ordered				
<u>MacLaren School for Boys</u>	2	1	5	8

REASONS CASES CLOSED

26) Age 18			1	1
27) Moved to other Jurisdiction			1	1
28) Institutional Commitment	2	1	4	7
29) Remand				
30) Charge not Substantiated				
31) Warned and Closed at GRAM				
32) Service Completed	9	16	23	48

CASE MANAGEMENT CORRECTIONS SERVICES
CASE REPORT FOR THE MONTH ENDED
ENDED May 31, 1976

	GRAM	SOUTH EAST	NORTH EAST	ALBINA	NORTH	TOTAL
01) Number of Case Managers		<u>5</u>	<u>5</u>		<u>4</u>	<u>14</u>
<u>CASE COUNT</u>						
02) Carried Forward from Last Month		<u>86</u>	<u>61</u>		<u>68</u>	<u>215</u>
03) New Assignments		<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>
04) Transfers in from Case Manager		<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>
05) Total Assignments (03 + 04)		<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>
06) Total cases carried (02 + 05)		<u>86</u>	<u>61</u>		<u>68</u>	<u>215</u>
07) Ave. caseload per Case Manager (06/01)		<u>17</u>	<u>12</u>		<u>17</u>	<u>15</u>
08) Transferred out		<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>
09) Closed		<u>19</u>	<u>3</u>		<u>11</u>	<u>33</u>
10) Carry f'rd next mo. 06 - (08 + 09)		<u>67</u>	<u>58</u>		<u>57</u>	<u>182</u>

OFFENSES REPORTED ON ENTRY REENTRY

11) Burglary	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>
12) Robbery	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>
13) Assault	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>
14) Homicide	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>
15) Rape	<u>0</u>	<u>0</u>		<u>0</u>	<u>0</u>

STATUS OF CASES CARRIED FORWARD TO NEXT MONTH

16) Informal, own home	<u>19</u>	<u>32</u>		<u>15</u>	<u>66</u>
17) Informal, other living arrangements	<u>6</u>	<u>3</u>		<u>0</u>	<u>9</u>
18) Formal, own home	<u>22</u>	<u>16</u>		<u>22</u>	<u>60</u>
19) Formal, other living arrangements	<u>19</u>	<u>7</u>		<u>16</u>	<u>42</u>
20) Pending	<u>1</u>	<u>0</u>		<u>4</u>	<u>5</u>

OUT-OF-HOME CARE

21) Placements made during the month					
Informal	<u>1</u>	<u>1</u>		<u>2</u>	<u>4</u>
<u>Relatives</u>	<u>1</u>				<u>1</u>
Court-Ordered					<u>0</u>
<u>M.S.B.</u>		<u>1</u>		<u>2</u>	<u>3</u>

REASONS CASES CLOSED

26) Age 18					
27) Moved to other Jurisdiction					
28) Institutional Commitment		<u>1</u>		<u>3</u>	<u>4</u>
29) Remand					
30) Charge not Substantiated					
31) Warned and Closed at GRAM					
32) Service Completed		<u>19</u>	<u>2</u>	<u>3</u>	<u>29</u>

CASE MANAGEMENT CORRECTIONS SERVICES
CASE REPORT FOR THE MONTH ENDED
ENDED June 30, 1976

	GRAM	SOUTH EAST	NORTH EAST	ALBINA	NORTH	TOTAL
01) Number of Case Managers		5	5		4	14
<u>CASE COUNT</u>						
02) Carried Forward from Last Month		67	58		57	182
03) New Assignments		0	0		0	0
04) Transfers in from Case Manager		0	0		0	0
05) Total Assignments (03 + 04)		0	0		0	0
06) Total cases carried (02 + 05)		67	58		57	182
07) Ave. caseload per Case Manager (06/01)		13	12		14	13
08) Transferred out		9	2		6	17
09) Closed		58	56		51	165
10) Carry f'rd next mo. 06 - (08 + 09)		0	0		0	0

OFFENSES REPORTED ON ENTRY REFERRALS

11) Burglary						
12) Robbery						
13) Assault						
14) Homicide						
15) Rape						

STATUS OF CASES CARRIED FORWARD TO NEXT MONTH

16) Informal, own home						
17) Informal, other living arrangements						
18) Formal, own home						
19) Formal, other living arrangements						
20) Pending						

OUT-OF-HOME CARE

21) Placements made during the month						
Informal						
Court-Ordered						

REASONS CASES CLOSED

26) Age 18	6	4			10
27) Moved to other Jurisdiction					
28) Institutional Commitment					
29) Remand					
30) Charge not Substantiated					
31) Warned and Closed at GRAM					
32) Service Completed	52	52		51	155

END

7-11-11-11-11