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Case Management Corrections Services Project—  
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Evaluation Report No. 1

Oregon Law Enforcement Council

State of Oregon

February 1974

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Case Management Corrections Services

Evaluation Report Number One

(1973 Calendar Year)

Oregon Law Enforcement Council

State of Oregon

February 8, 1974

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

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

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

Outcome objective assessment

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### Process objective assessment

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

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

group assignments; and five other dispositions.

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

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

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

#### Discussion

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

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

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

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

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

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

Table 1

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

by Study Group

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

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



Table 2

Clients Assigned by Service Center by Quarter  
(1973)

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

<sup>a</sup> Deviation from objective to serve 125 clients per quarter.

<sup>b</sup> Mean based on three centers.

<sup>c</sup> Mean based on two quarters.

Table

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

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

Table 4

## Client Staffing Data by Service Center

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

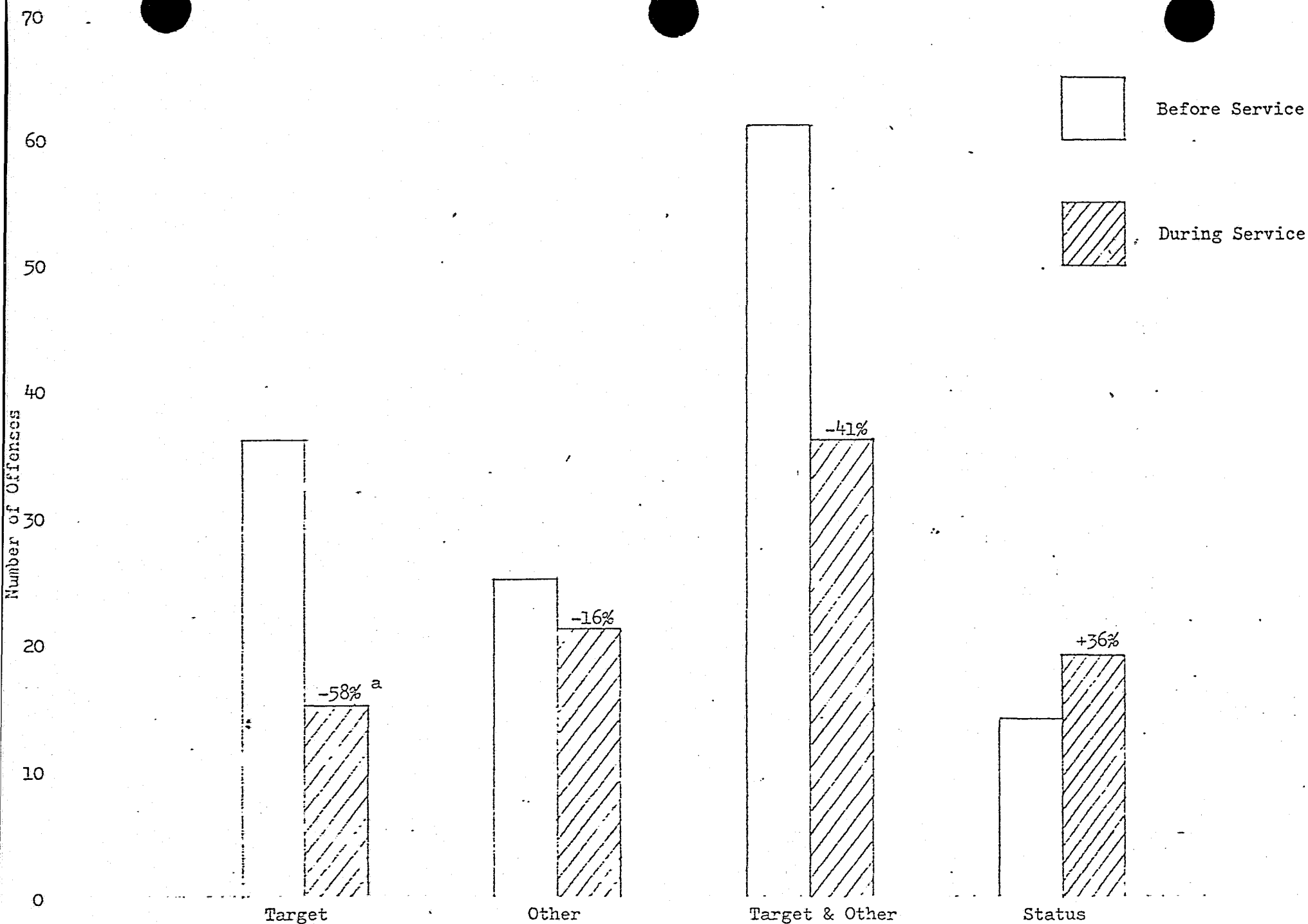


Fig. 1. Number of offenses before and during service--six month study group, 30 clients.

<sup>a</sup>Numbers such as these indicate percent difference.

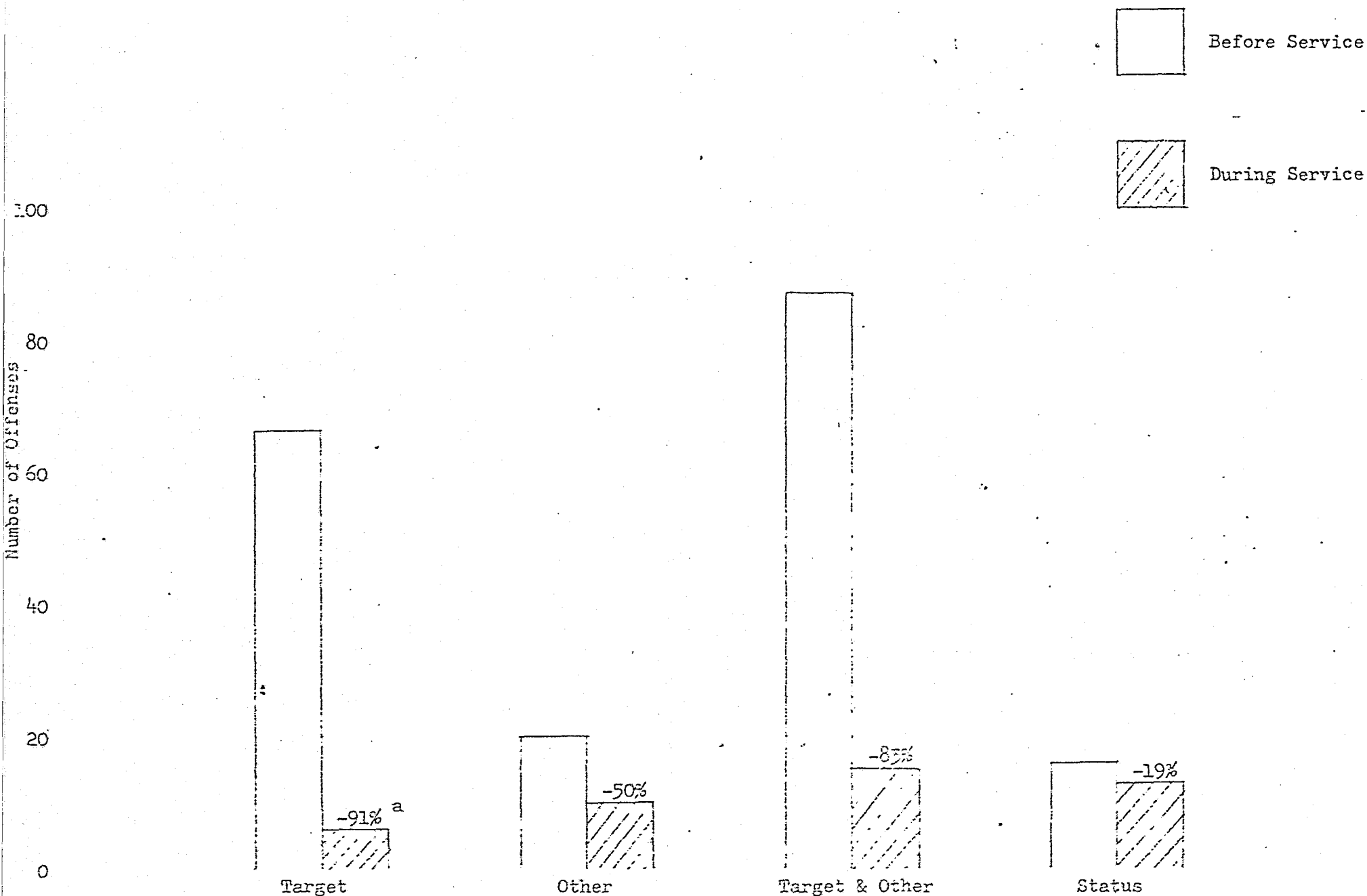


Fig. 2. Number of offenses before and during service--three month study group, 60 clients.

<sup>a</sup> Numbers such as these indicate percent difference.

## References

Oregon Law Enforcement Council, Portland impact evaluation plan, Salem, March, 1973.

Multnomah County, Department of Judicial Administration, Case management corrections services: A proposal for model probation services to youth. Portland, November, 1972.

Tripodi, T., Epstein, I., and MacMurray, C.  
American Journal Orthopsychiat. 40 (5), October 1970.  
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Weiner, B.J. Statistical principles in experimental design. (2nd ed.) New York: McGraw - Hill, 1971.

MEASUREMENT  
UNIT

Number of clients  
assigned (see table  
3 for more detail)

			CY 73				CY 74	
		SCALE	Actual	Q1	Q2	Q3	Q4	Est.
MEASUREMENT UNIT	Plan	500						
	Actual	400						
		300						
		200						
		100						
	0							
INCREMENTAL	PLAN			125	125	125	125	
	ACTUAL			117	94	83	90	
CUMULATIVE (TOTAL)	PLAN				250	375	500	500
	ACTUAL				211	294	384	

\* graphed

MEASUREMENT  
UNIT

Percent of total case-loads exceeding 20 per CM  
(See Table 4 for more detail)

Note:--Numbers in ( ) show  
lgst. & smallest c. loads

*graphed		100				
Plan						
Actual		75				
MEASUREMENT						
UNIT		50				
Percent of total case-						
loads exceeding 20 per CM						
See Table 4 for more		25				
(tail)						
Note:--Numbers in ( ) show					10%	
st. & smallest c. loads		0		2%		
INCREMENTAL	PLAN		0%	0%	0%	0%
	ACTUAL		(1-12)	(3-17)	(4-21)	(7-25)
CUMULATIVE	PLAN					NA
(TOTAL)	ACTUAL					

MEASUREMENT  
UNIT

Percent of clients  
staffed within 21  
days from assignment  
(See Table 5 for  
more detail)

		100			
Plan		80			
Actual		60			
MEASUREMENT UNIT		40			
Percent of clients staffed within 21 days from assignment (see Table 5 for more detail)		20			
		0			
INCREMENTAL	PLAN				
	ACTUAL				
CUMULATIVE (TOTAL)	PLAN				
	ACTUAL				

24 (21%) of 114 client staffing population				
(Median number of days = 34.3)				
			100%	
			21%	
	Not Applicable			NA
	Not Applicable			

Case Management Corrections Services Project

Evaluation Report No. 2

Oregon Law Enforcement Council

State of Oregon

June 1974

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



Portland High Impact Crime Reduction Program

Case Management Corrections Services Project

Evaluation Report Number Two

Oregon Law Enforcement Council

State of Oregon

June - 1974

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

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

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

The short-term outcome objective is to reduce the number of repeat target offenses among clients served by two percent at the end of the first action year, by five percent at the end of the second action year, and by nine percent at the end of the third action year compared to these clients' baseline target offense behavior.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

To initiate delivery of corrections services to all juvenile clients meeting project service criteria in accordance with client service needs as indicated at case staffings.

(Length of service would be determined on an as-needed basis for each client.)

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

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

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

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

date of assignment to a case manager.

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

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

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

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

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

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

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

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

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

#### References

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

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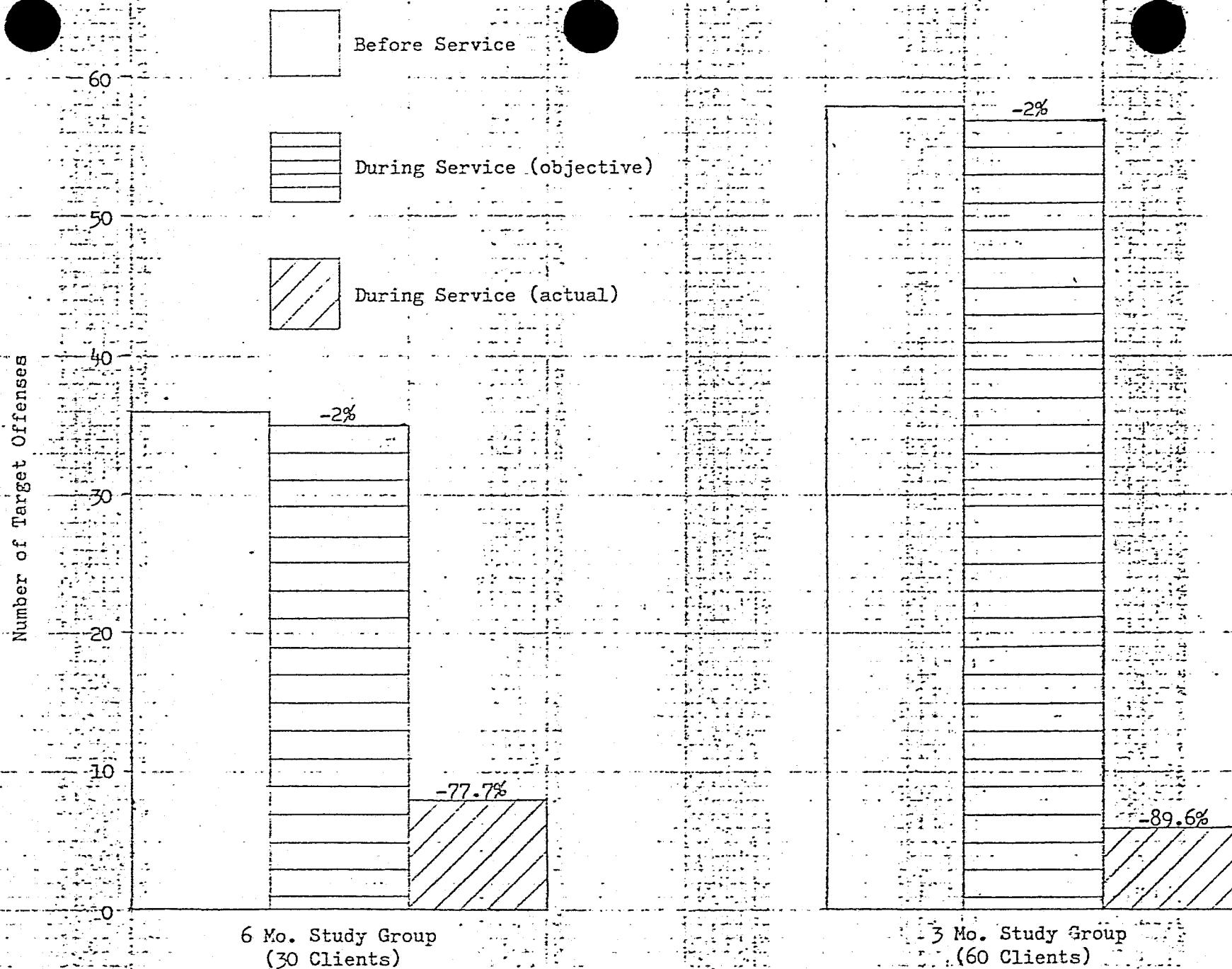
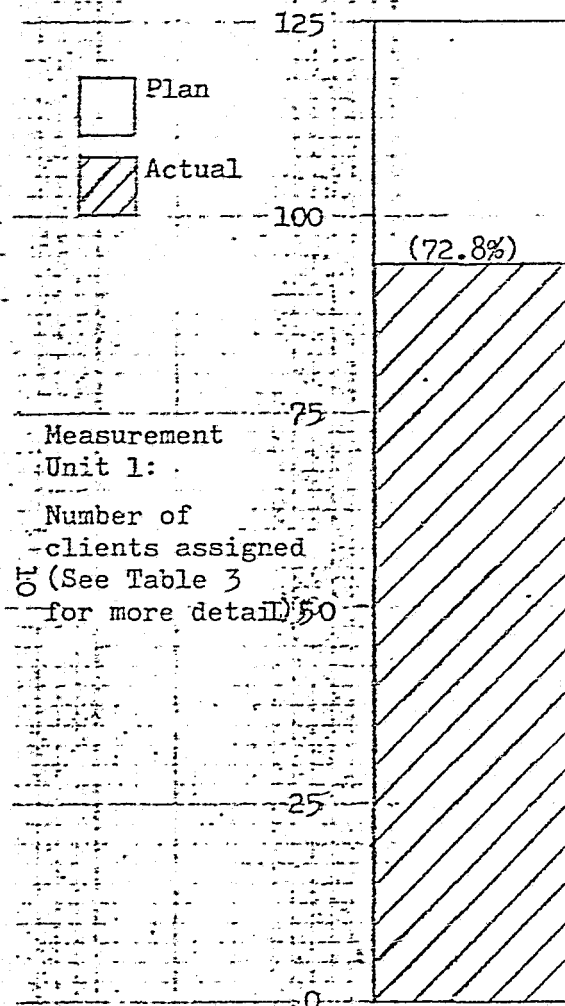
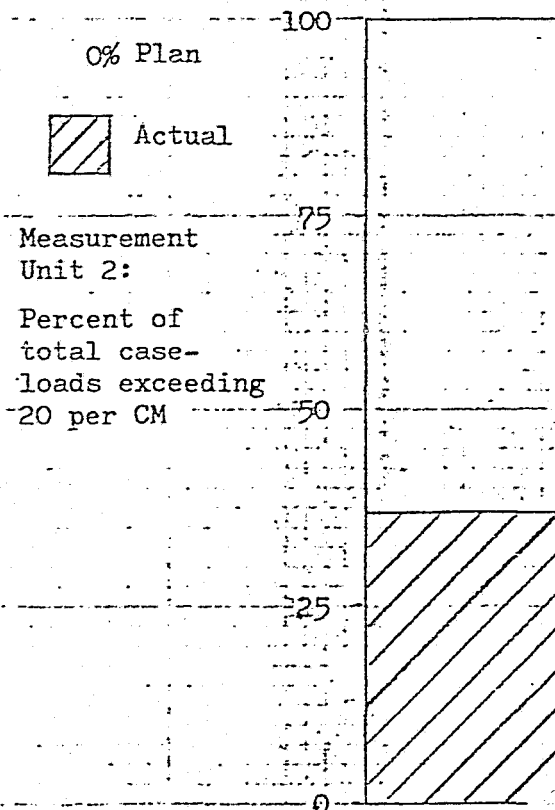


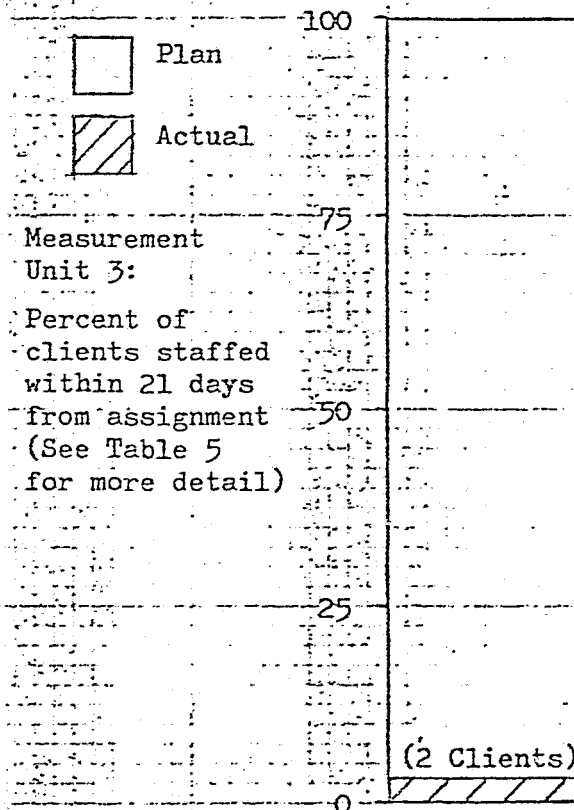
Fig. 1. Number and percent difference in target offenses before and during service.



Objective 1



Objective 2



Objective 3

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

Table 1

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

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

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

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

Table 2

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

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

Table 3

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

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

Table 4

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

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

Table 5

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

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

**END**

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