EXECUTIVE DEPARTMENT

LAW ENFORCEMENT PLANNING

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TOM McCALL
GOVERNOR

CLEIGHTON PENWELL
Director

March 27, 1973

Mr. Joe Mulvey
Law Enforcement Assistance
Administration
Room 800
U. S. Department of Justice
Washington, D.C. 20530

Dear Joe:

Enclosed is the Portland LEAA High Impact Program Evaluation Plan.

After you have had the opportunity to review the plan, we would like to hear from you in order that we may set up a meeting to discuss it.

Sincerely,

Edward R. Cooper
Administrator

ERC:ep
cc: Mrs. Ruth Katz
Mr. Michael Dalich
Mr. Michael Lotter
Enclosure

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PORTLAND LEAA HIGH IMPACT PROGRAM

EVALUATION PLAN

March 27, 1973

Prepared by: The Oregon Law Enforcement Council
Evaluation Unit in conjunction with
Impact Project Evaluation Staff

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1.0 Portland High Impact Evaluation Plan

Shortly after Portland was selected as one of the Impact Cities, the decision was made by LEAA Region X that the Oregon Law Enforcement Council staff (Oregon SPA) would have the primary responsibility for evaluation. The evaluation process can be conceptualized as having the following major components:

1.1. The evaluation design
1.2. Method of data collection
1.3. Method of data analysis
1.4. Information feedback to the Impact staff, Task Force, and applicant agency (milestone summary)
1.5. Reporting system - the preparation of written reports at various time intervals

Prior to the implementation of each Impact Project, the SPA will insure that the activities and roles of each organization and their function in the evaluation process is clarified and assigned.

1.1 Evaluation Design

The Impact staff, applicant agencies, and SPA are working cooperatively in the (a) development of the evaluation design, and (b) selection of the criteria measures to reflect the project's goals and objectives.

The evaluation design must provide information concerning the selection of control or comparison groups (if possible), area and client-based target crime predictions. Information concerning the appropriateness of test scales in relation to their validity and reliability is essential. It is necessary, also, to determine the time frames for data collection and analysis and specification of the analysis techniques appropriate for the data.

Development of Comprehensive Evaluation Plan

The form of the Performance Management System reflected in the Impact Plan involves a series of objectives related ultimately to the reduction of crime. Each objective constitutes a sphere of activity which is seen as bearing directly upon the success of the criminal justice system in controlling and reducing crime. Particular programs contemplate specific goal-oriented activities which will contribute to the general categorical objective and to the overall objectives. Consistent with the model of the Performance Management System, each project will have a specific result-oriented objective. Evaluation will be based upon the achievement of the project milestones and will be identified in the evaluation design of the project.

A separate Plan for Evaluation has been developed by tying together the evaluation components of each project and organizing the totality into a rational whole. While development of the Evaluation Plan has been primarily the responsibility of the SPA Evaluation Unit, participation by Project Evaluation personnel was essential in providing the specific goal-oriented framework needed for management of the Impact projects.

1.2 Data Collection

Depending on the projects that are implemented, we can expect that, through the combined efforts of the applicant agency, Impact staff and the SPA, necessary data elements can be collected for most projects. The SPA will work closely with the Impact staff and applicant agencies to insure that the sampling procedures are followed; that data is complete and possible biasing effects are minimized.

Client-based projects will require "tracking" of the subjects and, perhaps, a one to three-year followup to assess the project effects.

The issue of data collection also arises in the area of baselin data. The recordkeeping, retrieval, and processing capabilities for many agencies are meager or non-existent.

Manpower and funds will be made available to insure that in those cases where the necessary historical data does exist, the means are available to collect it. In several instances, this may entail a sampling of past records or files by hand.

Moreover, monthly reports from law enforcement agencies will be required in order to assess the incidence and type of crime occurring on a census tract and larger area basis. This is necessary to measure the project effects, including displacement.

1.3 Data Analysis

The results of data analysis will only be meaningful depending upon the validity, reliability, and completeness of the data input.

The choice of the appropriate analysis techniques or statistics in relation to the assumption that can or cannot be made about the data is of utmost importance. Furthermore, the current issue and problems related to the measurement of change[1] will have to be carefully considered, and funds for computer time and consultants will be necessary.

In addition to the analysis of various types of crime data relating to the overall goals and objectives of the Impact Program, it is envisioned that other data relating to the clientele served by the Impact Programs--such as socio-demographic, past criminal history, test data, program characteristics, etc.--should be analyzed by the

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[1] Cronback, L.J. and Furby, Lita, 1970; Campbell, D.T., 1969

appropriate multi-variate techniques and programs that are available to gain further knowledge about the predictive capabilities related to criteria measures or "follow-up outcome".

1.4 Information Feedback

The capability to provide project information feedback to the Impact staff and Task Force as well as the operating agencies is essential. Usually, it takes a period of time for a project to become fully functional, staff roles defined, and administrative problems resolved before it stabilizes. Depending upon the data elements defined for the criteria measures for a given project, it may not be feasible to provide feedback regarding "effectiveness" before six to twelve months after implementation. However, a careful monitoring of the program by the SPA and Impact staff should bring to focus any "problems" that exist in the early stages of a project.

1.5 Reporting System

Monthly, quarterly, semi-annual, and annual reports will be prepared as delineated in the work plans that follow.

2.0 Portland High Impact Evaluation System: Plan Objectives

2.1 Assess the contribution of Impact projects to Impact crime reduction goals of 5% in two years, 20% in five years.

2.2 Monitor progress of funded projects toward specified objectives and assess significance of deviations from stated milestones in terms of modification and continuance decisions.

2.3 Measure changes in the criminal justice system which might alter baseline assumptions against which program/project success or failure is assessed.

2.4 Establish area-specific interrelationships among target crime incidents (by type) and social factors to facilitate the explanation of changes in target crime incidents, including allocation of relative contributions of specific Impact projects.

2.5 It is essential to develop an evaluation of the cost effectiveness of Impact projects. Objective 2.4 must be achieved before cost effectiveness can be assessed adequately.

3.0 Evaluation in Terms of Impact Crime Reduction Goals (5,20)

3.1 Target Crime Incident Predictions

3.1.1 Reported Target Incident Predictions for Areas Using Multivariate Procedures

Utilizing factor analysis, relationships among hypothesized crime incident related census variables will be established on a census tract basis for Portland SMSA (urbanized portions of Multnomah, Clackamas, Washington, and Clark Counties).

Reported target crime incident-specific regression equations will be developed using significant factors as independent variables. Those variables which have the highest factor loadings in the strongest crime-related factors (as established above) will be used to establish a second set of prediction equations. This phase is to establish predictor variables which can be measured economically on an annual basis in order that incident predications may be updated.

3.1.2 Client-based Target Crime Predictions

In addition, crime incident predictions will be developed for client-based projects utilizing multi-variate techniques.[2] These predictions will be compared with actual recidivism. In this fashion, project effects can be assessed in terms of relative contributions to achievement of Impact crime reduction goals.

3.2 Data Needs

3.2.1 Historical Offense Data

Plan to retrieve reported target incidents for October, 1969,

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[2] Sonquist, J.A., Multivariate Model Building: The Validation of a Search Strategy, Institute for Social Research, Ann Arbor, Michigan, 1970.

to September, 1973, by census tract or address from police and sheriffs. Admatch and correspondence tables (e.g., census tract vs. grid) will be utilized where appropriate.

3.2.2 U.S. Census Data

Crime-related variables for Census Tracts from 1970 Census summary tapes will be obtained and converted to rates or other indices where appropriate. (See enclosed list of suggested indices.)

3.2.3 Sample Survey Data

Based on the results of the above factor analysis/regression analysis, those emergent variables or indices will be updated for census tracts in the four counties from an Annual Sample Survey.

3.2.4 Sampling Universe

On the basis of CRAG building permit data, census tract housing unit inventories stratified by structure type will be updated on an annual basis for use in Annual Survey sample selection.

3.2.5 Reported Target Crime Incidents During Implementation

Reported target crime incidents by location of occurrence will be collected from sheriffs and police on a monthly basis. These will be tabulated by census tract (or larger area) and compared with expected levels as discussed above. Seasonal variations will be considered in distributing annual expected levels. The reported incidents of target offenses will be compared with the results from the U.S. Census Bureau Crime Survey (reported and unreported crime and victimization).

3.2.6 Displacement Data

Part I (UCR) offense and arrest data will be collected and reported monthly for law enforcement agencies in the Portland SMSA.

3.3 Performance Analysis

3.3.1 Histograms

Monthly, quarterly, semiannual or annual histograms will be prepared which reflect comparisons of projected vs. actual levels of specified target incidents during the implementation period. The frequency of report will depend upon the geographic unit of analysis.

3.3.2 Regression Estimates of Reported Target Incidents

Based on the Annual Sample Survey and the relationships established above (3.1.1), regression estimates of target incidents will be developed for census tracts (or larger areas) in the Portland SMSA. These estimates will then be compared with reported incidents and deviations assessed in terms of Impact criteria (5,20), as well as displacement and project effects.

NOTE: It is assumed that the independent variables used in the regression estimates of expected levels will not be affected by Impact projects and will thus provide reliable indications of incident levels had no project(s) been implemented.

3.3.3 U.S. Census Crime Survey

Conducted in July, 1972, and again for 1975 and 1977. Results will provide supplementary estimates of changes from baseline total incident levels in conjunction with national Impact goals.

3.3.4 Cost Effectiveness Studies

Plans are to contract with third-party evaluators to develop cost effectiveness assessments of various Impact projects during and after project implementation. The design of these studies will be developed during the first six months to insure that necessary data elements will be collected.

3.4 Feedback Systems

3.4.1 Computer Intensity Maps

On a monthly basis, intensity maps produced on a high speed printer. These maps will reflect target incidents, rates of change, and deviations from milestones. Results will be presented for census tracts, census tract groupings, cities and counties in the Portland SMSA. Results from the Annual Sample Survey will be presented similarly.

3.4.2 Frequency Histograms

Charts reflecting target incidents and deviations from periodic milestones will be prepared as indicated in Section 3.3.1.

4.0 Evaluation in Terms of Project Objectives

4.1 Quantified Project Evaluation

The first step in evaluation is to specify the project objectives and relate those to project activities. Performance measures relating to project objectives are then established. Measurable milestones are set for each specific project objective.

4.2 Reporting Forms

Reporting forms are being developed in accordance with PMS guidelines. These forms will provide for each objective the working definitions, significance of performance measures, baseline definitions, data requirements, and evaluative questions.

In addition, a narrative input concerning the projects will be solicited from project personnel to supplement and aid in the interpretation of progress toward the project's objectives.

4.3 Graphic Aids

Histograms and trend line charts will be prepared as an aid for ready illustrations of progress in terms of deviations vs. milestones of the project's objectives. Computer intensity maps will reflect the changes in the distribution of specific crimes in the Portland SMSA.

4.4 In-Depth Interviews

The technique of in-depth interviewing to provide supplementary explanations of deviations from project milestones will be conducted by SPA evaluation staff or evaluation consultants. It is anticipated that the third party assessments will be conducted on a quarterly or semi-annual basis.

4.5 Data Quality Checks (Field Audits)

Field checks tied to project objectives reporting cycles will

be conducted by SPA evaluation staff and evaluation consultants to assess the validity, reliability, and completeness of project data. This will ensure that any deviations requiring corrective action can be detected early and rectified.

5.0 Impact Statistical and Management Information System

5.1 Objectives

The objectives for the information system are threefold: timeliness, accuracy, and relevancy.

5.1.1 Timeliness

Plans are to minimize the time involved in accomplishing data production, organization, management, and analysis.

5.1.2 Accuracy

Essential to a meaningful and valid evaluative effort are mechanisms which ensure the data utilized meet the criteria of validity, reliability, and completeness.

5.1.3 Relevance to Impact Goals and Project Objectives

Data collected must satisfy the requirements of evaluative questions, monitoring, and Impact goals achievement measurement.

5.2 Data Production, Organization, and Management

5.2.1 Data Sources

Data will be obtained from or produced by the following sources:

5.2.1.1 Criminal Justice System Agencies Data

Data will be obtained from the appropriate agencies including the police, sheriffs, courts, corrections, and district attorneys.

5.2.1.2 Census Data

The 1970 Census data will be used in conjunction with the Annual Sample Survey data.

5.2.1.3 Displacement Data

Plans are to use law enforcement agency incident

and arrest reports geo-coded to census tract, larger areas, city, and county boundaries within the Portland SMSA.

5.2.1.4 Impact Project/Program Data

Quantitative and qualitative data will be available from project data forms and third party evaluation reports.

5.2.2 Data Organization

Forms are being designed which will facilitate conversion to machine-readable records/files where this type of conversion is appropriate. In some cases, filing systems will be devised and in others trained encoders will be required to convert the data to machine-readable form.

5.2.3 Data Management

5.2.3.1 Data Quality Control

Systematic and/or field checks will be employed to ensure maximum possible accuracy within standard error tolerances from the four data sources indicated in Sections 5.2.1.1 - 5.2.1.4.

Unreported and under-reported crime will be assessed by means of the U.S. Census Crime Surveys.

Procedures will be instituted to verify the extent and kinds of incidents which are reported and personnel dispatched, but in which incident reports are not completed (part of field audits).

In addition, internal consistency of crime report narratives and offense classification will be audited

on a sample basis.

Field checks, which are described in Section 4.5, will be conducted to compare project file data with the data reported. Sampling will be utilized whenever feasible.

5.2.3.2 Data Storage and Retrieval

The SPA is currently exploring the feasibility of tying in with various alternative hardware installations within the State system. The selection(s) will be based upon the availability of statistical and scientific analysis packages and adequacy of time-sharing capabilities, as well as raw data storage capabilities. Three alternative sources are being explored currently:

1) State of Oregon Data Systems Division IBM System 370/155;
2) Oregon State Dept. of Transportation System 370/155;
3) Oregon State University CDC 3300;

Both the State Department of Transportation and Oregon State University have a wide array of statistical analysis packages which would be available at no cost beyond processing charges. The Department of Transportation has indicated that it would loan source programs to be compiled on the State of Oregon Data Systems Division IBM System 370/155.

It should be noted that the Department of Human Resources (DHR) data-handling system will be set up initially on a manual basis, but will be developed

along lines which are compatible with the design of the state-wide Criminal Justice Information System Master Plan.

The Justice Data Analysis Center (JDAC) grant application will seek funds to provide tracking and systems development capabilities for DHR Impact projects in order to maximize efficiency, timeliness, and coordination of the development of system prototypes. Because these capabilities are essential for evaluation of client-based projects, this opportunity to satisfy many common needs and requirements should not be lost.

Plans are to interface with the Columbia Region Information Sharing System (CRISS) although it is barely operational at this time. It has started with police applications and is now phasing in court applications (e.g., scheduling dockets, on-line status of cases). In addition, CRISS is working on the development of a law enforcement-oriented Geographic Base File (GBF) which will cover the five counties of the Columbia Region (Multnomah, Clackamas, Columbia, Washington, and Clark County, Washington).

5.3 Data Analysis

Some of the mathematical and analytical techniques that will be applied to data gathered from the Impact projects and overall Impact goal assessment are:

1. Trend analysis
2. Time series analysis (quasi-experimental design)
3. Multi-variate analysis techniques
   Factor analysis
   Multiple regression analysis

Cluster analysis
Discrimination function analysis

4. Bayesian analysis
5. Analysis of variance techniques
6. Other prediction models
7. Goal attainment scaling

6.0 Programs and Projects

6.1 Prevention

6.1.1 Early Intervention Project

The Early Intervention project is designed to provide services that will ultimately prevent the children served from entering the criminal justice system. We are primarily concerned with the children not later being referred to the juvenile court for criminal-type behavior.

Early Intervention is defined as the process in which diagnosis, prescription, and treatment will be provided to change the child's pattern of behavior.

Some of the treatment services provided will include individual counseling with the child, remedial education when indicated, family counseling, referral services, volunteer services and specialized training to professional staff and teachers.

Subjects:

The children in kindergarten level through Grade 4 are those selected from teacher nomination and later approved by the Early Intervention Specialist. Professional diagnostic services may be provided in selective cases.

The schools selected to participate in the Early Intervention project and the tentative contrast schools are:

Treatment Schools	Contrast Schools
Humboldt	
King	Boise
Vernon	Sabin
Woodlawn	
Faubion	Peninsula
Ockley Green	Beach
Ball	
Portsmouth	
Claredon	Applegate
Brooklyn	Sellwood
Kerns	Edwards or Youngston
Buckman	Sunnyside
Richmond	Whitman

Criteria Measures:

Due to the nature of the project, results will have to be inspected on a short-term and long-term basis. The two primary measures to measure program effectiveness are:

Short-Term Measure:

The group of subjects provided services and a contrast (no service) group selected from the other schools will be administered a standardized test or tests to determine the amount and direction of change on before services and after services basis. Some of the scales that appear appropriate to measure these "problem behaviors" are the Behavior Problem

Checklist developed by Dielman, Cathell, and Lepper (1971) and the Walker Problem Behavior Identification Checklist (1970). The Dielman, et al. Problem Checklist on which the children are rated by the teacher entails eight factors identified as Hyperactivity, Disciplinary Problems, Sluggishness, Paranoiac Tendencies, Social Withdrawl, Acting Out, Speech Problems, and Antisocial Tendencies.

The Walker Checklist provides five scales labeled: Acting-Out, Withdrawal, Distractability, Disturbed Peer Relations, and Immaturity.

Long-Term Measures:

The evaluation of the long-term prevention effects can be ascertained only by a longitudial follow-up of those subjects served and a contrast group to whom services were not provided.

A longitudinal follow-up from five to ten years duration would be necessary to determine the prevention effects as most children are not detected or referred to juvenile court until mid-adolescence, 15 or 16 years of age.

Plans are to develop and implement a plan to determine if the children served have fewer (a) initial referrals and (b) further referrals to the juvenile court or diversion

agencies than a sample of children not provided the Early Intervention services.

Other criteria measures that will be considered secondary measures of project effectiveness are:

School Attendance

It is posited that the percent of days absent to total days enrolled for those children provided services will be lower by 5% than the comparable measure for a sample of children from the contrast schools.

Achievement Level

Another positive influence of the programs expected is that the achievement level of children who have been in the experimental program at least one year will, in reading and mathematics, be .3 standard deviations higher on metropolitan Portland area norms than achievement in the same skill areas in the control schools for students in grade 3 and higher grades.

Other socio-demographic data will be collected on the children served and a contrast sample to combine with the above-mentioned measures of "problem behaviors" to be analyzed in a manner that would provide predictive information of latter delinquency or "norm violating behavior".

6.1.2 Youth Services Bureau

The status of this project is tentative due to match money requirements that have yet to be resolved.

The SPA evaluation unit has met with the Director of the Youth Diversion Project to coordinate data sources and reporting procedures to insure standardization with other (operating and planned) youth diversion projects.

6.1.3 Crime Prevention Bureau

Evaluation component will be developed in conjunction with project(s) development within the Bureau.

Project development has not been initiated at this time.

6.1.4 School Burglary Prevention

IV. EVALUATION

A project evaluation procedure will be established and managed by the Project Director using the services of experienced School District Program evaluation specialists, to assist the Oregon Law Enforcement Council Personnel in evaluating the project.

A seven months trial period of two prototype systems was conducted during 1972 and revealed that the proper balance of sound detection and motion detection was an effective control against illegal entry. Of all the alarm situations reported to the central monitor, fourteen were actual breeches of security, either persons on the roof, persons illegally in the building or burglars. It was evident that improved communications and increased ability to respond would be essential to the expansion of this project to cover a large number of schools, and that good door hardware is essential to the efficient operation of the system.

The project evaluation will provide all relevant information concerning the installation of the proposed alarm system and the system's effectiveness in reducing school burglaries and related property loss. Thus, project evaluation will monitor, throughout the project period, all phases of the alarm system installation and operation as well as the reduction of the target crimes.

In accordance with the above intent, the data collection inherent to the project evaluation will be two-fold.

A. Data pertaining to the efficiency of alarm system installation and operation will consist of:

1. Specific dates when each of the identified alarm system components are installed within each of the project schools.

2. Frequency of false alarms.

3. Frequency of system maintenance and repair.

B. Data pertaining to the effectiveness of the alarm system in reducing target crimes will consist of:

1. Frequency of target crimes.

2. Dollar loss related to each of the target crimes.

The crime incident reporting system of the School District Office of Special Investigation is compatible with the computerized data gathering and reporting methods used by the Portland Police Department.

In order to facilitate the collection of the above data, the project evaluation will incorporate elements of "non-equivalent control group" and "interrupted time series" designs. Specifically, the alarm system will be installed in eleven selected high-impact schools where losses due to burglary and vandalism are greatest. Further, other schools will be identified as non-equivalent control schools (wherein instances of burglary and vandalism are not nearly as high as in the high-impact schools). Data of the nature described above will be obtained for both groups of schools for three years prior to and three years after installation of the alarm system. Data for the three prior and subsequent years will serve to establish the "trend" in target crime incidence and dollar loss. Data for the year immediately preceding "system" installation will serve as primary baseline data against which resulting increases or decreases in incidence and dollar-loss of target crimes will be compared.

Finally, data analysis will be conducted in accordance with the overall evaluation design. First, alarm system installation and operation data will be compared against pre-established standards. The standard for system installation is a critical path flow chart containing a specific time-line for installation of each element in the system. System operation standards are pre-established minimal levels of false alarms and maintenance and repair indicative of trouble free operation.

Second, and of most importance, the effectiveness of the alarm system in reducing target crimes will be determined by comparing frequency and dollar loss data, currently obtained from project schools, pertaining to each target crime against previously obtained baseline data. A resulting decrease in target crimes would be indicative of system effectiveness.

In addition, a comparison of the "trend" in target crime incidence and dollar loss for the project schools and for the control schools will be conducted. A decreasing "trend" for project schools in conjunction with a stable or increasing "trend" for control schools would lend further credence to the conclusion that the reduction in target crimes was due to the installation of the alarm system and not to a general reduction in target crimes throughout the entire school district.

PROJECT WORK SCHEDULE DIAGRAM

PRESENT PROJECT PHASE (36 MONTHS)

STAGES OF PRESENT PHASE

PLANNING AND CONTRACT DOCUMENT PREPARATION	PURCHASE/INSTALLATION	DEBUG OPERATION	MONITOR/EVALUATE OPERATIONS *NOTE: Interim partial alarm systems will be operational during installation stage.

PROWL CAR PURCHASED AND IN USE - NEW RADIO EQUIPMENT IS DEPENDENT UPON CITY POLICE COMMUNICATION PROGRAM IMPLEMENTATION

FINAL REPORT ▷ DEC. 31, '75

QTLY REPORT ▷ DEC. NOV. OCT.

QTLY REPORT ▷ SEPT. AUG. JULY

QTLY REPORT ▷ JUNE MAY APRIL

QTLY REPORT ▷ MARCH FEB. JAN. 1, '75

QTLY REPORT ▷ DEC. NOV. OCT.

QTLY REPORT ▷ SEPT. AUG. JULY

QTLY REPORT ▷ JUNE MAY APRIL

QTLY REPORT ▷ MARCH. FEB. JAN. 1, '74 ◁ INSTALLATION COMPLETE

DEC.

NOV. ◁ ALARM INSTALLATION COMPLETE

QTLY REPORT ▷ OCT.

SEPT. ◁ INTERIM ALARM SYS ON-LINE AND DOOR/ACCESS IMPROVEMENTS

AUG. COMPLETE

QTLY REPORT ▷ JULY

JUNE

MAY

QTLY REPORT ▷ APRIL ◁ AWARD ALARM AND DOOR HDW CONTRACTS

MAR.

FEB. ◁ PROWL CAR DELIVERY

START ▷ JAN. 1, '73

START ▷ WK 3 SCHEMATIC DESIGN PLANNING OF ALARM & ACCESS WORK

WK 3 ◁ DESIGN DEVELOPMENT OF ALARM & ACCESS WORK REVIEW

WK 6 ◁ REVIEW PREPARE CONTRACT DOCUMENTS

WK 9 ◁ REQUEST BIDS CONTRACTORS BID PREPARATION

WK 12 ◁ RECEIVE BIDS

WK 13 ◁ AWARD BIDS CONTRACTOR DETAIL SUBMITTAL PREPARATION

WK 16 ◁ CONTRACTOR SUBMITTALS PREPARED

WK 19 ◁ RECEIVE CONTRACTOR SUBMITTALS DOOR/ACCESS MATL DELIVERY & MODIFICATIONS

WK 20 ◁ APPROVE SUBMITTALS INSTALL PARTIAL INTERIM ALARMS

WK 32 ◁ FABRICATE INSTALL CENTRAL CONSOLE AND ALARM SYSTEMS

WK 42 ◁ DESIG

REQUEST PROWL CAR BIDS

DELIVERY OF PROWL CARS

PROWL CARS IN SERVICE

6.1.5 Street Lighting

The evaluation of the street lighting project within the proposed areas of Boise, Humboldt, and Irvington districts will focus on two types of data information.

The first will inspect the number and type of offenses reported (by time of day and month) for the past five years and after the lights have been installed in these specific patrol districts and the adjoining patrol districts and the adjoining patrol districts utilized as a control area. Basically, this follows an interrupted time-series design.

In addition, one can inspect on a pre- and post-lighting basis the number of arrests or apprehensions occurring in the experimental and control areas. Perhaps the number of arrests will increase because the offenders may more readily be observed and identified by thei victims, on-looking residents, or police patrolling in the area.

Another important evaluation input would be to conduct a series of home interviews in the experimental and control areas on a pre-basis and at intervals throughout the post-lighting basis. Attitudes and information would be gathered and compared concerned with (a) fear of being victimized, (b) occurrences of being victimized, (c) use of the streets or parks, and (d) cooperation with the police in reporting crimes or observed incidents.

A major factor that can influence the crime incidence in these areas apart from the lighting is the change of patrol patterns in these areas. It appears that this information is not presently available from the police department records. A major change in the patrol patterns could be expected to have considerable influence in the crime incidence or arrests.

STREET LIGHTING PROJECT
WORK PLAN

Activity	1st Year	2nd Year	3rd Year	4th Year	5th Year
1. Retrieve 3 years baseline data from police records on reported incidents (target/non-target) and apprehensions by time of day, month & address. Location for target areas & comparison areas. Part of overall evaluation scheme. (mo. 1-6)	XXXXXX				
2. Develop and implement a match program for conversion of address location of incidents & apprehensions to census track/ patrol grid basis. Part of overall evaluation scheme. (mo. 1-6)	XXXXXX				
3. Construct regression predictions of residential nighttime burglaries for target and comparison census tracts/patrol grids.(mo. 7)	X				
4. Collect data on reported incidents and apprehensions (by time of day & month) for target and comparison areas. (monthly)	XXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXXXXXX	
5. Baseline attitude survey in target and comparison areas. Change assessed from extra questions in annual sample survey (part of overall evaluation scheme). (yr. 1 mo. 1&2;and 9; yrs.2-4, mo. 9)	XX	X	X	X	X
6. Analyze data to assess the difference between predicted and reported residential nighttime burglaries for target and comparison areas. (yr. 1,mo. 7; yrs. 2-4, mos. 1&7; yr. 5, mo. 1)	X	X X	X X	X X	X

Activity	1st Year	2nd Year	3rd Year	4th Year	5th Year
. Time series analysis to assess significance of deviations of and apprehensions from trends. Patrol patterns and strike force activities considered also. (yr. 1, mo. 7, yrs. 2-4, mos. 1 & 7; yr. 5, mo. 1)	X	X X	X X	X X	X
. Present results (yr. 1, mo. 8; yrs. 2-4, mos. 2 & 8; yr. 5, mo. 2 & 3)	X	X X	X X	X X	XX

6.2 Justice Administration

6.2.1 Police Strike Force

6.2.2 Police Communications

EVALUATION DESIGN

Portland Police Bureau Strike Force and Communications

Introduction

The ultimate goal of the Portland Police Bureau's Impact program is the reduction (or prevention) of burglary and stranger-to-stranger street crimes. Since this goal has always been and will always be a normal goal of the Bureau, the actual concept to be tested by the Bureau's Impact proposal is whether increased resources, varied methodology, techniques, and strategies, and a crime-oriented approach will have an impact beyond that resulting from normal operations. Unfortunately for evaluation purposes, the Bureau's program is a multi-faceted "treatment" rather than the "one treatment at a time" approach of the researcher. Given the fact that the Bureau's program is also only one program among many concurrent programs, all of which are dedicated to the same ultimate goal, then the contribution of the Bureau's program becomes even more difficult, if not impossible, to determine. For the moment, it will be assumed in this particular evaluation design that the Bureau's program is the only "treatment" being given to the problem of burglary and stranger-to-stranger street crimes (henceforth referred to as "target crimes") in the City of Portland. The primary goal of this evaluation design, then, becomes the determination of a "cause and effect" relationship between Portland Police Bureau Impact program components and any changes or the absence of any changes in target crimes in Portland. A determination of the effects of Impact programs outside of the Bureau will be the responsibility of higher level evaluation described elsewhere in the evaluation plan.

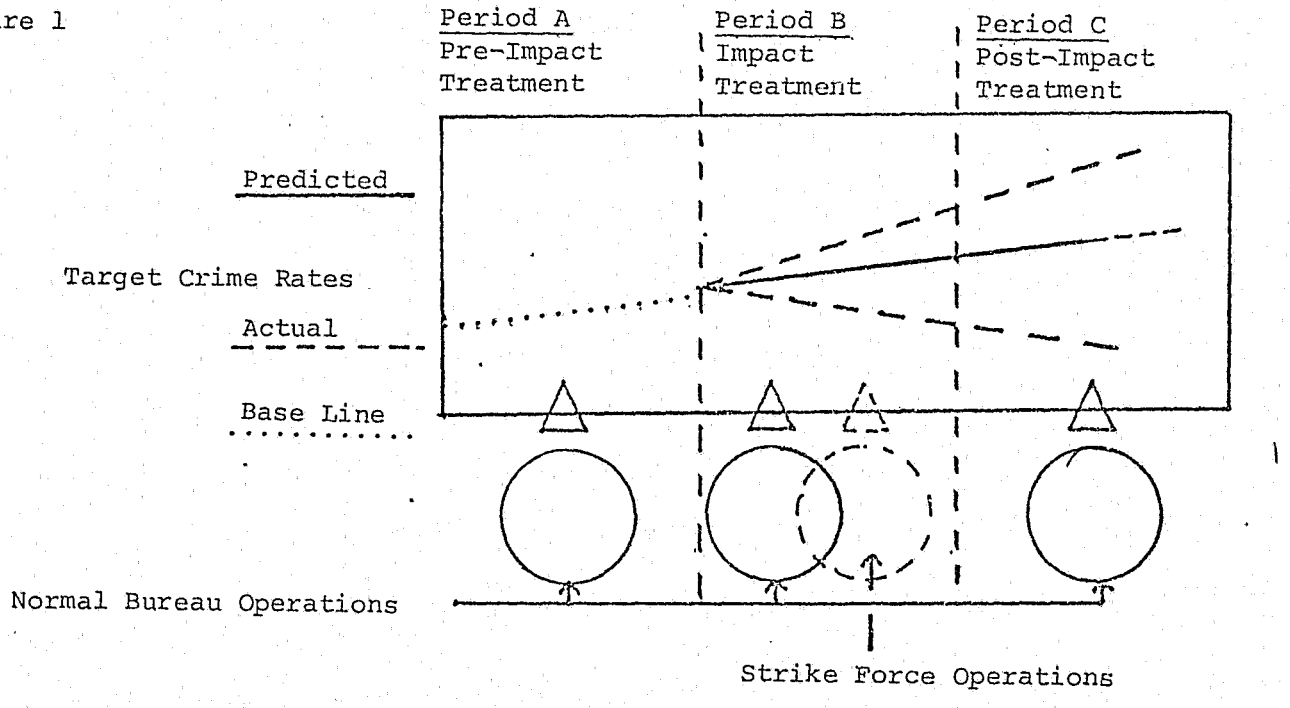
Evaluation Conceptualization

Understanding several factors (or aspects) of the Impact concept is necessary prior to beginning the evaluation design.

Chronology Factors

The overall chronology of the Impact program can be divided into the pre-treatment period (or pre-Impact period), the treatment period (the three-year Impact period), and the post-treatment period (primarily the two-year period after termination of the Impact funding). See Figure 1.

Figure 1



The principal element to be determined by this evaluation design is what change in target crime rates is caused by the introduction of the Impact "treatment"; or, stated in another manner, what changes in Periods B and C occur which would not have occurred had the Impact treatment not been introduced (see Figure 1). As indicated in Figure 1, any change could

only be an increase or a decrease in the target crime rate in comparison to the rate which would have occurred had there not been any treatment (the "normal" rate). The possibility exists, of course, that the treatment will have no effect upon the rate.

The "Normal" Rate

The difficulty in using the normal target crime rate (or rate which would theoretically have occurred in the absence of the treatment) is that it may fluctuate greatly under "normal" circumstances and is subject to variation due to the very act of measuring the rate itself.

A. Normal Fluctuation

Although trend lines and other statistical techniques will be used to "average out" such fluctuations, it will also be necessary to identify the "causes" of such rate changes (i.e., factors which contribute to periodic changes in crime rates) and determine which factors may or will be affected by the Impact activities. For example, the rate of reported street assaults may be partly a product of the number of patrolmen on the street. Knowing how many patrolmen would have been on the street in the absence of the Impact program would then become crucial. It would be necessary to show patrol deployment by the hour, day, week, month, and district so that "normal" fluctuations due to this factor could be controlled statistically.

B. Measurement Effects

In order to make any meaningful determination of the possibility that the attention to or changes in reporting methods may of itself cause changes in the rate of target crime, it will be necessary to make any changes (including increased attention) in reporting

methods sufficiently in advance of the application of treatment (fielding of the strike force or radio system installation) to establish a normal rate and then carefully audit any additional such changes during the treatment period. From an evaluation standpoint, any such changes would be discouraged.

Treatment Period Rate

Assuming that the normal rate can be accurately established, then only two possibilities may be detected during the treatment period. Either the treatment period rate will be different than the normal rate or it will be the same. If it is the same, then only two explanations will be possible. Either the treatment had no effect on the target crime rate or there was an effect, but it was neutralized by factors outside of the treatment.

Pre-treatment Period	Treatment Period	
Normal Rate	1. No change possible explanations	1.a Treatment did not affect crime rate. 1.b Outside factor neutralized actual changes due to treatment.
	2. Change possible explanations	2.a Change due to treatment. 2.b Change due to factors other than treatment. 2.c Change due to combination.

Causal Factors

If there is a change, there are three possible explanations. The change was due to the treatment, other outside factors, or a combination of treatment factors and outside factors.

Statistically, the factors that did in fact affect the target crime rate can be determined but only if all (or at least the significant) potential causal factors can be identified and measured. For that reason, it will be necessary to try to identify any such potential causal factors and also closely monitor activities within and without the Portland Police Bureau so as to record and measure any factors likely to affect the target crime rate.

Even aside from the difficult task of identifying potential causal factors, it will be especially necessary to separate factors relating to normal Bureau activities and those relating to treatment (Impact) activities. There is the additional problem of factors that are due to both normal and treatment activities (the overlapping area in Figure 1).

In order for a factor to be considered a significant causal factor for changes in the treatment period target crime rate, it is necessary to establish a relationship or linkage from the factor to the rate (or commission of a target crime itself). A number of such relationships are set forth or assumed in the Bureau's program application (e.g., the relationship between the availability of converting stolen property to dollars and the commission of burglaries).

Target Crime Rate Measurement

Since the ultimate evaluation of the entire Portland Impact program will be based upon target crime rate information compiled by the Portland Police Bureau, special consideration and attention will be devoted to this activity of the Bureau. Problems or potential problems discussed above will be taken into consideration.

In addition to the substantial effort undertaken by Impact planning staff in analyzing target crimes in Portland (refer to Shiley, J. Bradford, Burglary and Robbery, High Impact Task Force Report, December, 1972), Bureau crime records will be analyzed in reference to census information.

To prevent any effect upon target crime rates caused by changes in measurement activities, the Bureau's crime reporting process will be monitored periodically. Such monitoring will be especially focused upon four potential problem areas:

1. The extent to which target crime statistics are affected by case "creation" procedures in the radio dispatch room;
2. The possibility of changes in classification procedures in the Records Division;
3. Possible changes in stolen property valuation activities of patrol officers;
4. Possible changes in criteria leading to changing cases to "unfounded" reports.

Factor Identification and Measurement

The Portland Police Bureau's Impact program utilizes the three normal police functions intended to reduce crime: (a) the prevention of criminal acts, (b) detection of such acts once they occur, and (c) apprehension of offenders. The Bureau's Impact program seeks to increase these functions by improving several factors which regulate the effectiveness of these functions:

a. Organization of the Bureau;

b. Manpower and resource availability;

c. Response time to target crimes;

d. Radio communications capability;

e. Target crime investigative capability;

f. Forensic investigation of target crimes;

g. Detection of target crimes during occurrence;

h. Interdiction of fencing operations;

i. Interdiction of professional target crime activities;

j. Analysis and response to target crime information.

Each of these factors are held to have a potential effect upon target crime rates in Portland. It will be the major goals of this evaluation design to test the existence of relationships between these factors or any subset thereof to determine the strength of that relationship and to determine whether each factor did in fact affect target crimes (including how). The key to achieving these evaluation goals will be to carefully document and describe the "treatment" in terms of the familiar police data elements of who, what, when, where, why, and how. The multi-faceted nature of this treatment program (not to mention the many non-police programs ignored in this design) makes careful documentation imperative.

As indicated in the Bureau's application, many of the data elements to be analyzed and documented for evaluation purposes are also needed by the Strike

Force staff for crime analysis, manpower allocations, and internal evaluation. Thus, much of the external evaluation will "piggy-back" upon the internal evaluation processes.

Evaluation Criteria and Related Bureau Objectives

It should be reiterated that the ultimate criteria to be used in evaluating the Bureau's Impact program are the target crime rates. Beyond these criteria, however, are additional criteria, which must be measured, that are essential to evaluating those Bureau activities funded by the Impact program. These criteria are set forth within the Bureau's major program components; namely, Communications and Strike Force. The latter component is further broken down into patrol activities, investigative activities, intelligence activities, crime analysis activities, and surveillance activities. (Criteria designated by Bureau indicated by *.)

Communications - Measures of Improved Effectiveness (Criteria are underlined)

* (1) A reduction in police response time for all calls to service, which averaged 11 minutes per call in 1971. It is anticipated that by the end of Phase III communication upgrading, the response time for all calls will be reduced by 25%. Response time for emergency calls will be reduced to two minutes.

* (2) Increased record and property checks by mobile street units. As measured by radio call cards, the level of this activity can be established over the past year (base line CY 1971). With the employment of new communications equipment, a comparison may be made between the implementation year and the previous year, with the measure to be predicted at an increase of 25% in activity. The first year the increase will be 5%, the second 10%, and the third year 10%, as measured against the CY 71 base data.

* (3) A reduction of F-1, F-2 channel congestion experienced during peak usage hours. The peak congestion on these two channels at the end of the three-year period will be reduced by 50%. First year reduction

will be 10%. The third year will be the next incremental point and that will be a 40% reduction over CY 71 data.

* (4) The proper placement of communications equipment will result in a 98% reliability propogation pattern for both alarm signals and personal portable signals.

* (5) A decrease of emergency maintenance costs on alarms by 20% by the end of three years, as measured against CY 1971 Bureau of Communications costs.

* (6) Officers "out-of-car" time will be measured indirectly by an increase of 20% in field contact reporting activity. This will rise 2% the first six months after the provision of personal portables and 18% in the first year after a digital system is implemented. Base year is CY 71 and data source is the periodic FCR Log.

* (7) The positive viewing of the program by the public as measured by the change in before-and-after attitudinal surveys conducted by the Office of Criminal Justice Planning Coordinator.

* (8) A 10% increase in detection by police of crime hazards and crimes-in-progress over the full three years. The first year will show a 2% increase, the second and third a 4% increase each year. To establish this base, a count must be taken of target crimes detected in progress by the police and the number of "open-doors, open windows", etc., reported by the police for CY 1971. Source documents are police reports located in the records Division.

* (9) A subjective evaluation of equipment-user feelings toward communications capabilities projecting a change in current negative reactions to a general positive feeling with a resulting improvement in morale.

* (10) Communications project planning and implementation measured, in part, by 99% utilization of newly acquired equipment in the final Phase III program design.

* (11) A lowering of the injury rate of police by 5% using either the number or severity of police injuries due to personal attack or resistance of prisoners. This lowering will occur at 10% the first year and 2% each proceeding year. Source document is the "Assaulted Officer" reports, CY 71-72.

Strike Force - Measures of Improved Effectiveness

A. Criteria - Patrol Activities

1. Number of burglaries detected by patrol units.

   a. Detection by visible-to-patrol entries

   b. Detection by observed entry

2. Number of burglaries where apprehension occurred

   a. On-the-scene apprehension

   b. Fleeing-the-scene apprehension

3. Number of burglary-related field contacts

B. Criteria - Investigative Activities (with Bureau objectives where indicated)

*1. Clearance rate for target crimes (also, see Clearance Section below)

An increase in the annual clearance rate for burglaries from 23% (CY 71) to 35%. The figure will be reached in the third year. First and second year experience will reflect a 25% and 30% clearance rate, respectively, (as defined by UCR standards) as reported in the UCR Annual Summary of Crimes and Clearances.

*2. Number of on-scene investigations by detectives

An increase in the number of initial, on-the-scene investigations of burglaries by detectives from a level estimated to be 1% of the crime

detected to 3% of the crimes detected. Data will be retained in the Detective Division on this activity. This is an annual increase compared to the 1% base figure.

*3. Number of scientific field investigations

A 20% increase of scientific investigations of target crimes carried on in the field by identification personnel. This will be an annual figure measured against the Activity Log for CY 72, located in the Identification Division.

*4. Number of target crimes investigated by the Detective Division

A 10% increase in the number of burglary and robbery cases investigated by the Detective Division. Each year there will be a 10% increase over the crimes investigated in CY 1971. This data is reported in the Annual Summary of Detective Activity.

5. Number of arrests by warrant by individual detectives (on a periodic basis)

6. Number of complaint filings by individual detective (on a periodic basis)

Nos. 5 and 6 will be reported on Strike Force activity reports.

C. Criteria - Intelligence Activities

1. Amount of property recovered.

a. by percentage of original case property stolen;

b. by arrest for possession;

c. by confidential expenditure purchase;

d. property not "ID'd";

e. property "ID'd"

2. Number of arrests for possession

D. Criteria - Crime Analysis Activities

1. Subjective evaluations by Detective Division personnel

It is anticipated that additional criteria will be designated, such as

the number of successful correlation attempts, as the crime analysis unit further defines its activities.

E. Criteria - Surveillance Activities

1. Number of target crimes detected in progress by surveillance teams

Additional Evaluation Considerations

In addition to the evaluation components as outlined above, the following factors need to be taken into consideration.

1. Means of Detection of Target Crime Occurrence

   At the present time, there are no statistical records on the means of detection other than that contained in the Shiley report. It is essential that a statistical record be kept which contains this information.

2. Clearances

   It is essential that clearances be related to:

   a. Regular or Strike Force activity

   b. Contributing factors

      Alarm

      Patrol

      Investigation

         Informant

            Paid

            Unpaid

      Crime Analysis Unit

      Witnesses

   c. Multiple clearance situations

3. Configuration of Strike Force Activities

   Activity reports submitted by officers on strike force activity should indicate the particular configuration of strike force personnel related to that particular officer's activity.

4. Offender Residence and Location of Offense

   Arrest reports should indicate offender's residence and location of offense.

6.2.3 Police Models

Project development has not started.

6.2.4 CRISS Acceleration

Project development is uncertain at this time.

6.2.5 District Attorney Office

No projects yet developed.

6.3 Corrections

6.3.1 Case Management Corrections Services

Evaluation of the Case Management Corrections Services: A Proposal for Model Probation Services to Youth Under LEAA-Impact Award

The purpose of the following is to explicate the design, procedures, and resources for assessing process and outcome objective attainment in the Case Management Corrections Services (CMCS) Project. Format for the above will include (1) an overview of the CMCS Project;[1] (2) exposition of the evaluation design and methods; (3) an evaluation workplan; and (4) a budget for performing the evaluation.

CMCS--An Overview

Problem. Target crime referrals--burglary, robbery, and assault-- to the Multnomah County Juvenile Court increased 160%--from 438 to 1,121--while all other delinquency referrals increased 86%--from 3,830 to 7,120--from 1965 through 1972.

Objectives. The primary outcome objective is to reduce the number and seriousness of repeat offenses among clients served to the .05 level of statistical significance. Primary process objectives include but are not limited to (1) to deliver correctional services to 1,500 juvenile clients at 500 clients per year in accordance with client service needs as indicated at case staffings; (2) to effect case staffings within three calendar weeks from date case assigned to Case Manager; (3) to maintain service caseloads at a maximum of twenty per Case Manager; and (4) to establish and operate four neighborhood-based juvenile service centers.

Program. Case Managers will serve juvenile client needs directly and by advocating the provision of existing and Impact-funded correctional support services to meet such need. Where the former correctional support service

[1]Department of Judicial Administration, Multnomah County, Case Management Corrections Services: A proposal for model probation services to youth. Portland, November, 1972.

lack capacity to respond to such need, Case Managers will back the delivery of correctional support to meet unmet need by contracting on an individual fee-for-service basis. As categories of unmet correctional service needs are identified via the fee-for-service contracts, project-level contracts will be negotiated to develop resources for fulfilling unmet correctional service needs. Categories for contract services are (1) education/training/job placement; (2) diagnostic services; (3) health/social services; and (4) general emergency services.

Four neighborhood service centers will be located to serve selected areas of Portland which exhibited an aggregate target-offense-delinquency-disposition-rate of 23 per 1,000 risk population[1] in contrast to the remainder of Portland which exhibited a target-offense-delinquency-disposition-rate of 11 per 1,000 risk population during 1971 (see ibid., p.16 for within-area rates).

Evaluation

Objectives of the evaluation. The primary objectives of the evaluation are (1) to establish a clear relationship between independent and dependent variables; and (2) to establish differential cost-effectiveness between the CMCS and traditional system for correctional service delivery. Thus, the primary evaluation objectives may be stated quite briefly, but describing the evaluation design and methods will be more involved.

[1] Population data source: 1970 U. S. Census ages 10-19.

Design of the evaluation. A few key definitions are essential to describing the evaluation design:

1. X = independent variable = CMCS
2. rx = traditional corrections services, i.e., prior to and concurrent with Impact, but neither funded by nor initiated by Impact.
3. Y = dependent variable = the presumed effect, consequence, or outcome of x.
4. S = individual client.
5. N = aggregate number for two or more study groups.
6. n = number for any given study group.

Thus, the initial evaluation design may be represented as follows:

I.

S — X — Y follow up

S — rx — Y follow up

where individual clients will be randomly assigned to X and rx. Thus, all clients will receive correctional services. Approximately 17% of 600 estimated annual target referrals from the CMCS service area--100 clients per year--will be assigned to rx. If tests for randomization indicate that groups X and rx are comparable on relevant variables such as age, sex, age at first offense, and number of prior offenses; post-service criterion measures will be sufficient to assess the relative effectiveness of X and rx. Thus, measures on Y will be acquired on all S's for a twelve-month-follow-up-period (N = 1,800).

Design I is the strongest design of the evaluation and any restrictions on the sampling technique will seriously dilute, if not destroy, the strength of the evaluation. Services to the 1,500 target clients will be assured via

expanding the service area if the projected number of target clients is too low.

The limitations of Designs II and III below auger further for maintaining the random assignment of S's to the control condition--rx. Briefly, the limitation of Designs II and III result from (1) problems in reliability of difference scores in measuring change; and (2) the quasi control groups.

Design I will be extended to accomodate evaluation requirements under conditions where rx, instead of constituting a control group as above, constitutes a quasi-control or contrast group. Extension of the initial design is represented below:

II.

	Y before	X	Y follow up
S			;
	Y before	rx	Y follow up

where S's are not randomly assigned to X and rx, measures on Y will be obtained for each of two 12-month periods--one before X and rx are administered, and one after X and rx.

Since CMCS is a community-based project, data on the Y variable will be relevant during the service period. Thus, design number II will be extended to obtain Y measures as indicated below:

III.

	Y before	X	Y during	Y after
S				
	Y before	rx	Y during	Y after

Criterion measures. There are essentially three criterion measures:

1. S's target offenses;
2. S's offense rate; and
3. S's goal attainment score.

Target crime predictions. One problem which is inherent in developing measures affecting changes in low-rate behavior aside from the usual problems associated with repeated-measure change scores[1] is the effect of "maturation". This problem is acute in the CMCS evaluation because there is ample documentation that "recidivism" is in part a function of age.[2] The above problem could potentially affect all three of the evaluation designs described foregoing. To avert such effects, a profile of program-independent variables will be developed for a five-year historical sample of predictor study groups (N=1200) comprised of 50 youngsters at each single year of age from ages 12-17. These samples will be developed for each of four areas -- (1) North Portland; (2) Model Cities; (3) Near-Southeast Portland; and (4) the rest of Multnomah County. Multi-variate analysis will be employed to develop Regression predictors of target incidents by age/area study groups. Analysis of differences between predicted and observed target incidents among clients served by CMCS will assess the outcome objective to significantly reduce repeat target offenses among clients served.

Offense rate. The offense rate criterion measure is more sensitive to change in that it expresses the number and seriousness of offenses for each S as an offense rate.

Questions may be brought to bear regarding the reliability and validity of any method for developing indices to reflect the seriousness of law violating behavior. Such questions will be addressed, e.g., by (1) determining the level of consensus among raters assigning ordinal weights to law violations,[3]

[1] Chronbach, L.J. & Furby, L., How should we measure "change"--or should we? Psychol. Bulletin, 1970, 74, 68-80.

[2] Wilkins, L.T., Evaluation of penal measures. New York: Random House, 1969.

[3] The W coefficient of concordance will be accepted at the .05 level of significance to indicate inter-rater agreement.

(2) correlating rater-assigned seriousness ranks with judicial response -- defined as the proportion of delinquency cases handled with an official court hearing -- selected offenses -- to total delinquency cases, and seriousness ranks, and (3) by scaling the behavioral events and consequences described in referral incident/crime reports.[4] Seriousness indices will then be employed to express an S's offense rate as:

$$OR_{ij} = \frac{E(SI)}{T} ;$$

where OR_{ij} = offense rate for an S;

SI = seriousness index; and

T = time

Goal attainment scaling. Goal attainment scaling will be employed to avoid the plague of evaluating services by using a battery of assessment instruments that result in using criterion measures which are totally irrelevant to the life problems of some S's.[5] Goal Attainment Scaling will express treatment outcome for individual S's on a scale of weighted raw scores which ranges from minus two for "most unfavorable outcome" to plus two for "most favorable outcome". The weighted sum of the raw scores will be transformed to a distribution with a mean of 50 and a standard deviation of 10 (see appendix A for detail). Idiosyncratic outcome indicators will be developed for CMCS-service-only clients and for contracted services to clients. Follow-up interviews with a 33% randomly selected sample will determine the extent to which individual client's treatment outcome deviated from their expected outcome. Follow up may include several information sources, e.g., client, client's family, school or police records, etc.

[4] Sellin, T. & Wolfgang, M.E., The Measurement of Delinquency. New York: John Wiley, 1964.

[5] See for example Schulberg, H.C., Sheldon, A. and Baker, F., Program Evaluation in the Health Fields, Boston: Harvard Medical School, 1970, Kiresuk, T.J. and Sherman, R.E., Goal Attainment Scaling, Community Mental Health Journal, Vol. 4, No. 6, 1968. Schontz, F.C., Individuality in Evaluation of Treatment Effectiveness, Journal of Counseling Psychology, Vol. 19, No. 1, 1972.

Service/Control/Contrast study groups. The two study groups for Design I are defined by the following criteria:

1. Age 10-17 inclusive.
2. Juveniles involved in a referral incident which would warrant a petition/charge for a target offense, regardless of the ultimate substantiation.
3. Residence in the CMCS service area.

Designs II and III include the following three contrast groups:

1. The first contrast group will be randomly selected with the same criteria as in 1 and 2 above but individuals in this group will reside outside of the CMCS service area. This contrast group will be comprised of 300 target offenders selected at the rate of 100 per year during 1973-75.
2. The second contast group for Designs II and III will be selected from a prior period in time--300 individuals at the rate of 100 per year for each of the three years, 1969, 1970, and 1971. The age, target offense, and residence criteria for the control group in Design I will also apply.
3. The third contrast group will be selected as 2 above for Designs II and III, except the residence will be outside of the CMCS service area.

In summary, there will be five study groups:

1. 1,500 CMCS clients;
2. 300 control clients;
3. 300 current contrast clients residing outside of CMCS service area;
4. 300 contrast clients who resided within CMCS service area but received service at a prior period of time; and

5. 300 contrast clients who resided outside of CMCS service area, but received service at a prior period of time.

The total number of clients in all service/control/contrast study groups is 2,700.

Data Collection. Data collection will be contracted by the Multnomah County Juvenile Court. Selection and development of data to collect will procede with a desire to generate as much useful data per dollar invested as possible. Criteria for final selection of data elements will be (1) to contribute to assessment of a specific process or outcome objectives and (2) expectation of obtaining valid and reliable data. Thus, for example, to assess the results objective to reduce to the .05 level of statistical significance the number and seriousness of repeat offenses among clients served, data will be collected via CMCS Form #6, pp. 11-13; items 71-73 (see Appendix B). Data pursuant to the assessment of the process objective to deliver correctional services in accordance with client needs will be acquired via items 44-59 (ibid, pp. 7-8).

CMCS Forms 1 - 5 are being developed and tested for reporting case information and assessing process objective attainment. Form 1 will be used by casd managers to assist the management of their caseloads and to report service activities and objectives. Forms 3 and 4 summarize case reports from the case manager--Form 3 at the Neighborhood Service Center level, and Form 4 at the CMCS Project level. The foregoing will be used internally within the Project--Form 3 for supervisory review and Form 4 for administrative review. CMCS Form 5 is being developed for reporting project case activity. Currently, Forms 3 and 4 are completed clerically. Programs will be written to produce reports on Forms 3 - 5 via automated data processing directly from Form 2.

CMCS Form #6 will be used to acquire data regarding (1) the client, (2) current referral, case processing, and offense, (3) client's referral record, (4) client's education, (5) case manager, and (6) the client's household and family. Form #6 will be pre-tested and all data collected will be pre-checked for completeness and accuracy. Error listing will be corrected prior to data analysis. Data collection sources for Form #6 are indicated in Appendix D .

All of the items in CMCS Form #6 will be identified in relation to assessing objective attainment and to describing the client population. Items not meeting the above criteria will be eliminated. The primary and secondary data sources, mode and time for collecting data will also be identified for each item (see Appendices C and D).

Goal attainment follow up interviews will be conducted at three to six months after the completion of service. Interviewers not connected with service delivery will be trained in constructing the follow up guides. The program staff will be trained in using the Goal Attainment scaling technique. The CMCS project plans to provide one to two constant people to lead the "Goal Attainment Case Staffing".

A brief battery of standard tests will be selected and administered to CMCS clients. Tests will be selected from broad categories including behavior checklists, self report instruments, and community adjustment scales.

Effort will be made to keep data collectors naive of the study groups placement in the evaluation designs to minimize bias. Interviewing experience will be required and preference will be given to selecting individuals with some research experience. Training will be provided as needed.

Models.

Plans are to apply appropriate multivariate techniques relating independent variables to selected dependent or criteria measures. Some of the techniques considered appropriate at this time are the Multiple Classification Analysis (MCA and AID) programs, step-wise regression, discriminant function analysis, or Bayesian analysis. Form #6 will comprise the source of the majority of the independent variables, in addition to scores obtained from the standardized behavioral instruments. Criteria measures considered appropriate would be clients' offense rates; Goal Attainment scores relating to service outcome; or perhaps, a dichotomy on groups of clients who commit no further target offenses compared to clients who commit two or more target offenses.

The intent of this analysis is to provide more information in relation to decision-making for more effective services in current and future planning efforts.

Data processing. Automated data processing will be employed to transfer the data to tapes. The programming instructions on pages 23-25 of CMCS Form #6 (Appendix B) indicate the character of some of the summary statistics. Offense rates and target offenses rates will be reported and analyzed for differences quarterly.

The t test for difference between means will be used for Design I.

Data for Design II will be analyzed in a two factor repeated measures analysis of variance design as follows:

	Baseline-- Before Treatment		Follow up-- After Treatment
Study Group	b_1		b_2
CMCS	a_1	G_1	G_1
Control	a_2	G_2	G_2
Contrast			
Current, o/s Service area	a_3	G_3	G_3
Prior, w/in service area	a_4	G_4	G_4
Prior, o/s service area	a_5	G_5	G_5

Where the symbol b designates time factor and the subscripts 1 and 2 designate baseline and follow-up respectively. The symbol a designates the study groups. The symbol G represents the criterion measures for each of the study groups.

Design III will be analyzed in the same format as above, with the addition of the "during service" time element.

Cost data is available for rx community based correctional services and for incarceration. Cost of CMCS services and many of the significant cost of crime will be acquired. The cost data will be related to outcome to indicate the relative cost effectivenss at rx versus X.

HOW DOES THE GOAL ATTAINMENT SCALING SYSTEM WORK IN GENERAL?

There are many variations on the exact pattern of Goal Attainment Scaling, other than that used by the Program Evaluation Project. All of them rely on the basic system described below.

1. *The client (a client could be any person relying on the services of the professional involved) is encouraged either by himself or with the aid of a professional to present his concerns. Except in special cases, no effort should be made to delimit the range of his concerns.*

2. *These concerns should be examined, again either by a professional or by the client himself, so that a set of major concerns is isolated. No limits should be placed on the number of major concerns selected, except that there should be at least a representative of all relevant concerns. (See the Commentary on "Whose Goals are on the Goal Attainment Follow-up Scales?" for a discussion of the determination of relevance.)*

3. *Once the major concerns have been selected, each one should become the subject of a separate SCALE. The SCALE is a systematic arrangement of the possible specific outcomes which have varying degrees of likelihood.*

4. *Each SCALE theoretically represents a continuum of observable measures from the "worst anticipated outcome" to the "best anticipated outcome." In the case of the grid-shaped "follow-up guide" used by the Program Evaluation Project, five levels are assumed on each SCALE, although not every scale needs to be filled out on this SCALE procedure. The "EXPECTED outcome" appears on the middle level of the SCALE.*

5. *At the end of the treatment process or at a predetermined time of follow-up, the client's GOAL ATTAINMENT is reexamined. His degree of ATTAINMENT in comparison to each scale is recorded on the grid-shaped follow-up guide.*

6. *Each level of ATTAINMENT on each SCALE can be assigned a score so that a "Goal Attainment Score" can be calculated for each follow-up guide. The Goal Attainment Scores for groups of clients can be summed and compared (if clients were randomly assigned to the groups). It is possible, of course, to have more than one follow-up.*

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HOW IS THE GOAL ATTAINMENT FOLLOW-UP GUIDE CONSTRUCTED?

A key factor in GOAL ATTAINMENT SCALING is the preparation of the Goal Attainment Follow-up Guide. This Goal Attainment Follow-up Guide will frequently be scored by someone other than the person who constructed it, consequently, precise descriptions and clearly discriminated levels are essential to accurate follow-up and evaluation. The Goal Attainment Follow-up Guide should be constructed so that it applies to a particular date in the future. The example below illustrates the general process. Further information on Goal Attainment Scaling may be gained from "Programmed Instruction in Goal Attainment Scaling."

1. *Major concerns or GOALS of the client are isolated and each concern to be used is placed at the head of a scale, described in a brief phrase called a "scale heading." The scale heading may be general or theoretical.*

	X	Y	Z	-	-
MOST UNFAVORABLE					
LESS THAN EXPECTED					
EXPECTED					
MORE THAN EXPECTED					
MOST FAVORABLE					

In this case, an educational situation, the client has three main concerns. Each concern is used as the basis for one "scale": Scale X, grades; Scale Y, reading speed; and Scale Z, number of times sent to the principal's office by the teacher. Since no other major concerns were selected, three scales were constructed and the fourth and fifth columns were left blank. For best results with Goal Attainment Scaling, at least three scales should be constructed.

2. *The professional (a counselor in this case) had interviewed the client, a problem student. The counselor discovered that the client has an average grade (Scale X) of D, a reading speed of 50 words per minute (Scale Y), and has been sent to the principal at least six times a month (Scale Z). Together, the counselor and the client estimated that the client could reasonably expect, by the end of the school year seven months later, to raise his average grade to C-, raise his reading speed to 200 words per minute, and lower his visits to the principal to three per month if the client cooperated in counseling and remedial reading programs. These predictions became the "expected" levels for the time of follow-up (seven months later).*

	X	Y	Z	-	-
MOST UNFAVORABLE					
LESS THAN EXPECTED					
EXPECTED	C-	200	3		
MORE THAN EXPECTED					
MOST FAVORABLE					

3. *Predictions for some of the other levels on each scale of the Goal Attainment Follow-up Guide are then filled in. Not all levels need to be filled, but the Goal Attainment Follow-up Guide should be adequately detailed for the follow-up eight months later and must have at least three levels per scale.*

a. On Scale X, grades, the worst the client expects is that his average will fall to "F" (which is then put at "most unfavorable outcome thought likely"), and the best he is likely to accomplish is "B+" (which then becomes the "most favorable outcome thought likely").

	X	Y	Z
MOST UNFAVORABLE	F	50	
LESS THAN EXPECTED			6
EXPECTED	C-	200	3
MORE THAN EXPECTED			
MOST FAVORABLE	B+	400	0

b. For Scale Y, the present reading speed is thought to be so low that it is placed at "most unfavorable outcome thought likely" (50 words per minute), and 400 words per minute is judged to be better than expected and placed at "more than expected success."

c. For Scale Z, the current rate of six visits to the principal per month is placed at "less than expected success," and the best anticipated result is no visit to the principal, so zero is place at "most favorable outcome thought likely."

4. Finally, the predictions are adjusted so that there are no gaps between the predicted quantities of the filled in levels. The final Goal Attainment Follow-up Guide will read like this and can be follow-ed up in seven months.

	X	Y	Z
MOST UNFAVORABLE	F	50 or less	7+
LESS THAN EXPECTED	D to D+		6 - 4
EXPECTED	C- to C	201 - 399	3 - 2
MORE THAN EXPECTED	C+ to D		
MOST FAVORABLE	B+ or better	400+	0

COMMENTARIES ON GOAL ATTAINMENT SCALING
By Geoffrey Garwick
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Funded by the National Institute of Mental Health, Grant Number 5 R01 MH 1678902

HOW IS THE GOAL ATTAINMENT SCORE CALCULATED?

This commentary explains the mechanics of calculating the Goal Attainment Score which is one possible method of expressing the results of the Goal Attainment Scaling system. For the purposes of demonstration, the following sample Goal Attainment Follow-up Guide will be used:

	Scale 1: Happiness (w_1 = 10)	Scale 2: Creativity (w_2 = 5)	Scale 3: Accuracy (w_3 = 20)
MOST UNFAVORABLE			
LESS THAN EXPECTED		*	
EXPECTED	*		
MORE THAN EXPECTED			
MOST FAVORABLE			*

On this sample "w" stands for weight. Thus, this Goal Attainment Follow-up Guide shows that the intake interviewer thought that "happiness" should be weighted 10, twice as much as the "Creativity" scale which was only weighted 5.

Each of the five outcome levels, "most favorable" through "most unfavorable," should be assigned a value (+2 through -2) as indicated on the sample.

The "" shows the "outcome level" of the client as scored by the follow-up rater. In other words, the client was scored at the expected level (0) on Scale 1, at less than expected (-1) on Scale 2 and at (+2) on Scale 3. On a real Goal Attainment Follow-up Guide, of course, each scale would contain items pertaining to one of the major concerns for the client. THE WEIGHTS AND RAW SCORES ON THE GOAL ATTAINMENT SCALING GUIDE ARE THE ONLY NUMBERS NEEDED TO CALCULATE THE GOAL ATTAINMENT SCORE. In the formula below, "x" refers to the "raw score" or "outcome level."*

* * * * * * * * * * * * * *

The formula for calculation is: $\text{Goal Attainment Score} = 50 + \dfrac{10\Sigma w_i x_i}{\sqrt{.7\Sigma w_i^2 + .3(\Sigma w_i)^2}}$

or $50 + 10\ \dfrac{(w_1 \text{ times } x_1 + w_2 \text{ times } x_2 + \ldots \text{out to as many items as you have scales for})}{\sqrt{.7(w_1 \text{ squared} + w_2 \text{ squared} + \ldots \text{out to as many items as you have scales for}) + .3\ (\text{all the weights added together})^2}}$

The formula for this sample would read:

$$\text{Goal Attainment Score} = 50 + \frac{10(w_1x_1 + w_2x_2 + w_3x_3)}{\sqrt{.7\{(w_1)^2 + (w_2)^2 + (w_3)^2\} + .3(w_1 + w_2 + w_3)^2}}$$

* * * * * * * * * * * * * *

Using the Weights and Raw Scores from the demonstration guide above:

$$\text{Goal Attainment Score} = 50 + \frac{10\ (0 \text{ times } 10) + (-1 \text{ times } 5) + (2 \text{ times } 20)}{\sqrt{.7\{(10)^2 + (5)^2 + (20)^2 + .3(10 + 5 + 20)^2} =}$$

$$50 + \frac{10(0 - 5 + 40)}{\sqrt{.7(100 + 25 + 400) + .3(35)^2}} = 50 + \frac{10(35)}{\sqrt{.7(525) + .3(1225)}} = 50 + \frac{350}{\sqrt{367.5 + 367.5}}$$

$$50 + \frac{350}{\sqrt{735}} = 50 + \frac{350}{27.11} = 50 + 12.91 = 62.91$$

APPENDICES

Name	Birthdate	School	Case Manager
Address	Phone	CDR#	

			Siblings	ref	Age
Father	Add.	Phone			
Mother	Add.	Phone			
Stepfather	Add.	Phone			
Stepmother	Add.	Phone			

Date Opened	Reason	Date to Case Mngr.	Date First Contact
Date Closed	Reason	Date Transferred Out	Reason
Case Status			

Referrals During Service= Date	Reason	Petition Date	Other Agencies Involved
		Hearing Date	1.
		Date Last Dictation	2.
		Employer	3.
		Address	4.
		Phone	5.
		Volunteer	
		Phone	

Service Objectives	Contacts											
Month												
1.												
2.												
4.												
5.												
6.												
7.												
8.												
9.												

CMCS FORM #2

CASE MANAGEMENT CORRECTIONS SERVICE
CASE REPORT FOR THE MONTH ENDED
_____ ___, 197

01 Name of Case Manager _____

CASE COUNT

02 Carried Forward from Last Month.....
03 New Assignment.....
04 Transferred In.....
05 Total Assignments (03+04).....
06 .....
07 TOTAL CASES CARRIED = (02+03+04).....
08 .....
09 Transferred Out.....
10 Closed = (23+24+25+26+27).....
11 Carried Forward to Next Month 07-(09+10).....

REFERRALS DURING SERVICE

12 Target Offense.....
13 Status Offense.....
14 Other Offense.....
15 TOTAL REFERRALS DURING SERVICE (12+13+14).....
16 .....

CASE STATUS

17 Informal, own home.....
18 Informal, other living arrangement.....
19 Formal, own home.....
20 Formal, other living arrangement.....
21 Formal, CSD.....
22 Pending.....

REASONS CASES CLOSED

23 Age 18.....
24 Moved to Other Jurisdiction.....
25 Training School Placement.....
26 Remand.....
27 Service Completed.....

RESIDUAL NON-TARGET CASES

28 Carried Forward from Last Month.....
29 Transferred Out.....
30 Closed.....
31 Carried Forward to Next Month = 28-(29+30).....

ADJUSTED CASE COUNT--INCLUDING RESIDUAL

32 CARRIED = (07+28).....
33 Carried Forward = (11+31).....

SERVICE OBJECTIVES (Specify)	STATED	ATTAINED I	ATTAINED II	MAINTAINED
34 Psychological Eval.				
35 Psychiatric Eval.				
36 Counseling, Indiv.				
37 Counseling, Group				
38 Counseling, Family				
39 Counseling, Multi-Fam.				
40 Medical				
41 Dental				
42 Formal Schooling				
43 Tutor				
44 Alternative Educ./Trng.				
45 Vocational Training				
46 Job Placement				
47 Recreation Program				
48 Volunteer				
49 Alternate Living				
50 Residential Care				
51				
52				
53				
54				
55				

CASE MANAGEMENT CORRECTIONS SERVICE
CASE REPORT FOR THE MONTH
ENDED _____, 197

NEIGHBORHOOD SERVICE CENTER

SOUTHEAST __ SOUTH MODEL CITIES __ NORTH MODEL CITIES __ NORTH __

							TOTAL
01 Number of Case Managers							
CASE COUNT							
02 Carried Forward from Last Month							
03 New Assignment							
04 Transferred In							
05 Total Assignments (03+04)							
06 Ave. Assignment per Case Manager (05/01)							
07 TOTAL CASES CARRIED = (02+03+04)							
08 Ave. Caseload per Case Manager = (07/01)							
09 Transferred Out							
10 Closed = (23+24+25+26)							
11 Carried Forward to Next Month 07-(09+10)							
REFERRALS DURING SERVICE							
12 Target Offense							
13 Status Offense							
14 Other Offense							
15 TOTAL REFERRALS DURING SERVICE (12+13+14)							
16 Percent Referrals During Service (15/07) x 100							
CASE STATUS							
17 Informal, own home							
18 Informal, other living arrangement							
19 Formal, own home							
20 Formal, other living arrangement							
21 Formal, CSD							
22 Pending							
REASONS CASES CLOSED							
23 Age 18							
24 Moved to Other Jurisdiction							
25 Training School Placement							
26 Remand							
27 ~~Cases Transferred Out~~ Service Completed							
RESIDUAL NON-TARGET CASES							
28 Carried Forward from Last Month							
29 Transferred Out							
30 Closed							
31 Carried Forward to Next Month 28-(29+30)							
ADJUSTED CASE COUNT--INCLUDING RESIDUAL							
32 Caseload = (07+28)							
33 Carried Forward = (11+31)							

SERVICE OBJECTIVES (Specify)	STATED	ATTAINED	MAINTAINED
34			
35			
36			
37			
38			
39			
40			
41			
42			
43			
44			
45			
46			
47			
48			
49			
50			

CASE MANAGEMENT CORRECTIONS SERVICE
CASE REPORT FOR THE MONTH
ENDED _____ ___, 197

	(1) SOUTH-EAST	(2) SOUTH MODEL CITIES	(3) NORTH MODEL CITIES	(4) NORTH	(5) ALL CENTERS
01 Number of Case Managers					
CASE COUNT					
02 Carried Forward from Last Month					
03 New Assignment					
04 Transferred In					
05 Total Assignments (03+04)					
06 Ave. Assignment per Case Manager (05/01)					
07 TOTAL CASES CARRIED = (02+03+04)					
08 Ave. Caseload per Case Manager = (07/01)					
09 Transferred Out					
10 Closed = (23+24+25+26+27)					
11 Carried Forward to Next Month 07-(09+10)					
REFERRALS DURING SERVICE					
12 Target Offense					
13 Status Offense					
14 Other Offense					
15 TOTAL REFERRALS DURING SERVICE (12+13+14)					
16 Percent Referrals During Service (15/07) x 100					
CASE STATUS					
17 Informal, own home					
18 Informal, other living arrangement					
19 Formal, own home					
20 Formal, other living arrangement					
21 Formal, CSD					
22 Pending					
REASONS CASES CLOSED					
23 Age 18					
24 Moved to other Jurisdiction					
25 Training School Placement					
26 Remand					
27 Service Completed					
29 **RESIDUAL NON-TARGET CASES** *Ave length of service*					
28 Carried Forward from Last Month					
29 Transferred Out					
30 Closed					
31 Carried Forward to Next Month 28-(29+30)					
ADJUSTED CASE COUNT--INCLUDING RESIDUAL					
32 CARRIED = (07+28)					
33 Carried Forward = (11+31)					

SERVICE OBJECTIVES (Specify)	STATED	ATTAINED	MAINTAINED
34 Psychological Eval			
35 Psychiatric Eval			
36 Counseling, Indiv			
37 Counseling, Group			
38 Counseling, Family			
39 Counseling, Multi-Fam			
40 Medical			
41 Dental			
42 Formal Schooling			
43 Tutor			
44 Alternative Educ./Trng			
45 Vocational Training			
46 Job Placement			
47 Recreation Program			
48 Volunteer			
49 Alternate Living			
50 Residential Care			
51 _____			
52 _____			
53 _____			

2/28/73

C M C S

CASE REPORT SUMMARY

REPORT PERIOD

	Month Ended (CMCS Form #4, Column 5) (1)	(2)	(3)	Comp. Formula[a]	Quarter
01 N CMs				$\frac{(1 + 2 + 3)}{3} =$	
CASE COUNT					
05 Cases Assigned				$\Sigma(1 + 2 + 3) =$	
06 $\bar{X}$ Assg/CM				$\frac{\Sigma(1 + 2 + 3)}{3} =$	
08 $\bar{X}$ Csld/CM (assumes no closures)				$\frac{\Sigma(1 + 2 + 3)}{3} =$	
REFERRALS DURING SVC.					
12 Tgt. Offenses				$\Sigma(1 + 2 + 3) =$	
13 Stat. Offns.				$\Sigma(1 + 2 + 3) =$	
14 Oth. Offns.				$\Sigma(1 + 2 + 3) =$	
15 Total				$\Sigma(1 + 2 + 3) =$	
16 % Referrals during service					
CASE STATUS					
17 Infrml, own home					
18 Infrml, other living arrg.					
19 Formal, own home					
20 Formal, other lvng. arrng.					
21 Formal Plcmt. CSD					
22 Pending					
REASONS CASE CLOSED					
23 Age 18					
24 Moved to other Juris.					
25 Trng. School plcmt.					
26 Remand					
27 Svc. completed					

ITEM #

)) - Are drugs/alcohol a problem for the client at time of staffing?

1 = yes 2 = no 3 = Don't know.

If yes, estimate number of days used during last month by placing a check in the appropriate square.

Primary drug used	30 days	15-29 days	7-14 days	2-6 days	1-day
Marijuana					
Amphetamines & similar agents					
Barbiturates & Other Sedatives					
Hallucinogens					
Cocaine					
Codine					
Heroin					
Alcohol					
Other, specify					

0) - Client employment status: When case opened:

Hours per week

1 = working for money _____

2 = Working without pay _____

3 = Not working 00

ITEM #

1) _ Case status at entry into CMCS

1 = opened, assigned to CMCS
2 = transferred at start of CMCS
3 = transferred, client moved into service area
4 = transferred, service area extended
5 = transferred, target referral during service

II. Current Referral, Case Processing, and Offense

2) _ _ _ _ Referral offense I.D.
3) _ _ - _ _ _ _ _ Police Case No.
4) _ _ - _ _ _ _ _ Sheriff Case No.
5) _ Case status at referral for above offense

1 = Case opened at referral for above offense
2 = Active, no other referral pending
3 = Active, with other referral pending

Salient dates:

	date #		
6)	(1)	_ _/_ _/_ _ mo. day yr.	Offense
7)	(2)	_ _/_ _/_ _ mo. day yr.	Law enforcement Custody Report
8)	(3)	_ _/_ _/_ _ mo. day yr.	Referral document, i.e., Custody/Crime Report, <u>received</u> by Court
9)	(4)	_ _/_ _/_ _ mo. day yr.	<u>Assigned</u> to Case Review and Assignment to Manager (CRAM)
10)	(5)	_ _/_ _/_ _ mo. day yr.	First client-CRAM <u>contact</u>
11)	(6)	_ _/_ _/_ _ mo. day yr.	Case Manager's (CM), first <u>contact</u> with client or parent
12)	(7)	_ _/_ _/_ _ mo. day yr.	Court hearing (code 00/00/00 when no Court hearing)
13)	(8)	_ _/_ _/_ _ mo. day yr.	Assigned to CM by CRAM
13.1)	(8.1)	_ _/_ _/_ _ mo. day yr.	Assigned to CM by Record Room
14)	(9)	_ _/_ _/_ _ mo. day yr.	Goal Attainment Staffing
15)	(10)	_ _/_ _/_ _ mo. day yr.	Date CM service completed

26) __ Referred by

1 = Police, Portland
2 = Sheriff, Multnomah County
3 = Other police or sheriff
4 = School
5 = Social agency
6 = Juvenile Court Counselor or Case Manager
7 = Probation officer
8 = Parent or relative
9 = Youth Service Bureau
10 = Other, specify _____

27) __ Reason for Referral

Target offenses:

04 Burglary First Degree (BID)
05 Burglary Second Degree (BNID)
10 Robbery Second-Third Degree
11 Robbery First Degree
20 Rape, First Degree, Forcible
25 Menacing with a weapon
26 Assault, Third Degree
27 Assault, Second Degree
28 Assault, First Degree
29 Homicide

Other offenses:

01 Motor vehicle theft
02 Possession stolen motor vehicle
03 Unauthorized use of vehicle
06 Criminal trespass, dwelling
07 Criminal trespass, premises
08 Loitering, school
13 Theft Second Degree, Shoplift only
14 Theft First and Second Degree
15 Theft by receiving and concealing
16 Theft by deception
17 Forgery
19 Rape, non-forcible
21 Prostitution
22 Public indecency
23 Sex abuse, child molest
30 Theft by extortion
31 Criminal mischief, Third Degree
32 Criminal mischief, Second Degree
33 Criminal mischief, First Degree
34 Arson
35 Disorderly conduct
36 Resist arrest, interfere with arrest
37 Riot
38 Unlawful possession firearm
39 Carry concealed weapon
40 Harrassment, obscene calls
41 Cruelty to animals

ITEM #

42 Fish and game violations
43 Criminal activity/use drugs, Marijuana
44 Criminal activity/use drugs, other

(OFFENSES APPLY JUVENILE ONLY)

45 Truancy
46 Runaway
47 Beyond parental control
48 MIP alcohol
49 Curfew
51 Use of inhalants

(OFFENSES APPLY JUVENILE & ADULTS)

52 All other

28) _ Specify weapon for codes 25-29 above

0 = not applicable (response codes other than 25-29 above)
1 = gun
2 = knife
3 = blunt instrument
4 = specify other_____

29) _ _ _ _ _ Value of property loss (to nearest dollar)

30) _ _ _ _ _ Census Tract of Offense

31) _ Time of Offense

1 = Midnight to 3 a.m.
2 = 3+ a.m. to 6 a.m.
3 = 6+ a.m. to 9 a.m.
4 = 9+ a.m. to Noon
5 = Noon+ to 3 p.m.
6 = 3+ p.m. to 6 p.m.
7 = 6+ p.m. to 9 p.m.
8 = 9+ p.m. to Midnight
9 = Unknown.

32) _ Location of Offense

1 = school building or grounds
2 = commercial building
3 = residence
4 = street
5 = vehicle
6 = other, specify_____

33) _ Number of companions involved in referral incident

0 = 0
1 = 1
2 = 2
3 = 3
4 = 4 or more

ITEM #

34) _ Number of individuals charged in referral incident

0 = 0
1 = 1
2 = 2
3 = 3
4 = 4 or more

35) _ Time client brought to detention

0 = not brought to detention
1 = Midnight to 3 a.m.
2 = 3+ a.m. to 6 a.m.
3 = 6+ a.m. to 9 a.m.
4 = 9+ a.m. to Noon
5 = Noon+ to 3 p.m.
6 = 3+ p.m. to 6 p.m.
7 = 6+ p.m. to 9 p.m.
8 = 9+ p.m. to Midnight
9 = unknown

36) _ _ Detention days (numeric)

37) _ Court Hearing

1 = yes
2 = no

38) _ Plea on Referral Offense at Hearing

1 = admits to petition
2 = denies petition
3 = admits to lesser offense

39) _ Judge/Referee

1 = Deiz
2 = Knapp
3 = Lenon
4 = Lewis
5 = Dahl

40) _ Attorney Representing Client

1 = Court appointed
2 = privately retained
3 = none

ITEM #

41) __ Disposition Awarded

01 = Remand
03 = Charge not substantiated (include dismiss,disappearance and den
04 = Concurrent with other referral offense or continued without further action (code Placement Awarded 1)
05 = Warn or reprimand
06 = Informal probation
07 = Formal probation
19 = Suspended commitment
20 = Revoke suspended commitment
21 = commit to CSD for placement in (specify in Placement Awarded)
22 = Return to placement (specify in Placement Awarded)

42) _ Disposition awarded as recommended?

1 = same
2 = different

43) _ Placement awarded

1 = own home/no change
2 = foster home
3 = group home (CSD funded)
4 = group home (Impact funded)
5 = Residential treatment (CSD funded)
6 = residential treatment (Impact funded)
7 = MacLaren
8 = Hillcrest
9 = Other, specify_____

44) _ Placement awarded as recommended?

1 = same
2 = different

45) __ __ Treatment source (circle those that apply and enter total)

00 = CM only
01 = CM plus contract/fee
02 = CM plus other IMPACT-funded program
04 = CM plus CSD
08 = CM plus other program not IMPACT funded

ITEM #

Service Objectives:

Recommended and provided by (circle codes that apply to each category):
98 = Recommended but not available.
99 = Not recommended.

	Service Categories	Case Mgr.	Con-tract	CSD	Other IMPACT	Non-IMPACT
46)	__ __ Psychological Eval.		01	02	04	08
47)	__ __ Psychiatric Eval.		01	02	04	08
48)	__ __ Counseling, Indiv.	00	01	02	04	08
49)	__ __ Counseling, Group	00	01	02	04	08
50)	__ __ Counseling, Family	00	01	02	04	08
51)	__ __ Counseling, Multi-Fam.	00	01	02	04	08
52)	__ __ Medical.		01	02	04	08
53)	__ __ Dental		01	02	04	08
54)	__ __ Alternative Educ/Trng		01	02	04	08
55)	__ __ Vocational Training		01	02	04	08
56)	__ __ Job Placement	00	01	02	04	08
57)	__ __ Residential Care		01	02	04	08
58)	__ __ Other, Specify_____	00	01	02	04	08
59)	__ __ Other, Specify_____	00	01	02	04	08

ITEM #

60) _ CM's judgment--after Goal Attainment Staffing--of client's probability for further referral(s) to Court.

1	2	3	4	5	6	7	8	9
Very low probability				50-50 probability				very high probability

61) _ Supervisor's judgment--after Goal Attainment Staffing--of client's probability for further referral(s) to Court.

1	2	3	4	5	6	7	8	9
Very low probability				50-50 probability				very high probability

62) _ CSD worker's judgment--after Goal Attainment Staffing--of client's probability for further referral(s) to Court.

1	2	3	4	5	6	7	8	9
Very low probability				50-50 probability				very high probability

63) _ Staffing Team Leader's judgment--after Goal Attainment Staffing--of client's probability for further referral(s) to Court.

1	2	3	4	5	6	7	8	9
Very low probability				50-50 probability				very high probability

ITEM #

III. Referral Record

(Include current referral)

54) _ Total number of Target Referrals

55) _ Total Number of Status Referrals

56) _ Total Number of "Other" Referrals

57) _ Total Number of all Referrals

0 = 0
1 = 1
2 = 2
3 = 3
4 = 4
5 = 5
6 = 6
7 = 7-10
8 = 11 or more

58) _ Client's Age at First Referral

1 = under 10 years
2 = 10 years
3 = eleven
4 = twelve
5 = thirteen
6 = Fourteen
7 = Fifteen
8 = Sixteen
9 = Seventeen

59) _ Time between First/This Referral

1 = 0 to 3 months
2 = 3+ to 6 months
3 = 6+ to 12 months
4 = 1+ to 2 years
5 = 2+ to 3 years
6 = 3+ to 4 years
7 = 4+ to 5 years
8 = 5+ to 6 years
9 = more than 6 years

70) _ Time between Last /This Referral

1 = 0 to 2 weeks
2 = 2+ to 4 weeks
3 = 1+ to 2 months
4 = 2+ to 4 months
5 = 4+ to 6 months
6 = 6+ to 12 months
7 = 1+ to 2 years
8 = 2+ to 3 years
9 = more than 3 years

ITEM #

(1)

A. Baseline Referral Data

Referrals by Reason (Number each referral and code offense(s) in chronological order, ending with current referral).

Referral Number	Quarter during 12 mo. baseline (1, 2, 3, 4)	Offense Code	Seriousness Index (1)	(2)	(3)	(4)
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —

ITEM #

72)

B. Service Period Referral Data

Referrals by Reason (Number each referral and code offense(s) in chronological order, ending with last referral before case service completed).

Referral Number	Quarter during Service (1, 2, 3, 4)	Offense Code	Seriousness Index (1)	Seriousness Index (2)	Seriousness Index (3)	Seriousness Index (4)
_	_	_ _	_ _	_ _	_ _	_ _
		_ _	_ _	_ _	_ _	_ _
		_ _	_ _	_ _	_ _	_ _
_	_	_ _	_ _	_ _	_ _	_ _
		_ _	_ _	_ _	_ _	_ _
		_ _	_ _	_ _	_ _	_ _
_	_	_ _	_ _	_ _	_ _	_ _
		_ _	_ _	_ _	_ _	_ _
		_ _	_ _	_ _	_ _	_ _
_	_	_ _	_ _	_ _	_ _	_ _
		_ _	_ _	_ _	_ _	_ _
		_ _	_ _	_ _	_ _	_ _
_	_	_ _	_ _	_ _	_ _	_ _
		_ _	_ _	_ _	_ _	_ _
		_ _	_ _	_ _	_ _	_ _
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		_ _	_ _	_ _	_ _	_ _
		_ _	_ _	_ _	_ _	_ _

C. Follow-up Referral Data

Referrals by Reason (Number each referral and code offense(s) in chronological order, ending with last referral during follow-up period).

Referral Number	Quarter during Follow-up (1, 2, 3, 4)	Offense Code	Seriousness Index (1)	(2)	(3)	(4)
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
—	—	— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —
		— —	— —	— —	— —	— —

ITEM #

IV. Education

74) _ School Status at time of assignment to CM

1 = enrolled
2 = suspended
3 = expelled
4 = enrolled in GED program
5 = alternative school, e.g., vocational training school, residential manpower
6 = not enrolled
7 = other, specify_____

75) __ Present School Grade, or highest grade completed if not enrolled (numeric)

76) __ Name of School

77) __ Number of schools attended since first grade (exclude progressional changes)

78) _ School attendance at time of assignment to CM (% of absences to total days enrolled during last eight weeks; if not currently enrolled, base on last eight weeks enrolled)

1 = 0 - 25%
2 = 26- 50%
3 = 51- 75%
4 = 76- 100%
5 = not enrolled during service period, or enrolled for less than eight weeks during service period.

V. Case Manager

79) ___ Case Manager ID Number

80) _ Age of Case Manager

1 = 22 - 27 years
2 = 28 - 33 years
3 = 34 - 39 years
4 = 40 - 45 years
5 = 46 or older

81) _ Sex of Case Manager

1 = male
2 = female

82) _ Education of Case Manager (highest degree attained)

1 = H. S. Diploma
2 = Assoc. Degree (2 yr. comm. College)
3 = Bachelor's Degree
4 = MSW
5 = Other Masters Degree
6 = Other Degree

83) __ Experience

(Years social service field experience, e.g., counseling, group work).

VI. Household and Family

Name, address, and phone number of someone who will know how to locate you.

Name_____
(Last) (First) (Middle)

Address_____

Phone Number_____

84) __ Marital Status of natural or adoptive parent (s) with whom child resides or last resided (exclude foster parents).

01 = married & Living together	06 = legally divorced
02 = both deceased	07 = father deserted mother
03 = father deceased	08 = mother deserted father
04 = mother deceased	09 = not married
05 = legally separated	10 = other status

85) __ Marital History of natural or adoptive parent (s) with whom child resides or last resided (exclude foster parents).

01 = first marriage for both parents	05 = second marriage mother
02 = first marriage for mother	06 = second marriage father
03 = first marriage for father	07 = third or more marriage, one or both parents.
04 = second marriage both parents	08 = never married

86) __ Age of Mother

87) __ Age of Father

ITEM #

88) __ Occupation of Mother, Specify_____

89) __ Occupational Status of Mother (based on 40 hour week)

1 = Unemployed
2 = Employed $\frac{1}{4}$ time
3 = Employed $\frac{1}{2}$ time
4 = Employed 3/4 time
5 = Employed full-time.

90) _ If unemployed:

1 = does not desire employment
2 = poor health, illness or disability
3 = inability to find job
4 = retired
5 = Other, Specify_____

91) __ Occupation of Father, Specify_____

92) _ Occupational Status of Father (based on 40 hour week)

1 = Unemployed
2 = Employed $\frac{1}{4}$ time
3 = Employed $\frac{1}{2}$ time
4 = Employed 3/4 time
5 = Employed full-time.

93) _ If unemployed:

1 = does not desire employment
2 = poor health, illness or disability
3 = inability to find job
4 = retired
5 = Other, Specify_____

94) _ Annual Family Earnings (excluding public assistance), total all members of household.

1 = 0
2 = $1. - 1,999
3 = 2,000 - 2,999
4 = 3,000 - 3,999
5 = 4,000 - 4,000
6 = 5,000 - 5,999
7 = 6,000 - 6,999
8 = 7,000 - 7,999
9 = 8,000 - 9,999
10 = 10,000 - 12,499
11 = 12,500 - 14,999
12 = 15,000 - 17,499
13 = 17,500 - 19,999
14 = 20,000 or more

95) _ Residence

1 = Single family structure - buying
2 = Single family structure - renting
3 = Single family structure - own
4 = Multi-family unit structure - buying unit
5 = Multi-family unit structure - renting unit
6 = Multi-family unit structure - own unit
7 = Other, specify _____

_ Number of Bedrooms in house

_ Monthly Rent/House Payment

1 = 0
2 = $1 - 99
3 = 100 - 149
4 = 150-199
5 = 200 - 249
6 = 250 or more

_ Length of time at present residence

1 = 0 - 3 months
2 = 3+ - 6 months
3 = 6+ - 12 months
4 = 1+ - 2 years
5 = 2+ - 4 years
6 = more than 4 years

_ Number of residences--houses/apartments--during past five years (exclude foster/institutional placements)

_ Number of cities, above residences?

_ Number of states, above residences?

__ Monthly family income from Food Stamp Program, Unemployment Compensation, Welfare (ADC/General Assistance total for all members of household. Circle codes that apply and enter sum of codes.)

00 = none
01 = food stamps, face value $_____
02 = unemployment comp. $_____
04 = welfare (ADC/gen. asst.) $_____

____ Total monthly dollar amount

____ Income from other public programs, e.g., Social Security (Average monthly dollar amount)

____ Income from other sources (Average monthly dollar amount)

4 #

Client's (A) living arrangements, and (B) length of time separated from one/both parents, by age interval

	Age Interval				
	Under 1	1+ - 5	6+ - 11	12 - 13 - 14	15 - 16 - 17
16) A. Living arrangements:	— —	— —	— —	— —	— —
	— —	— —	— —	— —	— —
	— —	— —	— —	— —	— —
	— —	— —	— —	— —	— —
	— —	— —	— —	— —	— —
17) B. Separated from:					
One parent	—	—	—	—	—
Both parents	—	—	—	—	—

A. Living Arrangement Codes--
(Enter all living arrangements that apply within each age interval)

01 = with both parents
02 = with mother & stepfather #1
03 = with mother & stepfather #2
04 = with mother & stepfather #3 or more
05 = with father & stepmother #1
06 = with father & stepmother #2
07 = with father & stepmother #3 or more
08 = with mother only
09 = with father only
10 = home of relatives
11 = foster family home #1
12 = foster family home #2
13 = foster family home #3 or more
14 = institution for delinquents
15 = orphanage
16 = group home
17 = independent living arrangement
18 = other

B. Time separated from one/both parent codes

1 = 0
2 = 1 - 3 months
3 = 3+ - 6 months
4 = 6+ - 12 months
5 = 1+ year - 2 years
6 = 2+ years - 4 years
7 = 4 or more years

Item #

108) _ Total number persons in household of client's current living arrangement (exclude foster family & institution arrangements)

1 = one
2 = two - three
3 = four - five
4 = six - seven
5 = eight or more

109) _ Number of siblings (include step-and half-siblings) and ages.

Brothers Ages	Sisters Ages
____	____
____	____
____	____
____	____
____	____
____	____

110) _ Client's birth order in natural family (consider full- and half-siblings)

1 = only child
2 = first born
3 = last born
4 = other

ITEM #

111) _ Others in family or household with record, i.e., substantiated charge or conviction, excluding traffic offense. (If client's current living arrangement is in foster home or institution, base on prior family household)

0 = 0
1 = 1
2 = 2
3 = 3
4 = 4
5 = 5
6 = 6 or more

If others in family or household with record, complete the following:

Relation to Client	Present Age	Total No. Prior Convictions (Excl. Traffic)	Age at First Conv.	Offense(s) Conv. for: (3 most serious)	Sentence: Jail or Correctional Institution
--	--	--	--	-	-
				-	-
				-	-
--	--	--	--	-	-
				-	-
				-	-
--	--	--	--	-	-
				-	-
				-	-
--	--	--	--	-	-
				-	-
				-	-
--	--	--	--	-	-
				-	-
				-	-
--	--	--	--	-	-
				-	-
				-	-

01 = father
02 = stepfather
03 = mother
04 = stepmother
05 = older brother/stepbrother
06 = younger brother/stepbrother
07 = older sister/stepsister
08 = younger sister/stepsister
09 = other relative
10 = not related

1 = Burglary
2 = Robbery
3 = Rape
4 = Assault
5 = Homicide
6 = Other felony
7 = Misdemeanor
8 = Status

1 = yes
2 = no
3 = don't know

ITEM 6

112) Others in family or household currently on probation or parole status, or currently sentenced to jail or correctional institution. (If client's current living arrangement is in foster home or institution, base on prior family household)

0 = 0
1 = 1
2 = 2
3 = 3
4 = 4
5 = 5
6 = 6 or more

If other(s) in family or household currently on probation or parole status, or currently sentenced to jail or correctional institution, complete the following:

Relation to Client	Present Age	Total No. Prior Convictions (Excl. Traffic)	Age at First Conv.	Offense(s) Conv. for: (3 most serious)	Sentence: Jail or Correctional Institution
--	--	--	--	-	-
				-	-
				-	-
--	--	--	--	-	-
				-	-
				-	-
--	--	--	--	-	-
				-	-
				-	-
--	--	--	--	-	-
				-	-
				-	-
--	--	--	--	-	-
				-	-
				-	-
--	--	--	--	-	-
				-	-
				-	-

01 = father
02 = stepfather
03 = mother
04 = stepmother
05 = older brother/stepbrother
06 = younger brother/stepbrother
07 = older sister/stepsister
08 = younger sister/stepsister
09 = other relative
10 = not related

1 = Burglary
2 = Robbery
3 = Rape
4 = Assault
5 = Homicide
6 = Other felony
7 = Misdemeanor
8 = Status

1 = yes
2 = no
3 = don't know

VII. Completion of service items

113) Are drugs/alcohol a problem for the client when service completed?

1 = Yes
2 = No
3 = don't know

If yes, estimate number of days used during last month by placing a check in the appropriate square.

Primary Drug used	30 days	15-29 days	7-14 days	2-6 days	1-day
rijuana					
phetamines similar agents					
rbiturates & er sedatives					
llu hogens					
caine					
line					
roin					
ohol					
ıer, Specify					

4) ___ Client employment status when service completed?

	Hours per week
1 = working for money	(Numeric)
2 = working without pay	(Numeric)
3 = Not working	00

ITEM #

115) _ School Status at completion of service

1 = enrolled
2 = suspended
3 = expelled
4 = enrolled in GED program
5 = alternative school, e.g., vocational training school, residential manpower
6 = not enrolled
7 = other, specify_____

116) _ School attendance at completion of service (% of absences to total days enrolled during last eight weeks)

1 = 0 - 25%
2 = 26 - 50%
3 = 51 - 75%
4 = 76 - 100%
5 = not enrolled during service period, or enrolled for less than eight weeks during service period.

117) _ CM's judgment--at completion of service--of client's probability for further referral(s) to court.

1	2	3	4	5	6	7	8	9
Very Low Probability				50-50 Probability				Very High Probability

EVALUATION WORK SHEET

PROBLEM	MEASURABLE OBJECTIVE Process —— Outcome ——	RELEVANT DATA	SOURCE OF RELEVANT DATA	MODE OF DATE COLLECTION WHO? HOW? WHEN?	DATA ANALYSIS OR SUMMARY WHO? WHAT? WHEN?

CMCS FORM #6 ITEMS BY DATA SOURCE

FOR COLLECTION

	Item Number	Collection Source Primary	Secondary
I. Client	1.	SF	
	2.	SF	
	3.	SF	
	4.	SF	
	5.	SF	
	6.	SF	
	7.	SF	C
	8.	SF	C
	9.	CM Form #1	CM
	10.	C Form #1	CM
	11.	CRAM	
II. Current Referral, Case Processing, and Offense:	12.	CR	(SF)
	13.	CR	SF?
	14.	CR	SF?
	15.	CRAM	
	16.	SF	CR
	17.	SF	CR
	18.	SF	
	19.	SF	
	20.	CRAM	

Symbol definitions:

SF = Social file
RR = Record Room
I_c = Interview/client
CRAM = Case Review and Assignment to Manager
CR = Crime Report
A_s = After staff
I_{cm} = Interview/Case Manager
C = Client
P = Client's parent

Item Number	Collection Source Primary	Secondary
21.	Form #2	
22.	SF	
23.	CRAM + 23.1 - F1	
24.	SF Form 1	
25.	Form 1	SF?
26.	SF	
27.	SF	
28.	SF	CR
29.	SF	CR
30.	SF	CR
31.	SF	CR-CT index
32.	SF	CR
33.	SF	CR
34.	SF	CR
35.		DELH Detention/Admissions Log
36.	DELH Det/Adm Log	
37.	SF	
38.	SF CRAM	
39.	SF	CF?
40.	SF	CF?
41.	SF	
42.	(CRAM) CM	SF
43.	SF	
44.	(CRAM) CM	SF
45.	Form 1	SF
46. - 59.	Form 1	SF
60. - 63.	Rating Card	
III. Referral Record: 64. - 72.	SF	
73.	SF & Law Enf. Agencies	
IV. Education: 74. - 78.	Form 1	CM

	Item Number	Collection Source: Primary	Collection Source: Secondary
V. Case Management	79. - 83.	CM	Personal File
VI. Household & Family:	84. - 107.	Parent	
	108.	Client	
	109. - 110.	Parent	
VII. Completion of Service Items:	111. - 112.	SF	Run around
	113. - 114.	Form 1	CM Closing Report
	115. - 116.	Form 1	CM

3/19/73

CONTINUED

1 OF 2

CASE MANAGEMENT CORRECTIONS SERVICES EVALUATION WORK PLAN

Activities	1st Year	2nd Year	3rd Year	4th Year	5th Y
I. PROCESS OBJECTIVES ASSESSMENT					
1. Review & Finalize Process Objective Statements (mo. 2)	x	x	x		
2. Review & Finalize Data Forms 1-6 (mo. 3)	x	x	x		
3. Data Collection Forms 1-6 (monthly)	xxxxxxxxxxxx	xxxxxxxxxxxx	xxxxxxxxxxxx		
4. Data Reduction & Summary Report Forms 1-5 (monthly)	xxxxxxxxxxxx	xxxxxxxxxxxx	xxxxxxxxxxxx		
5. Present Progress Reports (quarterly)	x x x x	x x x x	x x x x		
6. Create Punch Card File Forms 4 & 5 (mo. 4)	x				
7. Programming for Report Generation, Forms 4 & 5 (mo. 5)	x				
II. OUTCOME OBJECTIVES ASSESSMENT					
A. Client-Based Target Crimes Predictions.					
1. Select Data Elements (mo. 1)	x				
2. Select Area Samples (4 areas) from Juvenile Court Referral Ledger (mo. 3)	x				
3. Collect Data-Elements Available on Punched Card Files & Create New Card Deck (mo. 3)	x				
4. Complete Data Collection from Sample Case Files Code & Punch into Above Decks (mo. 3-8)	xxxxxx				

Activities	1st Year	2nd Year	3rd Year	4th Year	5th Year
5. Programming for Analysis (mo. 6)	x				
6. Mult.-Var. Analysis to Develop Regression Predictors of Target Incidents by Age/Area Study Groups (mo. 9)	x				
7. Analyze Differences between Predict.& Observed Target Incidents (Yr. 2, mo. 2 & 12; Yr. 3, mo. 1; Yr. 4, mo. 1; Yr. 5, mo. 1)		x x	x	x	
8. Present Results (Yr. 2, mo. 3; Yr. 3, mo. 1; Yr. 4, mo. 1; Yr. 5, mo. 1)		x	x	x	x
B. Offense Rate					
1. Finalize Seriousness Indices (mo.3)	x				
2. Collect Contrast Data from Historical Sample Files (mo.3-8	xxxxxx				
3. Collect 12 months Baseline Data for 3 Current Study Groups (mo.1)	xxxxxxxxxxx	xxxxxxxxxxxx	xxxxxxxxxxxx		
4. Collect Service-Period Data for 3 Current Study Groups (mo.3)	xxxxxxxxx	xxxxxxxxxxxx	xxxxxxxxxxxx	xx	
5. Collect Follow-up Data for 3 Current Study Groups (mo. 6)	xxxxxx	xxxxxxxxxxxx	xxxxxxxxxxxx	xxxxxx	
6. Compute Offense Rates for Above Groups (mo. 3)	xxxxxxxxxx	xxxxxxxxxxxx	xxxxxxxxxxxx	xxxxxxxxxxxx	
7. Collect Client-Based Profile Date (From 6) (mo. 1)	xxxxxxxxxxxx	xxxxxxxxxxxx	xxxxxxxxxxxx		

Activities	1st Year	2nd Year	3rd Year	4th Year	5th Ye
8. Administer Standardized Behavioral Instruments (mo. 1)	xxxxxxxxxxxx	xxxxxxxxxxxx	xxxxxxxxxxxx		
9. Score Above Instruments	xxxxxxxxxxxx	xxxxxxxxxxxx	xxxxxxxxxxxx		
10. Analysis of Offense Rates, Profile Data, and Beh. Scores within & among Comparison Groups (mo. 7 and every 3 mos. thereafter)	x x	x x x x	x x x x	x x x x	
11. Presentation of Results (mo. 8 and every 3 mos. thereafter)	x x	x x x x	x x x x	x x x x	
C. Goal Attainment Assessment					
1. Training (mo. 1)	x				
2. Design or Adapt Forms (mo. 1)	x				
3. 300 Follow-up Interviews to Assess Goal Attainment (to begin 3-6 mo. after close of service) (mo. 7)	xxxxxx	xxxxxxxxxxxx	xxxxxxxxxxxx	xxxxxx	
4. Data Analysis (Yr. 1, mo. 11 and every 3 mos. thereafter)	x	x x x x	x x x x	x x x	
5. Present Results (Yr. 1, mo. 12 and every 3 mos. thereafter)	x	x x x x	x x x x	x x x	
D. Multivariate Analysis for Development of Predictive/Explanatory Models Using CMCS Client Data Files Generated Above (Yrs. 2,3,4; mo. 11, 12)		xx	xx	xx	

CASE MANAGEMENT CORRECTIONS SERVICES
EVALUATION COMPONENT
BUDGET SUMMARY

	Year 1	Year 2	Year 3	Year 5	Year 5	TOTAL
1. Personnel	$40,275	$43,498	$45,976	$62,724	$41,659	$235,132
2. Professional Services	11,567	6,610	6,610	4,166	37,800	66,753
3. Travel	3,912	3,462	4,196	2,786	1,676	16,032
4. Equipment	5,350	---	---	---	---	5,350
5. Supplies and Other Operating Expenses	8,700	8,700	8,700	9,200	6,100	41,400
TOTAL BUDGET	$69,804	$62,270	$66,482	$78,876	$87,235	$364,667

CASE MANAGEMENT CORRECTIONS SERVICES
EVALUATION COMPONENT
PERSONNEL REQUIREMENTS

FTE	Year 1	Year 2[b]	Year 3[b]	Year 4[b]	Year 5[b]	Total
Res. Coordinator .7 For 3 years .75 for 2 years Annual Base = $15,648	NA[a]	NA[a]	NA[a]	$14,782	$15,968	$30,750
Researcher A 3.0 for 3.5 years; 2 FTE last 6 mo. year 3 and 1st qtr. year 4 Annual Base = $7,860	$23,580	$25,467	$27,504	24,750	5,346	106,647
Statistical Clerk 1.0 Annual Base - $6,288	6,288	6,791	7,334	7,921	8,555	36,889
Clerk Typist .5 Annual Base - $6,288	3,144	3,396	3,667	3,960	4,278	18,445
SUBTOTAL	$33,012	$35,654	$38,505	$51,413	$34,147	$192,731
Other Payroll Exp. @ 22%	7,263	7,844	8,471	11,311	7,512	42,401
TOTAL PERSONNEL	$40,275	$43,498	$46,976	$62,724	$41,659	$235,132

Notes:

a. Paid from other funds.

b. Annual Salary increase @ 8% (merit = 3%, cost of living = 5%).

CASE MANAGEMENT CORRECTIONS SERVICES
EVALUATION COMPONENT
PROFESSIONAL SERVICES

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1. Constulation @ $135/day	$ 2,700 (20 days)	$ 1,350 (10 days)	$ 1,350 (10 days)	$ 2,295 (17 days)	$ 2,700 (20 days)	$10,395 (77 days)
2. Contract Services						
A. ADP Services						
1. Systems Devel. (178 hrs @ $14.50/hr)	1,537	464	464	116	---	2,581
2. Programming (340 hrs @ $11.50/hr)	2,346	690	690	184	---	3,910
3. Keypunch (1,363 hrs @ $5.50 hr)	2,294	2,266	2,266	671	---	7,497
4. Computer Time (73.7 hrs @ $100/hr)	2,690	1,840	1,840	900	100	7,370
TOTAL ADP SERVICES	8,867	5,260	5,260	1,871	100	21,358
B. Cost Effectiveness Analysis and Report	---	---	---	---	35,000	35,000
TOTAL PROFESSIONAL SERVICES	$11,567	$ 6,610	$ 6,610	$ 4,166	$37,800	$ 66,753

CASE MANAGEMENT CORRECTIONS SERVICES
EVALUATION COMPONENT
TRAVEL

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1. Minneapolis, Minnesota - Portland, Oregon						
2 r/t airfares @ $222	$ 444	---	---	---	---	$ 444
6 days perdiem @ $35	210	---	---	---	---	210
2. Portland, Oregon - Washington, D.C.						
6 r/t airfares @ $318	636	---	$ 636	---	$ 636	1,908
18 days per diem @ $35	210	---	210	---	210	630
3. Portland, Oregon - Seattle, Washington						
2 r/t airfares @ $42	42	$ 42	---	---	---	84
4 days perdiem @ $35	70	70	---	---	---	140
4. Conference/Training						
20,000 miles @ $12/mile	480	480	480	$ 480	480	2,400
50 days perdiem @ $35	350	350	350	350	350	1,750
5. Operating Mileage	1,470	2,520	2,520	1,956	---	8,466
500 mi/mo/1 FTE Res. A						
Yr 1 - 3 FTE for 7 mos.						
Yr 2,3 - 3 FTE for 12 mos.						
Yr 4 - 3 FTE for 6 mos.						
- 2 FTE @ 400 mi/mo for 6 mos.						
TOTAL TRAVEL	$3,912	$3,462	$ 4,196	$2,786	$ 1,676	$16,032

CASE MANAGEMENT CORRECTIONS SERVICES
EVALUATION COMPONENT
EQUIPMENT

Equipment:

Item	Unit Price	Quantity	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Table	$125	2	$ 250	---	---	---	---	$ 250
Desk	125	3	375	---	---	---	---	375
Chair, Arm	60	4	240	---	---	---	---	240
Chair, Swivel	70	3	210	---	---	---	---	210
File Cabinet	80	3	240	---	---	---	---	240
Bookcase	70	3	210	---	---	---	---	210
Typewriter	340	1	340	---	---	---	---	340
Coat Rack	70	1	70	---	---	---	---	70
Transcriber	290	1	290	---	---	---	---	290
Dictating Machine	290	1	290	---	---	---	---	290
Desk, Steno	150	1	150	---	---	---	---	150
Chair, Steno	45	1	45	---	---	---	---	45
Desk Computer	2,500	1	2,500	---	---	---	---	2,500
Hand Calculator	140	1	140	---	---	---	---	140
TOTAL EQUIPMENT			$5,350	---	---	---	---	$5,350

CASE MANAGEMENT CORRECTIONS SERVICES
EVALUATION COMPONENT
SUPPLIES AND OTHER OPERATING EXPENSES

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
1. Supplies						
Equipment repair and maintenance	$ 200	$ 200	$ 200	$ 200	$ 200	$ 1,000
Printed Forms	1,200	1,200	1,200	2,500	2,500	8,600
Office supplies & test materials	1,000	1,000	1,000	1,000	1,000	5,000
TOTAL SUPPLIES	$2,400	$2,400	$2,400	$3,700	$3,700	$14,600
2. Facilities						
Telephone	1,500	1,500	1,500	1,300	600	6,400
Rent	4,800	4,800	4,800	4,200	1,800	20,400
TOTAL FACILITIES	$6,300	$6,300	$6,300	$5,500	$2,400	$26,800
TOTAL	$8,700	$8,700	$8,700	$9,200	$6,100	$41,400

LEC IMPACT EVALUATION UNIT
WORK PLAN

Activities	1st Year	2nd Year	3rd Year	4th Year	5th Year
I. Target Crime Predictions - Reported incidents by census tract					
A. Acquire 1970 2nd and 4th count census summary tapes for Portland SMSA (mo. 1)	X				
B. Collect target crime reports by address Oct. 69 to Sept. 73					
1. Admatch 100% Portland Police Bureau Incidents to Census Tract from CRISS card file (mo. 1-6)	XXXXXX				
2. Code other SMSA police/ sheriff incidents by address; punch and admatch to census tract (mo. 1-6)	XXXXXX				
3. Select crime related, impact independent census variables (mos. 1-2)	XX				

APPENDIX 1

Activities	1st Year	2nd Year	3rd Year	4th Year	5th Year
4. Create Punch-card deck of selected variables by census tract (mo. 3)	X				
5. Factor analyze to establish significant factors and variables with highest factor loadings (mos. 3-4)	XX				
6. Group homo-geneous, contiguous tracts based upon factor scores/ natural area criteria (mos. 3-4)	XX				
7. Develop re-gression equa-tions for each above group, to predict target incidents from highest factor loading variables and Oct. 69-Sept. 70 incidents (mos. 3-4)	XX				

Activities	1st Year	2nd Year	3rd Year	4th Year	5th Year
8. Develop seasonal %'s (quarterly) for tract groupings from above 4-year series (mo. 6)	X				
9. Collect from CRISS target incidents by census tract for SMSA (Starting mo. 4)	XXXXXXXXX	XXXXXXXXXXXXXX	XXXXXXXXXXXXXXX	XXXXXXXXXX	
10. Annual sample survey (April 1) to obtain update of predictor variables (est. mo. 9, annual thereafter)	X	X	X	X	
11. Tabulation of survey results (mos. 10-11)	XX	XX	XX	XX	
12. Generate annual target crime predictions utilizing equations w/updated predictor inputs (mo. 12)	X	X	X	X	
13. Analyze differences between predicted & observed target incidents by census tract/ tract groupings (mo. 12)	X	X	X	X	

Activities	1st Year	2nd Year	3rd Year	4th Year	5th Year
14. Present Results (Yr. 2, mo. 2 etc.)		X	X	X	X
II. CSD (Juveniles) and Corrections Division (Adults) client-based target crime predictions*					
1. Select data elements (mos. 1-3)	XXX				
2. Sample selection from client subgroups 5 years historical data (mos. 1-3)	XXX				
3. Collect data elements from various sources (mos. 2-8)	XXXXXXX				
4. Prepare data for ADP analysis (mos. 2-8)	XXXXXXX				
5. Programming for analysis (mo. 6)	X				

*See CMCS workplan for their predictions

Activities	1st Year	2nd Year	3rd Year	4th Year	5th Year
6. Multi-variate analysis to develop regression predictions for various study groups (mos. 7-9)	XXX				
7. Analyze differences between predicted and observed target incidents (Yr. 1, mo. 12, every 6 mos. thereafter)	X	X X	X X	X	X
III. LEC Evaluation Unit Activities					
1. Staffing (mo. 1-2)	XX				
2. Work w/project evaluation, staff/ contractors in developing reporting forms and revisions (Yr. 1, mos. 1-2; as necessary thereafter)	XX				
3. Work with contractors/consultants/projects staff to develop target crime predictions (mos 1-6)	XXXXXX				

Activities	1st Year	2nd Year	3rd Year	4th Year	5th Year
4. Work w/contractor/ consultants to develop impact street lighting attitude survey design (mos. 1-2)	XX				
5. Work with contractors/consultants to develop cost-effectiveness study(s). (mos. 1-6)	XXXXXX				
6. Work with contractor to develop annual sample survey design (mos. 3-6)	XXXX				
7. Collect Part I Arrest Data for SMSA to establish displacement baseline July 72-June 73 (mos. 1-6)	XXXXXX				
8. Admatch to homogeneous groups of census tracts from Factor Analysis above (mos. 3-6)	XXXX				

Activities	1st Year	2nd Year	3rd Year	4th Year	5th Year
9. Collect monthly arrest data for SMSA from CRISS and admatch to groups (monthly)	XXXXXXXXXXXXX	XXXXXXXXXXXXXX	XXXXXXXXXXXXXX	XXXXXXXXXXXX	
10. Report monthly to National Institute	XXXXXXXXXXXXX	XXXXXXXXXXXXXX	XXXXXXXXXXXXXX	XXXXXXXXXXXX	
11. Monthly meetings with project evaluation staffs/contractors to assure maximum coordination of efforts	XXXXXXXXXXXXX	XXXXXXXXXXXXXX	XXXXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXX
12. Field data audits (sample basis) to insure reliability, validity and completeness of reporting	XXXXXXXXXXXXX	XXXXXXXXXXXXXX	XXXXXXXXXXXXXX	XXXXXXXXXXXX	XXXXXXXX
13. Overall impact evaluation quarterly reports to impact staff, LEC, R.O., National Institute/MITRE (Semiannual years 4 and 5)	X X X X	X X X X	X X X X	X X	X X

Activities	1st Year	2nd Year	3rd Year	4th Year	5th Year
14. In-depth interviews with project personnel to provide supplementary explanations of deviations from project milestones (quarterly semi-annual)	X X X	X X X X	X X X X	X X	
15. Objective assessment and revision of criteria measures (Yrs. 2-3; mos. 2-3)		XX	XX		
16. Develop high speed printer computer intensity mapping system (mos. 1-3)	XXX				
17. Computer Intensity maps generated from monthly data on target crime incidents and arrests	xxxxxxxxxxx	xxxxxxxxxxxxxxxxx	xxxxxxxxxxxx	xxxxxxxxxxxxx	xxxxxxx

Activities	1st Year				2nd Year				3rd Year				4th Year				5th Year	
18. Computer intensity maps generated from data produced by annual sample survey and target crime prediction/ performance analysis (yearly survey; quarterly predictions)				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
19. Present frequency histograms reflecting target incidents and deviations from quarterly mile-stone predictions				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

LEC IMPACT EVALUATION UNIT
BUDGET SUMMARY

	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Personnel	$136,538	$143,344	$150,606	$158,020	$165,920	$754,428
Professional Services	278,050	130,900	130,900	133,600	138,750	812,200
Travel	17,011	17,011	17,011	17,011	17,011	85,055
Equipment	16,689	---	---	---	---	16,689
Supplies and Other Expenses	24,100	24,100	24,100	24,100	24,100	120,500
TOTAL	$472,388	$315,355	$322,617	$332,731	$345,781	$1,788,872

LEC IMPACT EVALUATION UNIT
PERSONNEL

Step			Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
3	Researcher G	(1)	$18,660	$19,596	$20,592	$21,624	$22,705	$103,177
3	Researcher F	(3)	46,080	48,384	50,832	53,352	56,020	254,668
	1. Contractor Evaluation							
	2. Prevention and Judicial Administration Projects							
	3. Corrections Projects							
3	Researcher C	(4)	41,568	43,632	45,840	48,048	50,450	229,538
	1. Field Data Audits							
	2. Project Evaluation Staffs Report Monitoring							
	3. Performance Data Reduction and Analysis							
	4. Performance Chart Preparation and Report Generation							
3	Secretary 3	(2)	12,144	12,744	13,392	14,064	14,767	67,111
	TOTAL SALARIES	(10)	$118,452	$124,356	$130,656	$137,088	$143,942	$654,494
	OPE @ 15.269%		18,086	18,988	19,950	20,932	21,978	99,934
	TOTAL PERSONNEL COSTS		$136,538	$143,344	$150,606	$158,020	$165,920	$754,428

LEC IMPACT EVALUATION UNIT
TRAVEL

	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
1. Portland, Oregon - Washington, D.C.						
35 r/t airfares @ $318	$ 2,226	$ 2,226	$ 2,226	$ 2,226	$ 2,226	$11,130
105 days perdiem @ $25	525	525	525	525	525	2,525
2. Portland, Oregon - Seattle, Washington						
50 r/t airfares @ $42	420	420	420	420	420	2,100
100 days perdiem @ $25	500	500	500	500	500	2,500
3. Conference/Training						
a. 30 airfares @ $200	1,200	1,200	1,200	1,200	1,200	6,000
b. 30,000 mi @ $.08	420	420	420	420	420	2,100
c. 350 days perdiem @ $20 avg.	1,400	1,400	1,400	1,400	1,400	7,000
4. Operating Mileage @ 8,000/mo. @ $.07	6,720	6,720	6,720	6,720	6,720	33,600
5. Meals (non-overnight travel) and Parking @ $300/mo.	3,600	3,600	3,600	3,600	3,600	18,000
TOTAL TRAVEL	$17,011	$17,011	$17,011	$17,011	$17,011	$85,055

LEC IMPACT EVALUATION UNIT BUDGET
EQUIPMENT

Equipment	Unit Price	No.	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Exec. Desks	$155	8	$ 1,240	---	---	---	---	$ 1,240
Exec. Chairs	120	8	960	---	---	---	---	960
Steno Desks	220	2	440	---	---	---	---	940
Steno Chairs	35	2	70	---	---	---	---	70
Credenza	110	8	880	---	---	---	---	880
Contour Conference Chairs	55	16	880	---	---	---	---	880
Conference Table	180	2	360	---	---	---	---	360
Book Case	88	4	352	---	---	---	---	352
Costumer	28	2	56	---	---	---	---	56
File Cabinet								
5-drawer Legal with lock	288	3	864	---	---	---	---	864
4-drawer Legal	100	4	400	---	---	---	---	400
Blackboard	83	4	332	---	---	---	---	332
Cabinet Desk Double-drawer	10	8	80	---	---	---	---	80
3-Tier Metal Desk Org.	2.80	10	28	---	---	---	---	28

LEC IMPACT EVALUATION UNIT BUDGET
EQUIPMENT

Equipment	Unit Price	No.	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Waste Basket	$ 1.90	10	$ 19	---	---	---	---	$ 19
Vertical Tray	3.80	10	38	---	---	---	---	38
3-Hole Punch	14	1	14	---	---	---	---	14
2-Hole Punch	3	1	3	---	---	---	---	3
Pencil Sharpener	5	2	10	---	---	---	---	10
Tape Writer	8	1	8	---	---	---	---	8
Scotch-Tape Dispenser	4.60	10	46	---	---	---	---	46
Clock	5.50	2	11	---	---	---	---	11
Bulletin Board	9.80	10	98	---	---	---	---	98
Staplers	3	10	30	---	---	---	---	30
Heavy-Duty Stapler	10	1	10	---	---	---	---	10
IBM Selectric Typewriter	550	2	1,100	---	---	---	---	1,100
Desk Computer	2,750	1	2,750	---	---	---	---	2,750
Desk Calculator	725	4	2,900	---	---	---	---	2,900
Hand Calculator	155	4	620	---	---	---	---	620
Port. Dict. Mach.	110	8	880	---	---	---	---	880

LEC IMPACT EVALUATION UNIT
EQUIPMENT

Equipment	Unit Price	No.	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Transcribing Mach.	$550	1	$ 550	---	---	---	---	$ 550
Vertical File	165	4	660	---	---	---	---	660
TOTAL			$16,689	---	---	---	---	$16,689

LEC IMPACT EVALUATION UNIT
SUPPLIES AND OTHER OPERATING EXPENSES

	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
1. Supplies and Services						
Postage	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 5,000
Telephone	4,800	4,800	4,800	4,800	4,800	24,000
Duplication	4,000	4,000	4,000	4,000	4,000	20,000
Equipment Rental	500	500	500	500	500	2,500
Equipment Maintenance	500	500	500	500	500	2,500
Office Supplies	1,800	1,800	1,800	1,800	1,800	9,000
Educational Materials	500	500	500	500	500	2,500
Auditing Services	500	500	500	500	500	2,500
SUBTOTAL	$13,600	$13,600	$13,600	$13,600	$13,600	$68,000
2. Facilities						
Rent	10,500	10,500	10,500	10,500	10,500	52,500
TOTAL	$24,100	$24,100	$24,100	24,100	24,100	$120,500

LEC IMPACT EVALUATION UNIT
PROFESSIONAL SERVICES

	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
1. Consultation @ $135/day	$ 4,050 (30 days)	$ 2,700 (20 days)	$ 2,700 (20 days)	$ 5,400 (40 days)	$ 4,050 (30 days)	$18,900 (140 days)
2. Contractual Services						
A. Street Lighting Survey 400 interviews @ $15 Total Cost	6,000 (2,000)*	2,000*	2,000*	6,000*	---	14,000*
B. Annual Sample Survey 4 @ $100,000 (Incl. ADP Services)	100,000	100,000	100,000	100,000	---	400,000
C. Target Area Crime Incident Predictions						
1. Personnel	41,500	5,000	5,000	5,000	5,000	61,500
2. ADP Services	13,500	500	500	500	---	15,000
3. Other Expenses	15,000	1,200	1,200	1,200	700	19,300
D. CSD (Juvenile) and Corrections Division (Adult) Client-Based Target Crime Predictions						
1. Personnel	60,000	10,000	10,000	10,000	15,000	105,000
2. ADP	6,000	1,000	1,000	1,000	1,500	10,500
3. Other Expenses	20,000	3,500	3,500	3,500	5,000	35,500
E. Overall Impact Program Cost Effectiveness Study	---	---	---	---	100,000	100,000
F. Other ADP Services	10,000	5,000	5,000	5,000	7,500	32,500
TOTAL PROFESSIONAL SERVICES	$278,050	$130,900	$130,900	$133,600	$138,750	$812,200

*All but baseline survey conducted with Annual Sample Survey to minimize expenses.

END