

ANNOTATED MINUTES

Tuesday, December 21, 1993 - 9:00 AM - 5:00 PM  
Multnomah County Courthouse, Room 602

WORK SESSIONS

WS-1 *Program Measurements and Program Narrative for the Health Department.*

**BILLI ODEGAARD, JOANNE DeHOFF, JEANNE GOULD,  
JAN SINCLAIR AND KAREN LAMB PRESENTATION AND  
RESPONSE TO BOARD QUESTIONS. SESSION TO BE  
CONTINUED NEXT WEEK.**

WS-2 *Program Measurements and Program Narrative for the Department of Environmental Services.*

**BETSY WILLIAMS, DAVE FLAGLER, JANICE DRUIAN,  
MIKE ZOLLITICH, VICKI ERVIN AND LARRY NICHOLAS  
PRESENTATION AND RESPONSE TO BOARD QUESTIONS.**

WS-3 *Program Measurements and Program Narrative for the Department of Environmental Services.*

**BETSY WILLIAMS, MIKE ZOLLITICH, TOM GUINEY, JIM  
MUNZ, SCOTT PEMBLE AND WAYNE GEORGE  
PRESENTATION AND RESPONSE TO BOARD QUESTIONS.**

WS-4 *Program Measurements and Program Narrative for the Auditor's Office.*

**GARY BLACKMER PRESENTATION AND RESPONSE TO  
BOARD QUESTIONS.**

WS-5 *Program Measurements and Program Narrative for Management Support Services.*

**SESSION TO BE CONDUCTED NEXT WEEK.**

---

Wednesday, December 22, 1993 - 8:30 AM - 5:00 PM  
Multnomah County Courthouse, Room 602

WORK SESSIONS

WS-6 *Program Measurements and Program Narrative for Juvenile Justice Division.*

**HAROLD OGBURN AND MEGANNE STEELE  
PRESENTATION AND RESPONSE TO BOARD QUESTIONS.**

WS-7 *Program Measurements and Program Narrative for Aging Services Division.*

**JIM McCONNELL, KATHY GILLETTE, JUNE SCHUMANN,  
HOLLY BURMAN AND STEVE BALOG PRESENTATION AND  
RESPONSE TO BOARD QUESTIONS.**

WS-8 *Program Measurements and Program Narrative for Children and Families Services.*

**MURIEL GOLDMAN, DOUGLAS MONTGOMERY, RAY  
ESPANA, CECILE PITTS, MARY LI, SUSAN CLARK AND  
HOWARD KLINK PRESENTATION AND RESPONSE TO  
BOARD QUESTIONS. SESSION TO BE CONTINUED NEXT  
WEEK.**

WS-9 *Program Measurements and Program Narrative for the Multnomah County Sheriff's  
Office.*

**JOHN SCHWEITZER, LARRY AAB AND DAVE WARREN  
PRESENTATION AND RESPONSE TO BOARD QUESTIONS.**

WS-10 *Program Measurements and Program Narrative for the Department of Community  
Corrections.*

**TAMARA HOLDEN, WILLIAM DRAPEE, SUSAN KAESER,  
DAVE WARREN, WAYNE SALVO AND MEGANNE STEELE  
PRESENTATION AND RESPONSE TO BOARD QUESTIONS.**

WS-11 *Overflow Program Measurements and Program Narrative for Various Departments  
as Needed.*

---

*Thursday, December 23, 1993 - 9:30 AM  
Multnomah County Courthouse, Room 602*

**REGULAR MEETING**

*Chair Beverly Stein convened the meeting at 9:34 a.m., with Vice-Chair Gary  
Hansen, Commissioners Sharron Kelley, Tanya Collier and Dan Saltzman present.*

**CONSENT CALENDAR**

**UPON MOTION OF COMMISSIONER HANSEN, SECONDED  
BY COMMISSIONER KELLEY, THE CONSENT CALENDAR  
(ITEMS C-1 THROUGH C-11) WAS UNANIMOUSLY  
APPROVED.**

**SHERIFF'S OFFICE**

C-1 *Package Store Liquor License Renewal Application Submitted by Sheriff's Office with  
Recommendation for Approval, for the POWELL SUNSHINE MARKET, 13580 SE  
POWELL, PORTLAND.*

- C-2 *Restaurant Liquor License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for the CHINA GATEWAY CO. INC., 11642 NE HALSEY, PORTLAND.*
- C-3 *Retail Malt Beverage Liquor License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for BOTTOMS UP!, 16900 NW ST. HELENS ROAD, PORTLAND.*
- C-4 *Retail Malt Beverage Liquor License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for DOTTY'S #004, 16353 SE DIVISION #116, PORTLAND.*
- C-5 *Retail Malt Beverage Liquor License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for SPRINGDALE TAVERN, 32302 EAST CROWN POINT HIGHWAY, CORBETT.*

**CHILDREN AND FAMILIES SERVICES DIVISION**

- C-6 *Ratification of Amendment No. 1 to Intergovernmental Agreement Contract 103354 Between the City of Portland and Multnomah County, Adding \$72,000 Emergency Shelter Grant Funds from the City in Order to Provide Emergency Shelter and Housing Services for Homeless People and Families, for the Period Upon Execution through June 30, 1994*
- C-7 *Ratification of Intergovernmental Agreement Contract 104334 Between Multnomah County and the City of Cascade Locks, Providing a Payment Mechanism to Reimburse the City for Home Energy Supplied to Households Eligible for Low Income Home Energy Assistance Program (LIEAP) Benefits, for the Period Upon Execution through June 30, 1995*
- C-8 *Ratification of Intergovernmental Agreement Contract 104344 Between Multnomah County and the Department of Veterans Affairs, Authorizing Home Energy Suppliers to Receive Low Income Home Energy Assistance Program (LIEAP) Payments for Energy Assistance Provided to Low Income Customers, for the Period Upon Execution through June 30, 1995*

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- C-9 *ORDER in the Matter of the Execution of Deed D940973 Upon Complete Performance of a Contract to William J. Lambert and Jenny M. Lambert*

ORDER 93-391.

**DEPARTMENT OF HEALTH**

- C-10 *Ratification of Amendment No. 1 to Intergovernmental Agreement Contract 201403 Between Multnomah County and the City of Portland, Extending the Bloodborne Pathogen Program Services Contract Termination Date from December 31, 1993 to March 31, 1994*

- C-11 *Ratification of Amendment No. 2 to Intergovernmental Agreement Contract 201523 Between the Oregon Office of Medical Assistance Programs (OMAP) and Multnomah County, Extending the Contract from February 1, 1994 Until Implementation of the Oregon Basic Health Services Act (Senate Bill 27)*

REGULAR AGENDA

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-1 *PUBLIC HEARING and Consideration of an ORDER in the Matter of Offering to Surrender Jurisdiction to the City of Portland All County Roads within the Areas Annexed to the City of Portland Effective June 30, 1993*

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-1. HEARING HELD, NO ONE WISHED TO TESTIFY. ORDER 93-392 UNANIMOUSLY APPROVED.**

- R-2 *ORDER in the Matter of Cancellation of Property Taxes on Certain Properties in Multnomah County [Upon Petition of Portland Community Reinvestment Initiatives, Inc.]*

**COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-2. COMMISSIONER HANSEN EXPLANATION. ORDER 93-393 UNANIMOUSLY APPROVED.**

- R-3 *RESOLUTION in the Matter of the Approval of the Second Amendment to County Land Sale Contract 15522*

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER HANSEN, RESOLUTION 93-394 WAS UNANIMOUSLY APPROVED.**

- R-4 *Budget Modification DES #8 Requesting Authorization to Reclassify One Custodian Position to a Facilities Maintenance Worker Position within the Facilities and Property Management Division*

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-4. BOB KIETA EXPLANATION AND RESPONSE TO BOARD QUESTIONS. BUDGET MODIFICATION UNANIMOUSLY APPROVED.**

DEPARTMENT OF HEALTH

- R-5 *Ratification of Intergovernmental Agreement Contract 201224 Between Multnomah County and Oregon Health Sciences University, to Provide Mainframe Computer Hardware Support for Department and to Maintain Operating and Additional Support Systems, for the Period Upon Execution through December 15, 1998*

**UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER KELLEY, R-5 WAS UNANIMOUSLY APPROVED.**

**SHERIFF'S OFFICE**

- R-6      *Ratification of Intergovernmental Agreement Contract 800544 Between the City of Portland and Multnomah County, Providing Sheriff's Office Access to the 800 MHZ, Simulcast and Trunking Radio System (Continued from December 16, 1993)*

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER SALTZMAN, R-6 WAS UNANIMOUSLY APPROVED.**

**DEPARTMENT OF COMMUNITY CORRECTIONS**

- R-7      *Budget Modification DCC #4 Requesting Authorization to Reduce Pass Through and Increase Personnel, Materials and Services, and Capital Equipment within the Mid-County District Budget*

**COMMISSIONER KELLEY MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-7. JOANNE FULLER EXPLANATION AND RESPONSE TO BOARD QUESTIONS. BOARD COMMENTS. BUDGET MODIFICATION UNANIMOUSLY APPROVED.**

**NON-DEPARTMENTAL**

- R-8      *RESOLUTION in the Matter of Multnomah County's Participation in a Cities/County Coordinating Committee (Continued from December 9 & 16, 1993)*

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-8. CHAIR STEIN DISCUSSED PROPOSED RESOLUTION AS AMENDED BY HER OFFICE. KAY DURTSCHI TESTIMONY IN SUPPORT OF AMENDED RESOLUTION. ANGEL OLSEN TESTIMONY IN OPPOSITION TO RESOLUTION. CHAIR STEIN RESPONSE TO MS. OLSEN, ADVISING CIC CHAIR DERRY JACKSON SUPPORTS AMENDED RESOLUTION. ROBERT SMITH AND PAUL THALHOFER TESTIMONY IN OPPOSITION TO RESOLUTION. CHAIR STEIN EXPLANATION AND COMMENTS IN SUPPORT OF HER AMENDED RESOLUTION. BOARD COMMENTS. COMMISSIONER KELLEY DISCUSSED HER PROPOSED AMENDMENTS TO RESOLUTION. COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF AMENDMENT NO. 1. BOARD COMMENTS. AMENDMENT NO. 1 APPROVED WITH COMMISSIONERS KELLEY, HANSEN AND COLLIER VOTING AYE AND COMMISSIONERS SALTZMAN AND**

**STEIN VOTING NO. COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF AMENDMENT NO. 2. BOARD COMMENTS. AMENDMENT NO. 2 APPROVED WITH COMMISSIONERS KELLEY, HANSEN AND COLLIER VOTING AYE AND COMMISSIONERS SALTZMAN AND STEIN VOTING NO. COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF AMENDMENT NO. 3. BOARD COMMENTS. AMENDMENT NO. 3 UNANIMOUSLY APPROVED. UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER HANSEN, RESOLUTION 93-395, AS AMENDED, WAS UNANIMOUSLY APPROVED.**

**R-9**      *RESOLUTION in the Matter of Establishing a Task Force on Delinquency Prevention*

**COMMISSIONER HANSEN MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-9. BOARD COMMENTS. RESOLUTION 93-396 UNANIMOUSLY APPROVED.**

**PUBLIC CONTRACT REVIEW BOARD**

*(Recess as the Board of County Commissioners and convene as the Public Contract Review Board)*

**R-10**      *ORDER in the Matter of an Exemption to Contract with Mighty Clean to Provide Custodial Services for the Justice Center*

**COMMISSIONER KELLEY MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-10. MR. KIETA EXPLANATION AND RESPONSE TO BOARD QUESTIONS. ORDER 93-397 UNANIMOUSLY APPROVED.**

*(Recess as the Public Contract Review Board and reconvene as the Board of County Commissioners)*

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER SALTZMAN, CONSIDERATION OF THE FOLLOWING UNANIMOUS CONSENT ITEM WAS UNANIMOUSLY APPROVED.**

**JUVENILE JUSTICE DIVISION**

**UC-1**      *Ratification of Amendment No. 1 to Intergovernmental Agreement Contract 102304 Between Multnomah County and the State of Oregon, Children's Services Division, Providing Funding for the Second Half of FY 93-94 for Services in the Assessment Intervention Transition Program, the Gang Resource and Intervention Team, and Community Based Programs for Gang Impacted Youth, for the Period Upon Execution through June 30, 1994*

**COMMISSIONER KELLEY MOVED AND COMMISSIONER  
SALTZMAN SECONDED, APPROVAL OF UC-1. MARIE  
EIGHMEY EXPLANATION AND RESPONSE TO BOARD  
QUESTIONS. AGREEMENT UNANIMOUSLY APPROVED.**

**PUBLIC COMMENT**

R-11      *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to  
Three Minutes Per Person.*

*There being no further business, the meeting was adjourned at 10:30 a.m.*

**OFFICE OF THE BOARD CLERK  
for MULTNOMAH COUNTY, OREGON**

DEBORAH L. BOGSTAD  
Deborah L. Bogstad



# MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK  
SUITE 1510, PORTLAND BUILDING  
1120 S.W. FIFTH AVENUE  
PORTLAND, OREGON 97204

BOARD OF COUNTY COMMISSIONERS		
BEVERLY STEIN •	CHAIR	• 248-3308
DAN SALTZMAN •	DISTRICT 1	• 248-5220
GARY HANSEN •	DISTRICT 2	• 248-5219
TANYA COLLIER •	DISTRICT 3	• 248-5217
SHARRON KELLEY •	DISTRICT 4	• 248-5213
CLERK'S OFFICE •	248-3277	• 248-5222

## AGENDA

### MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

#### FOR THE WEEK OF

#### DECEMBER 20, 1993 - DECEMBER 24, 1993

*Tuesday, December 21, 1993 - 9:00 AM - 12:00 PM Work Sessions. . . . . Page 2*

*Tuesday, December 21, 1993 - 2:00 PM - 5:00 PM Work Sessions . . . . . Page 2*

*Wednesday, December 22, 1993 - 8:30 AM - 12:00 PM Work Sessions. . . . . Page 2*

*Wednesday, December 22, 1993 - 1:15 PM - 3:30 PM Work Sessions . . . . . Page 2*

*Wednesday, December 22, 1993 - 3:30 PM - 5:00 PM Work Session If Needed. . . . . Page 2*

*Thursday, December 23, 1993 - 9:30 AM - Regular Meeting . . . . . Page 3*

*Friday, December 24, 1993 - HOLIDAY - OFFICES CLOSED. . . . .*

*Thursday Meetings of the Multnomah County Board of Commissioners are taped and can be seen at the following times:*

- Thursday, 10:00 PM, Channel 11 for East and West side subscribers*
- Thursday, 10:00 PM, Channel 49 for Columbia Cable (Vancouver) subscribers*
- Friday, 6:00 PM, Channel 22 for Paragon Cable (Multnomah East) subscribers*
- Saturday 12:00 Noon, Channel 21 for East Portland and East County subscribers*

**INDIVIDUALS WITH DISABILITIES MAY CALL THE OFFICE OF THE BOARD CLERK AT 248-3277 OR 248-5222, OR MULTNOMAH COUNTY TDD PHONE 248-5040, FOR INFORMATION ON AVAILABLE SERVICES AND ACCESSIBILITY.**

Tuesday, December 21, 1993 - 9:00 AM - 5:00 PM

Multnomah County Courthouse, Room 602

WORK SESSIONS

- WS-1 Program Measurements and Program Narrative for the Health Department. 9:00 AM TIME CERTAIN, 1 1/2 HOURS REQUESTED.
- WS-2 Program Measurements and Program Narrative for the Department of Environmental Services. 10:30 AM TIME CERTAIN, 1 1/2 HOURS REQUESTED.
- WS-3 Program Measurements and Program Narrative for the Department of Environmental Services. 2:00 PM TIME CERTAIN, 1 1/2 HOURS REQUESTED.
- WS-4 Program Measurements and Program Narrative for the Auditor's Office. 3:30 PM TIME CERTAIN, 20 MINUTES REQUESTED.
- WS-5 Program Measurements and Program Narrative for Management Support Services. 3:50 PM TIME CERTAIN, 1 HOUR, 10 MINUTES REQUESTED.
- 

Wednesday, December 22, 1993 - 8:30 AM - 5:00 PM

Multnomah County Courthouse, Room 602

WORK SESSIONS

- WS-6 Program Measurements and Program Narrative for Juvenile Justice Division. 8:30 AM TIME CERTAIN, 1 HOUR REQUESTED.
- WS-7 Program Measurements and Program Narrative for Aging Services Division. 9:30 AM TIME CERTAIN, 1 HOUR REQUESTED.
- WS-8 Program Measurements and Program Narrative for Children and Families Services. 10:30 AM TIME CERTAIN, 1 1/2 HOURS REQUESTED.
- WS-9 Program Measurements and Program Narrative for the Multnomah County Sheriff's Office. (Continued from December 15, 1993) 1:15 PM TIME CERTAIN, 45 MINUTES REQUESTED.
- WS-10 Program Measurements and Program Narrative for the Department of Community Corrections. 2:00 PM TIME CERTAIN, 1 1/2 HOURS REQUESTED.
- WS-11 Overflow Program Measurements and Program Narrative for Various Departments as Needed. 3:30 PM TIME CERTAIN, 1 1/2 HOURS IF REQUESTED.
-

Thursday, December 23, 1993 - 9:30 AM

Multnomah County Courthouse, Room 602

REGULAR MEETING

CONSENT CALENDAR

SHERIFF'S OFFICE

- C-1 *Package Store Liquor License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for the POWELL SUNSHINE MARKET, 13580 SE POWELL, PORTLAND.*
- C-2 *Restaurant Liquor License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for the CHINA GATEWAY CO. INC., 11642 NE HALSEY, PORTLAND.*
- C-3 *Retail Malt Beverage Liquor License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for BOTTOMS UP!, 16900 NW ST. HELENS ROAD, PORTLAND.*
- C-4 *Retail Malt Beverage Liquor License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for DOTTY'S #004, 16353 SE DIVISION #116, PORTLAND.*
- C-5 *Retail Malt Beverage Liquor License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for SPRINGDALE TAVERN, 32302 EAST CROWN POINT HIGHWAY, CORBETT.*

CHILDREN AND FAMILIES SERVICES DIVISION

- C-6 *Ratification of Amendment No. 1 to Intergovernmental Agreement Contract 103354 Between the City of Portland and Multnomah County, Adding \$72,000 Emergency Shelter Grant Funds from the City in Order to Provide Emergency Shelter and Housing Services for Homeless People and Families, for the Period Upon Execution through June 30, 1994*
- C-7 *Ratification of Intergovernmental Agreement Contract 104334 Between Multnomah County and the City of Cascade Locks, Providing a Payment Mechanism to Reimburse the City for Home Energy Supplied to Households Eligible for Low Income Home Energy Assistance Program (LIEAP) Benefits, for the Period Upon Execution through June 30, 1995*
- C-8 *Ratification of Intergovernmental Agreement Contract 104344 Between Multnomah County and the Department of Veterans Affairs, Authorizing Home Energy Suppliers to Receive Low Income Home Energy Assistance Program (LIEAP) Payments for*

*Energy Assistance Provided to Low Income Customers, for the Period Upon Execution through June 30, 1995*

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

C-9      *ORDER in the Matter of the Execution of Deed D940973 Upon Complete Performance of a Contract to William J. Lambert and Jenny M. Lambert*

**DEPARTMENT OF HEALTH**

C-10     *Ratification of Amendment No. 1 to Intergovernmental Agreement Contract 201403 Between Multnomah County and the City of Portland, Extending the Bloodborne Pathogen Program Services Contract Termination Date from December 31, 1993 to March 31, 1994*

C-11     *Ratification of Amendment No. 2 to Intergovernmental Agreement Contract 201523 Between the Oregon Office of Medical Assistance Programs (OMAP) and Multnomah County, Extending the Contract from February 1, 1994 Until Implementation of the Oregon Basic Health Services Act (Senate Bill 27)*

**REGULAR AGENDA**

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

R-1      *PUBLIC HEARING and Consideration of an ORDER in the Matter of Offering to Surrender Jurisdiction to the City of Portland All County Roads within the Areas Annexed to the City of Portland Effective June 30, 1993. 9:30 AM TIME CERTAIN REQUESTED.*

R-2      *ORDER in the Matter of Cancellation of Property Taxes on Certain Properties in Multnomah County [Upon Petition of Portland Community Reinvestment Initiatives, Inc.]*

R-3      *RESOLUTION in the Matter of the Approval of the Second Amendment to County Land Sale Contract 15522*

R-4      *Budget Modification DES #8 Requesting Authorization to Reclassify One Custodian Position to a Facilities Maintenance Worker Position within the Facilities and Property Management Division*

**DEPARTMENT OF HEALTH**

R-5      *Ratification of Intergovernmental Agreement Contract 201224 Between Multnomah County and Oregon Health Sciences University, to Provide Mainframe Computer Hardware Support for Department and to Maintain Operating and Additional Support Systems, for the Period Upon Execution through December 15, 1998*

**SHERIFF'S OFFICE**

- R-6        *Ratification of Intergovernmental Agreement Contract 800544 Between the City of Portland and Multnomah County, Providing Sheriff's Office Access to the 800 MHZ, Simulcast and Trunking Radio System (Continued from December 16, 1993)*

**DEPARTMENT OF COMMUNITY CORRECTIONS**

- R-7        *Budget Modification DCC #4 Requesting Authorization to Reduce Pass Through and Increase Personnel, Materials and Services, and Capital Equipment within the Mid-County District Budget*

**NON-DEPARTMENTAL**

- R-8        *RESOLUTION in the Matter of Multnomah County's Participation in a Cities/County Coordinating Committee (Continued from December 9 & 16, 1993)*

- R-9        *RESOLUTION in the Matter of Establishing a Task Force on Delinquency Prevention*

**PUBLIC CONTRACT REVIEW BOARD**

*(Recess as the Board of County Commissioners and convene as the Public Contract Review Board)*

- R-10       *ORDER in the Matter of an Exemption to Contract with Mighty Clean to Provide Custodial Services for the Justice Center*

*(Recess as the Public Contract Review Board and reconvene as the Board of County Commissioners)*

**PUBLIC COMMENT**

- R-11       *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*

TANYA COLLIER  
Multnomah County Commissioner  
District 3



1120 SW Fifth St., Suite 1500  
Portland, OR 97204  
(503) 248-5217

M E M O R A N D U M

---

TO: Board Clerk  
Chair, Beverly Stein  
Commissioner Gary Hansen  
Commissioner Sharron Kelley  
Commissioner Dan Saltzman

FROM: Commissioner Tanya Collier

DATE: December 20, 1993

SUBJECT: Absence from a portion of the Work sessions on 12/21/93 and 12/22/93.

---

On Tuesday, December 21, 1993, will be leaving the Board room at 4:00. As a result I will miss the last part of the Program Narrative for Management Support Services.

On Wednesday, December 22, 1993, I have a prior commitment to attend a meeting from 9:30 to 11:00. I will miss the Program Narratives for Aging Services and the first part of Children and Family Services. Also on Wednesday, I have an appointment that I am unable to reschedule at 2:30 so I shall be leaving during the Community Corrections Program Narrative.

Thank you.

TC:sf

1993 DEC 20 PM 4:30  
MULTNOMAH COUNTY  
OREGON

MEETING DATE: DEC 22 1993

AGENDA NO: WS-10

(Above Space for Board Clerk's Use ONLY)

**AGENDA PLACEMENT FORM**

**SUBJECT:** Program Narrative and key results (performance measurements) for 1994-95 Budget

**BOARD BRIEFING**                      *Date Requested:* 12/22

*Amount of Time Needed:* 1 1/2 hour

**DEPARTMENT:** Nondepartmental                      **DIVISION:** Planning & Budget

**CONTACT:** Dave Warren                      **TELEPHONE #:** 248 - 3822  
**BLDG/ROOM #:** 160 / 1400

**PERSON(S) MAKING PRESENTATION:** see below

**ACTION REQUESTED:**

**INFORMATIONAL ONLY**     **POLICY DIRECTION**     **APPROVAL**                       **OTHER**

**SUMMARY** (*Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if applicable*):

Work session with the Board on program measurements and program narrative for Community Corrections. These work sessions were suggested by Commissioners at the November 30, 1993 retreat at Blue Lake.

Community Corrections (Tamara Holden)    1 1/2 hours                      Wednesday    12/22                      2:00 - 3:30

**SIGNATURES REQUIRED:**

**ELECTED OFFICIAL:** Beverly Stein

OR

**DEPARTMENT MANAGER:** \_\_\_\_\_

BOARD OF  
COUNTY COMMISSIONERS  
MULTNOMAH COUNTY  
OREGON  
1993 DEC 14 PM 5:59

**ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES**

*Any Questions?: Call the Office of the Board Clerk 248-3277/248-5222*

# Administrative Services

Administration  
Community Corrections

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Percent of payroll dedicated to training	.5%	.5%	.5%	1%

### 3. Definition:

Percentage of budgeted training/education funds divided by payroll at the Department level.

### 4. Source:

Multnomah County adopted budget.

### 5. Demonstrates:

The commitment of the county to develop and train employees for a better quality workforce by educating on current trends, issues and opportunities in our field; meeting certification requirements; meeting OSHA requirements; meeting county requirements; and updating and practicing required skills.

### 6. Baseline:

ACA standard, Oregon Benchmarks.

### 7. Potential:

Oregon Benchmarks for percent of payroll dedicated to training and education is 2% by 1995.

# Administrative Services

Administration  
Community Corrections

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
---------------------	-------------------	--------------------	----------------------	----------------------

Percent of supervised cases actively paying supervision fees.	31%			
---	-----	--	--	--

### 3. Definition:

The number of probation/parole cases where supervision fees have been order and not waived divided and where payment has occurred at least four times a calendar year divided by the number of probation/parole cases under supervision where supervision fees have been ordered and not waived.

### 4. Source:

Client case tracking system and supervision fee financial reporting system.

### 5. Demonstrates:

The Department currently collects fees from individuals utilizing our services in Alternative Community Service, Child Custody evaluations, and supervision fees. The Department will be collecting fees from offenders to offset and support continued services in the area of drug testing and sex offender treatment. Currently only the supervision fee collection process is fully automated and managed by the county's fiscal department which is support through an internal service reimbursement from DCC. Administrative Services is responsible for assisting in the design, implementation, and monitoring of the fee collection process.

The commitment of the Department is to continue collecting supervision fees from our clients to offset the costs of providing supervision and services to that population.

### 6. Baseline:

### 7. Potential:

BD 11

# Program Development & Evaluation Management

Administration  
Community Corrections

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
User satisfaction (DCC staff)	N/A	3.02	N/A	3.25

### 3. Definition:

Department probation/parole officers and case managers are surveyed annually to assess their satisfaction with our contract programs. Respondents are asked to rate each program from 1 (poor) to 5 (excellent) in five key areas: timely response to referrals, availability of program staff to discuss case, timeliness of progress reports and problem notification, content of written reports, and overall quality of service offered to clients. The user satisfaction score represents the average of scores in all areas for all contract programs.

### 4. Source:

The data is gathered by sending a survey instrument to all probation/parole officers and case managers in the Department. The data will be entered and maintained in a database for analysis. Responses are averaged in each key area for each program. Overall averages are obtained across all programs.

### 5. Demonstrates:

The user satisfaction data, when combined with our client satisfaction data and other evaluation data (see Client Support and Treatment Services), is intended to assess the overall value and impacts of our contract programs. The surveys enable us to identify the strengths and weaknesses of particular programs so that programs that are weak in certain areas can learn from programs that are strong in those areas.

### 6. Baseline:

The July 1993 survey was our first user satisfaction survey. The overall average of 3.02 in that survey represents our baseline.

### 7. Potential:

With technical assistance, monthly meetings with our contractors, and quarterly site visits, we anticipate increasing the average user satisfaction score to 3.25 next year.

BD 12

# Program Dev & Eval Management

Administration  
Community Corrections

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
Client satisfaction	N/A	N/A	N/A	N/A

### 3. Definition:

Clients are surveyed annually (beginning November 1993) to assess their satisfaction with our contract programs in which they are participating. They are asked to provide demographic data and answer the following key YES or NO questions: Are you treated with respect by staff? Is the program flexible to meet your individual needs? Are staff available when you need them? Is the program of value to you? The client satisfaction score represents the average of the percentages of positive responses (YES) to all questions across all programs.

### 4. Source:

The data is gathered by providing contractors with self addressed stamped envelopes and survey instruments to give to "graduating" clients. Clients complete the instruments in private and mail them back to the Department. The data is entered and maintained in a database for analysis. We identify the percentage of clients responding positively in each area for each program. We will also calculate the average of the percentages of positive responses (YES) to all questions across all programs.

### 5. Demonstrates:

The client satisfaction data, when combined with our user (staff) satisfaction data and other evaluation data (see Client Support and Treatment Services), is intended to assess the overall value and impacts of our contract programs. The surveys enable us to identify the strengths and weaknesses of particular programs so that programs that are weak in certain areas can learn from programs that are strong in those areas.

### 6. Baseline:

The first client satisfaction survey will include clients participating in programs the 6 month period beginning November 1993. The initial survey will establish our baseline.

### 7. Potential:

With technical assistance, monthly meetings with our contractors, and quarterly site visits, we anticipate that the client satisfaction score will increase over time.

BD 12

# Probation Intake

Diagnostic  
Community Corrections

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
---------------------	-------------------	--------------------	----------------------	----------------------

Improve Client Caseload Distribution

### 3. Definition:

The Key Results value for the past and current year has been by client community supervision through residential zip code assignment. The projected value for '94-95 is to balance district workloads through specific district case assignments, taking into consideration the client's area of residence and employment.

The Key Result for client referrals is calculated by the average number of work hours needed to meet Department of Corrections supervision standards. Past adjustments of district supervision workload has been accomplished through changing the districts' boundaries. This past method hinders consistent case management.

### 4. Source:

The Department of Corrections (OCMS) standards are an accepted standard of workload measurement for community corrections throughout the state. The information is collected through the statewide reporting network, and is calculated for each PO and district of the Department of Community Corrections.

### 5. Demonstrates:

The measure is intended to show a more consistent and nondisruptive method of balancing client referrals to the work force in the department. The measure should lower the number of transferred caseloads, and should compliment ongoing community supervision of the clientele. This adheres to the Public Safety Oregon Benchmark.

### 6. Baseline:

The minimum level of performance for referrals is the current practice to assign clients to districts by residential zip codes. This historical practice is an effective method for referral, but does not lend itself well to long term district caseload adjustments, and the continuity of client case management.

### 7. Potential:

The maximum potential performance value which could be received would be the elimination of district caseload transfers greater than 500.

BD 16

# Probation Intake

Diagnostic  
Community Corrections

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
---------------------	-------------------	--------------------	----------------------	----------------------

Streamline Client Referrals

### 3. Definition:

Although some direction is given to clients at the time of their probation intake, the majority of service referrals for clients takes place with the supervising PO two to four weeks after sentencing. This past and current practice applies to the majority of new probationers. It is expected the referral response time can be lowered to one to three weeks for the next year.

By implementing of a centralized intake unit, a higher number of new probationers can be directed to the appropriate sanctions and services in a shorter period of time after sentencing. This should result in faster interventions, more proactive client supervision, and fewer clients "getting lost" in the system.

### 4. Source:

The source of the data used in the measure will be the department's computer case management system. Data will be collected on the average length of time between when probationers are sentenced and when they are referred to department sanctions and services.

### 5. Demonstrates:

The measure is intended to show a more effective and efficient delivery of referral services for probationers entering community corrections. This more aggressive referral approach should assist clients getting professional assistance sooner, and possibly prevent some crimes from taking place.

### 6. Baseline:

The minimal level of performance is up to allow clients up to 30 days to contact department sanctions and services. This can be attributed to excessive lag time from intake to the permanent PO, and not a uniform method of referring clients to the department services they need to be involved in.

### 7. Potential:

The maximum performance value appears hard to calculate at this point. The centralized intake and referral process will assist the courts in directing new community corrections referrals to one location. Thus, lowering the number of clients who temporarily "get lost in the shuffle", and become frustrated with the process.

BD 16

# Probation Intake

Diagnostic  
Community Corrections

	Actual	Adopted	Estimated	Projected
1. Key Result name:	1992-93	1993-94	1993-94	1994-95

Eliminate Service Duplication

### 3. Definition:

The estimated number of new probation cases that are processed annually through the intake unit is approximately 3600. Many of the clients are also involved in other services offered by the department. Each program conducts its own intake, collecting much of the same information. The past and current practice is a 100% duplication of much of the same client data for clients involved in more than one program within the department.

The Key Result will be calculated by tracking the number of intakes completed where identical client demographic information is also collected by another program within the department.

### 4. Source:

The source of the data used will come from the department's case management computer system (ISIS). The network will tally the number of intakes conducted by each of the department programs, and what department program opened the probationer's ISIS file. The computer program will also report if duplicate client files are opened (resulting in service duplication). The projected duplication of intake services should be lowered to 30% next year.

### 5. Demonstrates:

The measure is intended to show a lowering of intake service duplication, and thus expedite the service delivery time for each probationer. It should also assist in lowering the number of clients who may "falls through the cracks" do to poor communication between the programs, and a more efficient use of staff time.

### 6. Baseline:

The past and current practice is for each department program to collect much of the same information on each probationer they see at the time of their respective intakes, with little intake data shared.

### 7. Potential:

The maximum potential level of performance will be to decrease the duplicate collection of intake data to 10% for new probationers entering the department.

BD 16

# Presentence Investigation

Diagnostic  
Community Corrections

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
--	-------------------	--------------------	----------------------	----------------------

1. Key Result name:  
Enhance Tracking Process

### 3. Definition:

Investigation referrals from the courts frequently strain the ability of six officers to complete an investigation and have it ready for delivery by the statutory deadline of five working days before sentencing. This is most apparent following certain holidays or special events that generate a disproportionate number of arrests in the community. On the average, over 60 referrals are made to this unit each month, by Oregon courts. When defendants remain in custody pending sentencing, timelines are reduced and resources are significantly taxed.

The Key Result will be calculated by tracking investigation referrals, assignments and completion dates via computer database created for that purpose. This will also facilitate the identification of which components of the process may contribute to unnecessary delays, allowing them to be addressed and, where possible, corrected.

### 4. Source:

The source of the data will be court referral documents and typing logs. Information from these sources is entered into a computer database that tracks all relevant dates, information/referral sources, case numbers, officer assignments and other controlling elements.

### 5. Demonstrates:

The process is intended to increase the automation of assignments of investigations to individual officers, enhance the ability to track due dates within the office, better evaluate the efforts of individual officers and identify sources of delay that may otherwise not be apparent.

### 6. Baseline:

Past practice has been a tedious process of entering referral and assignment information by hand, making it difficult to track individual due dates or identify repetitive problem areas.

### 7. Potential:

The potential is to provide better service to the courts, and consequently to both the public and the offenders themselves, by ensuring timely preparation and distribution of reports that impact multiple areas within the criminal justice system.

BD 17

# Evaluations

Diagnostic  
Community Corrections

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Meeting PO Case Management Needs	75%	80%	80%	85%

### 3. Definition:

The Key Result is calculated by surveying PO's and PRSP case managers who receive the alcohol and drug evaluations. A random sample of at least thirty recipients is surveyed. The survey measures the PO's satisfaction; with the turnaround times, with case planning, with client problem identification, with treatment recommendations, and overall satisfaction. The Key Result is to meet the case management needs of the POs.

### 4. Source:

The survey is designed with answers that numerically measure the recipient's satisfaction in certain areas. Space is also provided for comments on each question. Each set of answers is divided by the percentage of satisfied versus dissatisfied responses.

### 5. Demonstrates:

The measure is intended to show the effectiveness of using departmental alcohol and drug evaluations to assist in probation case planning. This parallels the Oregon Benchmark on Public Safety which addresses the reduction of drug crimes. This can be enhanced through early interventions of the addictive process.

### 6. Baseline:

The minimum level of performance of the evaluation unit is an overall consumer satisfaction of 80%. This baseline is determined by the historical observation that there is a philosophical difference between the appropriate method of treatment for clients among the department POs.

### 7. Potential:

The maximum possible performance value which could be achieved is estimated to be between 90% and 95% of all POs. It is expected that there will always be a small percentage of POs that will not like the all the parts of the evaluation offered.

# Evaluations

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Projected</b>
<b>1. Key Result name:</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1993-94</b>	<b>1994-95</b>

Improve the Client Referral Process

### **3. Definition:**

Key Result values for the past and current year have been a report deliver time (from the client interview to when the PO gets the report) of approximately 8 working days. The projected delivery time from the client interview to when the report reaches the PO will be 5 days (a 60% improvement).

The Key Result is calculated by counting the number of working days taken to produce and deliver an evaluation report to the PO after the client is interviewed. The clients are evaluated for the degree of alcohol and drug problems. The evaluation is designed to assist POs with case management, by recommending the appropriate course of treatment.

### **4. Source:**

The data source used in this measure comes from the data collected by the department's computer system. The data can be sorted by the number of elapsed days from the client interview to the time the po receives the report.

### **5. Demonstrates:**

The measure is intended to show a more efficient delivery of alcohol and drug services for POs. This results in faster referrals to treatment, and more expedient interventions to interrupt addictive criminal behavior.

### **6. Baseline:**

The minimal level of performance can be assessed by looking at the average report delivery time in the alcohol treatment community. That report delivery time is estimated to be around 8 to 10 working days.

### **7. Potential:**

The maximum possible performance value is estimated to be between 4 to 5 days from the time the client is interviewed to the time the report is delivered to the PO. This potential is determined by the amount of additional time needed for collateral contact interviews, and the expected decrease in report transmission time through by placing the reports directly in the client's computer file.

# Hearings

Diagnostic Center  
Community Corrections

---

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
Parole Revocations	880	770	770	

### 3. Definition:

The key result is calculated by tracking the number of parole and post-prison revocation recommendations made by the Hearings unit which are adopted by the State Board of Parole and Post-Prison Supervision.

### 4. Source:

The data is available both from records kept by the Hearings unit and from Quarterly MIS reports from the Oregon Board of Parole and Post-Prison Supervision.

### 5. Demonstrates:

The measure demonstrates the effectiveness of community based sanctions, interventions and supervision for behavioral changes with a population of parolees.

### 6. Baseline:

The minimum level of performance by the Hearings unit would be a continuation of past parole revocation patterns.

### 7. Potential:

The achievement of the benchmark goals established for Parole & Post-Prison revocations represents not only that the Hearings unit has achieved its goal but also that structured intermediate sanctions established by the Department are utilized and effective in changing offender behavior.

# Hearings

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
Probation Revocations	894	613	613	

### 3. Definition:

The key result is calculated by tracking the number of probation revocation recommendations made by Probation Officers which are adopted by the judges to whom recommendations are made.

### 4. Source:

The data is available both from records kept by the Hearings unit and from Quarterly MIS reports from the Oregon Board of Parole and Post-Prison Supervision.

### 5. Demonstrates:

The measure demonstrates the effectiveness of community based sanctions, interventions and supervision for behavioral changes with a population of probationers.

### 6. Baseline:

The minimum level of performance by the Hearings unit would be a continuation of past probation revocation patterns.

### 7. Potential:

The achievement of the benchmark goals established for Probation revocations represents not only that the Hearings unit has achieved its goal but also that structured intermediate sanctions established by the Department are utilized and effective in changing offender behavior.

# Pretrial Services

Diagnostic  
Community Corrections

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
---------------------	-------------------	--------------------	----------------------	----------------------

Increase Timeliness and  
Efficiency of  
Intake Interviews

### 3. Definition:

The Pretrial Release Intake unit interviews 100% of all eligible in-custody defendants prior to their initial court appearance. This endeavor has been accomplished by the utilization of financial resources that have been provided by Multnomah County along with the existing funding of the Oregon Judicial Department.

Intake interviews must occur before releases of defendants in criminal cases can take place. When interviews are delayed it can result in the release of other offenders to avoid exceeding the jail population cap.

### 4. Source:

The information needed to monitor this key result will come from records kept by the Pretrial Services Unit.

### 5. Demonstrates:

The effectiveness and efficiency of the intake function is shown by how soon after defendants are available for interviews those individuals are seen by intake staff

### 6. Baseline:

The experience of this unit over the past several years indicates that approximately 60% of in-custody defendants will be interviewed within 1 hour of booking; 20% will be interviewed within 3 hours; and 19% will be interviewed within 6 hours of booking.

### 7. Potential:

A level of performance that could be achieved by this unit would be to conduct 99% of interviews within 5 hours.

BD 20

# Pretrial Services

Diagnostic  
Community Corrections

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
Percent Successful Case Closures	85%			

### **3. Definition:**

The Pretrial Release Supervision Program [PRSP] has maintained a successful case closure rate of 85% for the past several years.

A successful case closure occurs when an individual in PRSP is notified of all court obligations and court dates within 36 hours of being scheduled and the court is notified by PRSP within four hours of learning of any serious violation of release conditions.

### **4. Source:**

The data which will allow monitoring of this key result will come from records kept by the Pretrial Services unit.

### **5. Demonstrates:**

The success of PRSP lies in its ability to monitor the activities of defendants supervised by the unit to assure compliance with release conditions and fulfillment of any court obligations and court appearance requirements. Success of PRSP further demonstrates the appropriateness of releases made and recommended by the Intake unit.

### **6. Baseline:**

The successful closure of 85% of PRSP cases has been achieved after years of work with the staff of the unit to develop procedures that make it possible to monitor defendants in the community and assure their performance of court requirements.

### **7. Potential:**

Continue to perform at a success rate of 85% working with a difficult population of defendants accused of a wide range of criminal acts.

BD 20

# Substance Abuse Services

---

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
Successful completions: outpatient treatment (number and percentage)	161/48%		180/55%	180/55%

### 3. Definition:

For all of our outpatient treatment programs (combined), the number of successful completion is the sum of the clients who met most of their treatment objectives and were crime and drug free for a specified period prior to their graduation. The percentage of successful completions is determined by the following equation:

$$\text{Sum of successful completions} / \text{sum of positive plus sum of negative terminations} \times 100 = \text{Percent Successful}$$

### 4. Source:

The performance of each client who enters one of our contract programs is tracked on a database.

### 5. Demonstrates:

A client who successfully completes a drug treatment program has met significant treatment objectives, avoided new criminal activity, and maintained abstinence.

### 6. Baseline:

Successful completions in 1992-93 (48%) decreased from 1990-92 (54%) and 1992-93 (64%). Averaging the data from three years produces a baseline expectation of 55%.

### 7. Potential:

Experience indicates that the maximum expectation for the successful completion rate is 70%.

# Mental Health Services

---

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Successful completion of sex offender treatment (number and percentage)	2/67%		8/50%	17/60%

### 3. Definition:

Across our sex offender treatment programs, the number of successful completions is the sum of the clients who met most of the objectives in their treatment plans. The percentage of successful completions is determined by the following equation:

$\text{Sum of successful completions} / \text{sum of positive plus sum of negative terminations} \times 100 = \text{Percent Successful}$

### 4. Source:

The performance of each client who enters one of our contract programs is tracked on a database.

### 5. Demonstrates:

A client who successfully completes a sex offender treatment program has met significant treatment objectives related to behavior modification and relapse prevention.

### 6. Baseline:

In 1992-93, we had one sex offender treatment program with a capacity to serve 11 clients per year. It is a long term program. Two of the 3 terminations were successful. In 1993-94, we added another treatment program which increased our treatment capacity to 29 clients per year. We expect about 16 clients to terminate in 1993-94 with about half of them successfully completing their programs. Another 13 clients will continue in treatment into 1994-95.

### 7. Potential:

Experience indicates that a maximum expectation for a successful completion rate is 70%.

# Housing Services

---

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Successful completion of Parole Transition housing (number/percent)	250/54%	261/55%	261/55%	275/58%

### 3. Definition:

Across our Parole Transition housing programs, the number of successful completions is the sum of the clients who completed 30 days of housing and/or graduated with an adequate housing plan. The percentage of successful completions is determined by the following equation:

Sum of successful completions / sum of positive plus sum of negative terminations x 100 = Percent Successful

### 4. Source:

The performance of each client who enters one of our contract programs is tracked on a database.

### 5. Demonstrates:

The transition from prison to community is difficult for most offenders, particularly those with few resources and a lack of family or community support. Completion of a transitional housing program indicates that the client has been able to attain a degree of stability in the community.

### 6. Baseline:

The successful completion rate was 48% in 1991-92, the first year of the Parole Transition Program, and 54% in 1992-93. We expect the rate to increase moderately over the next two years.

### 7. Potential:

Experience indicates that the maximum expectation for a successful completion rate is 70%.

# Women's Service

Community Corrections

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Percent of program participants having positive birth outcomes.	40%	40%	45%	45%

### 3. Definition:

The following outcome data will be used to determine positive birth outcomes: number of prenatal care visits, length of gestation, weight of baby, HIV status at birth, and reduced use of illegal drugs and alcohol during pregnancy.

### 4. Source:

Results from vital statistics, Multnomah County Health records and drug testing (urinalysis).

### 5. Demonstrates:

An integrative approach and collaborative case management, treatment and health care services provided by the Department of Community Corrections, and Department of Health (Field, Corrections and Alcohol and Drug) can positively affect birth outcomes of pregnant, drug addicted, female offenders.

Linked to the following Benchmarks:

Urgent Benchmark of Drug Free Babies

Healthy Babies and Toddlers Benchmarks 10, 11, 12, 13.

### 6. Baseline:

During 1990 it was estimated that 11% of Oregon women used illicit drugs during pregnancy. Over 90% of women incarcerated in Multnomah County jail have drug abuse histories. ADAPT participants are usually identified in the jail.

Between 1989-1993, over 60% of ADAPT participants received their first prenatal care in the jail. During this same time period, women who received the most intensive services from ADAPT had birth weights of 3399 grams. Those women who were participants for only a short time and failed to engage totally had birth weights of 3062 grams. This is a statistically significant difference.

### 7. Potential:

A maximum of 100 pregnant women will receive integrated care from a primary team of professionals including Corrections Case Managers, Field and Corrections Health Care Providers and Drug and Alcohol Intervention and Treatment.

Although all participants may not meet "our definition" of positive birth outcomes, these participants may received other valuable services that are life-supporting through the ADAPT program. (housing, criminal-free living, reduced drug use, health care services) etc.

# Women's Service

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Percentage of participants reducing drug and alcohol use during involvement with ADAPT and/or WTS case management services. Decreased drug and alcohol use.	70%	70%	75%	75%

**3. Definition:**

The length of time living drug-free will increase. This applies to female offenders receiving intensive case management and supportive services through WTS or the ADAPT program.

**4. Source:**

Drug and Alcohol Assessments.  
Random urinalysis.  
Self-Report.  
Treatment Providers reports.  
Staff judgement.  
Number of women accessing drug and alcohol treatment.

**5. Demonstrates:**

Effective use of case management strategies, and collaboration with other agencies and organizations will positively affect female offenders and decrease their use of alcohol and drugs. This decrease in use will affect other parts of their lives (reduce incidence of new crimes, stable housing, employment, relationships, involvement with CSD etc).

**6. Baseline:**

Currently, 92% of WTS and ADAPT participants are addicted to drugs and/or alcohol. Most women began use at age 12.

National Institute of Justice/Drug Use Forecasting Program (1991) indicates that 68% of women arrested tested positive for drug use.

**7. Potential:**

Potentially, 75% of women enrolled in case management services will reduce their drug use during participation.

# Women's Service

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Number of families who will increase the length of time between periods of homelessness.	5	6	7	10

### 3. Definition:

Assisted and structured living environments will increase the likelihood of female offenders and their children maintaining a stable housing environment free of illegal drugs and criminality.

### 4. Source:

Housing histories by self-report and from both previous landlords and the Housing Authority of Portland.

Number of incident reports in housing units.

Number of group and individual appointments kept with case managers.

Number of new crimes during housing experience.

Number of positive drug tests while living in transitional housing.

Number of women living in assisted housing that have no new allegations of child abuse or neglect.

Enrollment in academic or trade school, or securing permanent employment.

### 5. Demonstrates:

Effective use of transitional and assisted housing. Correlates with Housing Benchmark Number 37.

### 6. Baseline:

During the past two years, over 95% of new WTS or ADAPT participants were either homeless at some time during the last year or lived in an environment non-supportive of drug and criminal free living. 100% of participants exist with incomes below poverty level.

Currently, in Oregon, 53,000 people were homeless at some time in 1992. (OR Benchmarks)

Retrospective chart reviews, will determine the number of families living in assisted housing who moved to independent, long-term housing units.

### 7. Potential:

Eleven women and their 22 children will live in a crime and drug free environment. Life skills and individual case management and treatment will assist these women in moving to permanent housing within one year of their acceptance into transitional housing.

# Marriage & Family Services

---

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
Number of families in DCC marriage counseling.	192	150	200	200

### 3. Definition:

Families seen involving short term marriage counseling to restore the marriage.

### 4. Source:

Monthly statistics collected by Family Court Services and petitions for conciliation collected by the Multnomah County Circuit Court.

### 5. Demonstrates:

Effective use of short term marriage counseling results in a reconciliation of 35 % of the families seen, avoiding unnecessary divorce and family disruption.

### 6. Baseline:

No baseline established. Staffing to filing ratios show the following: Los Angeles with 26 FTE mediators, mediated 8,006 families. Multnomah County counselors mediated and equivalent ratio, but also provided evaluations for 552 families. LA County has 13 evaluators who perform 950 evaluations per year. The total staffing to caseload level is 275 in Los Angeles and 438 in Multnomah County. Our service needs at least two more positions to achieve a more reasonable staffing to filing ratio.

### 7. Potential:

This service is already working far beyond its potential.

# Marriage & Family Services

---

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Number of Custody Evaluations	558	600	500	500

### 3. Definition:

Families seen involving evaluation sessions between parents, grandparents and other interested relatives to recommend custody and visitation plans and to resolve custody and/or visitation disputes regarding children in divorce or filiation proceedings.

### 4. Source:

Monthly statistics collected by Family Court Services and petitions for mediation collected by the Multnomah County Circuit Court.

### 5. Demonstrates:

Effective use of child custody and visitation evaluations to resolve custody disputes. Less than 2% of filings proceed to trial.

### 6. Baseline:

No baseline established. Staffing to filing ratios show the following: Los Angeles with 26 FTE mediators, mediated 8,006 families. Multnomah County counselors mediated and equivalent ratio, but also provided evaluations for 552 families. LA County has 13 evaluators who perform 950 evaluations per year. The total staffing to caseload level is 275 in Los Angeles and 438 in Multnomah County. Our service needs at least two more positions to achieve a more reasonable staffing to filing ratio.

### 7. Potential:

This service is already working far beyond its potential. A slight drop in evaluations completed may be experienced as a result of the imposition of a \$150 case opening fee.

# Marriage & Family Services

---

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
Number of family mediation sessions.	1442	1500	1500	1600

**3. Definition:**

Families seen involving mediation sessions between parents, grandparents and other interested relatives to resolve conflicts over custody and/or visitation with children in divorce or filiation proceedings.

**4. Source:**

Monthly statistics collected by Family Court Services and petitions for mediation collected by the Multnomah County Circuit Court.

**5. Demonstrates:**

Effective use of mediation to resolve custody disputes. Less than 2% of filings proceed to trial.

**6. Baseline:**

No baseline established. Staffing to filing ratios show the following: Los Angeles with 26 FTE mediators, mediated 8,006 families. Multnomah County counselors mediated and equivalent ratio, but also provided evaluations for 552 families. LA County has 13 evaluators who perform 950 evaluations per year. The total staffing to caseload level is 275 in Los Angeles and 438 in Multnomah County. Our service needs at least two more positions to achieve a more reasonable staffing to filing ratio.

**7. Potential:**

This service is already working far beyond its potential.

# Parole Transition Project

---

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
--	-------------------	--------------------	----------------------	----------------------

1. Key Result name:

Parole Officer satisfaction.

**3. Definition:**

A random survey of parole officers receiving Parole Transition Program clients would assess services on a 1-10 scale with particular attention to the following areas:

- A. Appropriateness of transitional services provided;
- B. Timeliness of transitional services provided;
- C. Case file organization; and,
- D. Timeliness of case transfer.

**4. Source:**

The source of data would be a combination of subjective and objective reports by surveyed parole officers. The survey would be conducted at six monthly intervals, in January and July.

**5. Demonstrates:**

This measure is intended to demonstrate the quality, timeliness, and appropriateness of the product to gaining parole officers in the provision of ongoing supervision of offenders.

**6. Baseline:**

The minimum acceptable performance level of the areas identified above would be an average of .85 of the surveyed parole officers. This baseline standard in an informed judgement.

**7. Potential:**

The maximum possible performance value which could be achieved would be approximately 95%. This number is determined because there will always be unhappy consumers no matter what the product is. I expect this number to be small. The malcontent factor is derived from similar agency surveys.

# Parole Transition Project

Client Support & Treatment Services  
Community Corrections

---

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Projected</b>
<b>1. Key Result name:</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1993-94</b>	<b>1994-95</b>

Those eligible for service as a percent of those who received service.

### **3. Definition:**

A comparison of State of Oregon Department of Corrections records at the Columbia River Correctional Institution and Multnomah County Department of Community Corrections data to determine offender eligibility as opposed to who actually received services would be performed.

### **4. Source:**

The source of data would be completely objective. The comparison would be conducted at six month intervals, in January and July.

### **5. Demonstrates:**

The measure is intended to demonstrate the comprehensiveness of the provision of services to the potential offender population.

### **6. Baseline:**

The minimum acceptable performance level of the services being provided to eligible offenders is 95%. There will be some offenders who will declare their eligibility for services with little or no opportunity for the program to respond. This baseline standard is an informed judgement.

### **7. Potential:**

The maximum possible performance of service coverage to eligible inmates is 98%.

Client Support & Treatment Services  
Community Corrections

# Education & Vocational Services

---

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
No. of Clients Served	0	150	150	200

**3. Definition:**

Persons will be "served" if they receive a minimum of 60 hours of instruction.

**4. Source:**

The center's management system records the names of clients and the time each spends at the center.

**5. Demonstrates:**

This demonstrates the center's ability to identify offenders who have literacy deficits, recruit, and retain them in the program. It is also an indicator of the center's ability to work with and accommodate residential/custodial programs both within and outside of the department.

**6. Baseline:**

The center began serving its first clients on September 9, 1993. The baseline is zero.

**7. Potential:**

We see a potential to serve 200 clients in the 1994-95 fiscal year.

Client Support & Treatment Services  
Community Corrections

# Education & Vocational Services

---

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
---------------------	-------------------	--------------------	----------------------	----------------------

Percentage of caseload served.

3. Definition:

4. Source:

5. Demonstrates:

6. Baseline:

7. Potential:

Client Support & Treatment Services  
Community Corrections

# Education & Vocational Services

---

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
---------------------	-------------------	--------------------	----------------------	----------------------

Percent of those advancing one reading level with 60 hours of instruction.	NA	65%	65%	65%
--	----	-----	-----	-----

**3. Definition:**

65% of the number served will advance one level in reading with 60 hours of instruction. Reading levels are assessed using the BASIS/CASAS System: Level A, <200 = pre-employable; Level B, 200-214, pre-employable; Level C, 215-230, nearly employable; Level D, 231-235, employable and pre-GED; GED Level, 236 and above.

**4. Source:**

All clients entering the program are assessed using the BASIS test. Growth will be measured using the companion CASAS tests.

**5. Demonstrates:**

The tests, used by Oregon community colleges, the Oregon Department of Corrections, Job Training and Partnership Act (JTPA) programs and Adult and Family Services (AFS) programs, demonstrate improvement in functional literacy and life skills.

**6. Baseline:**

Persons qualify for the program by scoring below 235 on the BASIS test in either reading or math, i.e., 100% entering the program will be functioning below a GED level.

**7. Potential:**

This year 98 probationers and parolees (150 x 65%) will show significant improvement in their reading and/or math skills. Next year (1994-95) we expect that number to increase to 130.

**Education & Vocational Services**

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
Percent of those advancing one math level with 60 hours of instruction.	NA	65%	—	65%

**3. Definition:**

65% of the number served will advance one level in math with 60 hours of instruction. Math levels are assessed using the BASIS/CASAS System: Level A, <200 = pre-employable; Level B, 200-214, pre-employable; Level C, 215-230, nearly employable; Level D, 231-235, employable and pre-GED; GED Level, 236 and above.

**4. Source:**

All clients entering the program are assessed using the BASIS test. Growth will be measured using the companion CASAS tests.

**5. Demonstrates:**

The tests, used by Oregon community colleges, the Oregon Department of Corrections, JTPA and AFS, demonstrate improvement in functional literacy and life skills.

**6. Baseline:**

Persons qualify for the program by scoring below 235 on the BASIS test in either reading or math, i.e., 100% entering the program will be functioning below a GED level.

**7. Potential:**

This year 98 probationers and parolees (150 x 65%) will show significant improvement in their math and/or reading skills. Next year (1994-95) we expect that number to increase to 130.

# Alternative Community Services

Sanction Programs  
Community Corrections

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
Number of custody units custody units used by probation/parole violators.	85	n/a	200	300

### 3. Definition:

The actual number of custody units sanctioned by probation and parole officers for probation and parole violations.

### 4. Source:

Referral forms completed by the Probation/Parole Officer received in this office reporting the sanction of an offender to a specific number of custody units of community service.

### 5. Demonstrates:

The number of custody units saved by utilizing ACS as an intermediate sanction, including the number of jail bed days saved with ACS as a sanction.

### 6. Baseline:

85 custody units in FY 92/93

### 7. Potential:

300 custody units (300 jail bed days). Additional work crews and staff members would ensure seven day a week availability and scheduling capability for this sanction.

# Alternative Community Services

Sanction Programs  
Community Corrections

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Number of community service community service hours imposed by the courts.	296,677	n/a	300,000	300,000

### 3. Definition:

The actual number of community service hours ordered by the courts utilizing the structured sanction model.

### 4. Source:

Court documents imposing Alternative Community Service hours as a sanction and appointment records reporting a formal referral and a scheduled intake appointment.

### 5. Demonstrates:

The number of jail bed days which are saved by sanctioning with community service hours versus jail (1 jail bed day = 24 hours ACS). 300,000 ACS hours = 12,500 jail bed days.

### 6. Baseline:

239,000 hours FY 91/92

### 7. Potential:

350,000 hours if there were limited sanction options for the courts and the ACS office had additional staff to process referrals making this a more timely sanction.

# Alternative Community Services

Sanction Programs  
Community Corrections

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
---------------------	-------------------	--------------------	----------------------	----------------------

Percentage of community service hours completed.

3. Definition:

4. Source:

5. Demonstrates:

6. Baseline:

7. Potential:

BD 33

# Alternative Community Services

Sanction Programs  
Community Corrections

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
Number of volunteer hours volunteer hours provided to clients.	109,973	120,000	120,000	130,000

### 3. Definition:

The actual number of hours performed by ACS volunteers in public and non profit agencies.

### 4. Source:

The hours are maintained by agency personnel on timecards.

### 5. Demonstrates:

The number of volunteer hours provided to the community, including the dollars saved utilizing volunteer labor.

### 6. Baseline:

103,799. This is the number of hours provided to the community in FY 90-91.

### 7. Potential:

130,000 hours X \$4.65 minimum wage. \$604,500 savings in labor costs to the non profit and public community agencies. This number of hours could be provided to the community if:

- A. there were no inclement weather cancellations;
- B. there were sufficient employee hours available for interviewing and placing clients (staff members on medical leave and staff training limit the interview hours available to place clients).

# Day Reporting Center

Sanction Programs  
Community Corrections

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Projected</b>
<b>1. Key Result name:</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1993-94</b>	<b>1994-95</b>

Percent of clients testing positive for drug use.

### 3. Definition:

Alcohol and other drug use will decrease for those clients actively participating in the Day Reporting Center's treatment component. All DRC participants will receive a complete A&D evaluation. On-site treatment services will be provided and each participant will participate in random urine analysis.

### 4. Source:

The source of data used in the measure will be negative drug screen results provided by the DCC. Data will be available within 24 hours of each drug test.

### 5. Demonstrates:

The measure is intended to show that immediate access to evaluation, treatment and testing will decrease drug use in program participants.

### 6. Baseline:

The A&D treatment component will reduce drug use in those offenders participating in the DRC by 35%. This level was determined by industry standards that show 50-67% do not successfully complete the program. Of those, failed drug tests account for 75% of the reasons for failure.

### 7. Potential:

Potentially the A&D treatment component could reduce alcohol and drug use by 50% for those offenders participating in the Day Reporting Center. This information is based on industry standards that show one-half of offenders completing DRC programs that utilize drug evaluation, treatment and testing as a component. They also use clean drug screens as one of the measures of success.

BD 35

# Day Reporting Center

Sanction Programs  
Community Corrections

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
--	-------------------	--------------------	----------------------	----------------------

1. Key Result name: Percent of clients whose parole or probation is revoked due to criminal conviction.

### 3. Definition:

Revocation reduction will be calculated by multiplying the number of persons entering the DRC times the percentage of these people who were diverted from prison. There are two possible ways to measure number of days that these people would have spent in prison:

- A. release dates set under parole guidelines or determinate sentencing laws; or
- B. analyze data on jail or prison returnees who fit DRC eligibility criteria in the period immediately before the DRC is implemented.

### 4. Source:

First source of data: actual number of clients entering the DRC (DCC) gathered by enrollment forms at DRC. Second source of data: number of those that could be referred by parole hearings officers if eligible gathered by referrals from parole and probation hearings officers (DCC). Third source of data will be release dates set under current parole revocation guidelines gathered by referral forms provided to the DRC by parole hearings officers (DCC).

### 5. Demonstrates:

The measure is intended to show that community based sanctions are one possible means of reducing revocations to prison following technical violations of parole/probation conditions.

### 6. Baseline:

The DRC will reduce revocations of DRC-eligible offenders by 30% by sanctioning offenders to the DRC that would otherwise be returned to prison. This percentage was determined by potential annual operating capacity, (300) length of stay in the day reporting center, (30-90 days) and historical averages of those successfully completing DRC programs (one-half to one-third).

### 7. Potential:

Potentially the DRC could successfully divert 50% of revocations per year for those DRC-eligible offenders based on program capacity and industry standards.

BD 35

# Probation/Parole Violation Ctr

Sanction Programs  
Community Corrections

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Number of Offenders Sanctioned to the Center	N/A	N/A	1,500	3,000

### 3. Definition:

The number of Probation/Parole offenders sentenced to the Probation/Parole Violation Center as a consequence for a serious violation of probation/parole conditions. Offenders sentenced to the Center should be offenders who would previously have been sentenced to prison or local jail.

### 4. Source:

Data will be collected from intake and exit information at the Center.

### 5. Demonstrates:

Demonstrates the use of structured sanctions as an alternative to local jail or state prison incarceration.

### 6. Baseline:

Development of the Center is proceeding. The projected number of beds is 85 times 365 days in a year divided by the average number of days each offender will spend in the Center estimated at 10 days.

### 7. Potential:

BD 36

# Probation/Parole Violation Ctr

Sanction Programs  
Community Corrections

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
---------------------	-------------------	--------------------	----------------------	----------------------

Percent of program clients  
sentenced to jail or prison within  
6 months of program completion.

### 3. Definition:

Number of offenders sentenced to prison and/or local jail in the six months following the completion of their sanction in the Probation/Parole Violation Center.

### 4. Source:

ISIS MIS System, State Department of Corrections records.

### 5. Demonstrates:

A decrease in criminal activity and violations of conditions of probation by offenders who complete a sanction at the Center.

### 6. Baseline:

Comparative sample of offenders currently sanctioned to prison and/or local jail who would be eligible for sanction in the Center.

### 7. Potential:

N/A

BD 36

# Community Service Forest Project

Sanction Programs  
Community Corrections

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
Percent of program completion.	58%	69%	69%	74%

### **3. Definition:**

Clients must meet program requirements including highly structured training on life and work skills. Life skills include meal preparation and cleanup, personal care and hygiene, cognitive awareness, employment readiness and education taught in evening classes. Work skills are taught daily on the job. Reduced drug and alcohol use is monitored through urinalysis and encouraged through education.

### **4. Source:**

The program maintains a data base, including demographic information, on clients who have successfully completed the program.

### **5. Demonstrates:**

Clients who successfully complete the Forest Project have demonstrated an ability to function within the structure and expectations of what they might encounter in the workplace and in their community.

### **6. Baseline:**

Program performance over the past three years indicates an average successful completion rate of 67%.

### **7. Potential:**

Our expectation of the program since it's inception is that maximum successful completion rate is a 75% attainable goal considering the offender population.

BD 37

# Volunteer/Student Intern Prog

---

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Projected</b>
<b>1. Key Result name:</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1993-94</b>	<b>1994-95</b>

Increase supervision of and service to offenders.

### 3. Definition:

Supervision and service will be increased by recruiting, training, and placing citizen volunteers and student interns in Departmental work units to support and enhance activities of employed staff and augment on-going work unit activities. The measure will be the number of hours contributed by volunteers and students by work unit.

### 4. Source:

A log or personal computer database will be used to collect and collate hours of work contributed by volunteers and students.

### 5. Demonstrates:

Collaboration with citizens and educational institutions in providing access to Community Corrections programs. Effective use of resources by actively recruiting and using personnel that do not require direct compensation.

### 6. Baseline:

There is no baseline. No program currently exists.

### 7. Potential:

This program will become the primary access point for community residents interested in volunteering and enhancing their knowledge. Significant improvements in service delivery have been achieved by other organizations through the use of volunteers and students. The training and orientation components of this program may be expanded to be available to any interested person.

# Volunteer/Student Intern Prog

Sanction Programs  
Community Corrections

	Actual	Adopted	Estimated	Projected
1. Key Result name:	1992-93	1993-94	1993-94	1994-95

Recruit 100 volunteers/students.

### 3. Definition:

A Volunteer/Student intern program actively recruits, trains, orients, and assigns community members with an interest in community service and community corrections. The measures to evaluate this program will be the creation of policies, procedures and training plans designed to support and facilitate the program and the number and type of volunteers and students successfully recruited and placed in work units.

### 4. Source:

Pertinent documents and training plans will be distributed to all interested persons and available for review. The number and type of participants will be monitored and reported via written logs or personal computer database.

### 5. Demonstrates:

Oregon Benchmarks goals to enhance a sense of community through Volunteerism and the broad Benchmarks goal to forge partnerships for human investment. Departmental goals to maximize supervision of and service to offenders.

### 6. Baseline:

There is no baseline. No program currently exists.

### 7. Potential:

The full potential of this program will be clarified as it is developed. An optimum potential would be to allow access to, train, and place all persons interested in supporting Community Corrections activities and to use this human resource in all areas of operations not prohibited by labor contract or statute.

BD 39

# Diversion & Deferred Sentencing Program

Sanction Program  
Community Corrections

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Domestic Violence Program Completion	57%	60%	60%	70%
Domestic Violence Reduction in those completing the program	93%	93%	93%	96%

### 3. Definition:

Divide the number of those entered into the program by the number of those who completed the 6 to 9 month program and had their case successfully dismissed (i.e. deferred). Divide the number of not arrested for new violence by the number who completed the program.

### 4. Source:

- A. Program success obtained from program intake records and from program closing summary data.
- B. Violence reduction obtained from program closing summary records and from the District Attorney's office and the Portland Police Data System records.

### 5. Demonstrates:

The measures show the yearly increase in the percentage of program completions and in the yearly percentage decrease in the incidents of domestic violence committed by those who have completed the program.

### 6. Baseline:

Historically probation has had a baseline of approximately 60% success rate. The Domestic Violence program, being a diversion alternative, expects a baseline success rate of 60% for completion of the program, and a baseline for Violence Reduction of 90%.

### 7. Potential:

The program should be able to have a program success rate of 75% and a Violence Reduction rate of 95% for those completing the program.

# West District

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
---------------------	-------------------	--------------------	----------------------	----------------------

Percent of clients using  
automated behavior monitoring

### 3. Definition:

More cost effective use of computer hardware and telephone technology to monitor the self-reported activities of offenders who present the least degree of risk to community safety.

### 4. Source:

- A. Assistance from B.I. Corporation in cooperation with AT&T.
- B. ISIS system will be programmed to automate this measure for the future.

### 5. Demonstrates:

- A. Proper use of offender classification instrument to identify and monitor the behavior of limited risk offenders via cost effective casework strategies.
- B. Enables us to focus more costly and traditional supervision strategies on high and medium risk offenders who pose the greater threat to public safety.

### 6. Baseline:

MIS/Offender Profile system will reflect on an ongoing basis the number of offenders we are supervising in traditional casebanks.

### 7. Potential:

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
--	-------------------	--------------------	----------------------	----------------------

1. Key Result name: Client mean time between incidents.

3. Definition:

The length of time defined by days probation/parole offenders under supervision are living in the community crime free.

4. Source:

- A. A sample of Parole and Probation cases tracking length of time between criminal incidents as reported by police reports and LEDS (Law Enforcement Data System).
- B. Sample will be divided by Parole/Probation high/medium/low/limited supervision level, ethnicity, race and gender.
- C. ISIS/MIS system will be programmed to automate this measure for the future.

5. Demonstrates:

- A. Effective use of supervision strategies, sanctions, treatment/services to positively change behavior. This measure is correlated with State Department of Corrections measure Benchmarks, and the Future Focus Benchmarks on Public Safety.
- B. Start Department performance measurement relating to revocations.

6. Baseline:

- A. Revocation rates. This would be lower than criminal behavior.
- B. Partly based upon Parole Transition Program Statistics and Intensive Supervision Statistics which are subsets of the total population, and estimates of criminal incidents in the total population.
- C. If resources allow, the Department may collect a sample of the total population during November 1993.

7. Potential:

# West District

Integrated Service District  
Community Corrections

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
--	-------------------	--------------------	----------------------	----------------------

**1. Key Result name:**

Percentage of reported violations that do not result in incarceration in a state facility.

**3. Definition:**

Percentage of reported violations that do not result in incarceration in a state facility.

**4. Source:**

- A. Sanction violation reports completed by Probation Officers, Supervisors, and Hearings Officers.
- B. Reports from State Department of Corrections.
- C. Prison Admissions Reports.

**5. Demonstrates:**

- A. The Department's commitment to make every effort to modify offender behavior prior to long-term incarceration.
- B. The Department's commitment to meet the State Department of Corrections Benchmarks for revocations to prison.
- C. The understanding that prison alone does not change offender behavior. Offenders' connections to the community are essential for positive behavior change and maintaining families.

**6. Baseline:**

Parole Statistics reporting current use of Intermediate Sanctions, Parole Revocation Statistics, and Probation Revocation Statistics, as maintained by State Department of Corrections.

**7. Potential:**

BD 45

# West District

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
----------------------------	---------------------------	----------------------------	------------------------------	------------------------------

Percent of Positive Case Closures

**3. Definition:**

Percentage of positive case closures by risk as established by initial risk assessment.

**4. Source:**

AS400 (computerized network)

**5. Demonstrates:**

- A. The measure is an indicator of the effectiveness of community supervision and community sanctions/services.
- B. Demonstrates effectiveness of community supervision and community sanctions/services by risk category, ethnicity, and gender.

**6. Baseline:**

Current Multnomah County and State Department of Corrections statistics.

**7. Potential:**

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
----------------------------	---------------------------	----------------------------	------------------------------	------------------------------

Early intervention with gang members.

**3. Definition:**

Two Parole/Probation officers working with gang cases only.

**4. Source:**

Initial sampling of cases to determine those in gangs or associated with gang members, and follow sampling on an on-going basis.

**5. Demonstrates:**

Effective use of supervision, sanctions and treatment strategies to more closely monitor, and respond to needs to positively change behavior.

**6. Baseline:**

A. Over the last three years we have seen a constant climb in the gang activity, including those under our supervision. By focusing on this group and intervening early, we hope to make a difference in the reporting of shootings and killings in Multnomah County.

**7. Potential:**

Since there is an increase in gang activity involving shooting and killings in recent years, especially involving offenders under our supervision, we can impact the lives of this specially targeted group in a positive way to change behavior. Our hope is not only to stop the drive-by shootings, and other related crimes, but to modify the lifestyles of these offenders.

# Southeast District

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Projected</b>
<b>1. Key Result name:</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1993-94</b>	<b>1994-95</b>

Early intervention with female offenders.

### 3. Definition:

One Parole/Probation officer working with female cases only.

### 4. Source:

A sampling of cases to determine whether positive changes have occurred in behavior over a period of time; also review of data reported by treatment providers and police reporting, to include LEDS (Law Enforcement Data System).

### 5. Demonstrates:

- A. Effective use of supervision, sanctions and treatment strategies to more closely monitor, and respond to needs to positively change behavior.
- B. Responding to female needs in a timely way to intervene and change their lifestyles to modify unacceptable behavior, that leads to criminal acts.

### 6. Baseline:

- A. Over the last five years we have seen a continual climb in the revocation rate due to technical and new crime violations. Our plan is to lower this revocation rate through early intervention with women. A sampling of these two populations will provide information to show a change in the trend.
- B. Review of the number of incidents over a specified period of time of these populations, in comparison to past history.

### 7. Potential:

Since there is an increase in female offenders being involved in more criminal activity in recent years, especially involving women under our supervision, we can impact the lives of this specially targeted group in a positive way to change behavior. This will improve livability for the community and aid these women in becoming law abiding citizens of the community.

# Southeast District

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
----------------------------	---------------------------	----------------------------	------------------------------	------------------------------

Client mean time between criminal incidents.

### 3. Definition:

The length of time defined by days probation/parole offenders under supervision are living in the community crime free.

### 4. Source:

- A. A sample of Parole and Probation cases tracking length of time between criminal incidents as reported by police reports and LEDS (Law Enforcement Data System).
- B. Sample will be divided by Parole/Probation high/medium/low/limited supervision level, ethnicity, race and gender.
- C. ISIS/MIS system will be programmed to automate this measure for the future.

### 5. Demonstrates:

- A. Effective use of supervision strategies, sanctions, treatment/services to positively change behavior. This measure is correlated with State Department of Corrections measure Benchmarks, and the Future Focus Benchmarks on Public Safety.
- B. Start Department performance measurement relating to revocations.

### 6. Baseline:

- A. Revocation rates. This would be lower than criminal behavior.
- B. Partly based upon Parole Transition Program Statistics and Intensive Supervision Statistics which are subsets of the total population, and estimates of criminal incidents in the total population.
- C. If resources allow, the Department may collect a sample of the total population during November 1993.

### 7. Potential:

# Southeast District

Integrated Service Districts  
Community Corrections

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Projected</b>
<b>1. Key Result name:</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1993-94</b>	<b>1994-95</b>

Percentage of reported violations that do not result in incarceration in a state facility.

**3. Definition:**

Percentage of reported violations that do not result in incarceration in a state facility.

**4. Source:**

- A. Sanction violation reports completed by Probation Officers, Supervisors, and Hearings Officers.
- B. Reports from State Department of Corrections.
- C. Prison Admissions Reports.

**5. Demonstrates:**

- A. The Department's commitment to make every effort to modify offender behavior prior to long-term incarceration.
- B. The Department's commitment to meet the State Department of Corrections Benchmarks for revocations to prison.
- C. The understanding that prison alone does not change offender behavior. Offenders' connections to the community are essential for positive behavior change and maintaining families.

**6. Baseline:**

Parole Statistics reporting current use of Intermediate Sanctions, Parole Revocation Statistics, and Probation Revocation Statistics, as maintained by State Department of Corrections.

**7. Potential:**

# Southeast District

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
--	-------------------	--------------------	----------------------	----------------------

Percent of Positive Case Closures

**3. Definition:**

Percentage of positive case closures by risk as established by initial risk assessment.

**4. Source:**

AS400 (computerized network)

**5. Demonstrates:**

- A. The measure is an indicator of the effectiveness of community supervision and community sanctions/services.
- B. Demonstrates effectiveness of community supervision and community sanctions/services by risk category, ethnicity, and gender.

**6. Baseline:**

Current Multnomah County and State Department of Corrections statistics.

**7. Potential:**

# Mid County District

Integrated Service Districts  
Community Corrections

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
Increased Neighborhood Understanding of Community Corrections	24	48		

### 3. Definition:

District Coordination Contacts include; District Coordination meetings, meetings with neighborhood groups and neighborhood leaders, meetings with leaders of agencies coordination with schools, and other organizations within Mid Multnomah County. These contacts do not include meetings or contacts that deal exclusively with specific client case management issues.

### 4. Source:

Data collected by District Manager from her schedule and as reported by District staff.

### 5. Demonstrates:

- A. Demonstrates services coordination within the Mid Multnomah County District.
- B. Demonstrates progress toward implementation of the Board of County Commissioners District services integration plan in Mid Multnomah County.

### 6. Baseline:

Number of contacts based upon estimate of contacts between District Manager and others between October 1993 and July 1, 1994.

### 7. Potential:

N/A

BD 47

# Mid County District

Integrated Service District  
Community Corrections

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
--	-------------------	--------------------	----------------------	----------------------

1. Key Result name: Client mean time between criminal incidents.

### 3. Definition:

The length of time defined by days probation/parole offenders under supervision are living in the community crime free.

### 4. Source:

- A. A sample of Parole and Probation cases tracking length of time between criminal incidents as reported by police reports and LEDS (Law Enforcement Data System).
- B. Sample will be divided by Parole/Probation high/medium/low/limited supervision level, ethnicity, race and gender.
- C. ISIS/MIS system will be programmed to automate this measure for the future.

### 5. Demonstrates:

- A. Effective use of supervision strategies, sanctions, treatment/services to positively change behavior. This measure is correlated with State Department of Corrections measure Benchmarks, and the Future Focus Benchmarks on Public Safety.
- B. Start Department performance measurement relating to revocations.

### 6. Baseline:

- A. Revocation rates. This would be lower than criminal behavior.
- B. Partly based upon Parole Transition Program Statistics and Intensive Supervision Statistics which are subsets of the total population, and estimates of criminal incidents in the total population.
- C. If resources allow, the Department may collect a sample of the total population during November 1993.

### 7. Potential:

BD 47

# Mid County District

Integrated Service District  
Community Corrections

---

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
---------------------	-------------------	--------------------	----------------------	----------------------

Percentage of reported violations that do not result in incarceration in a state facility.

**3. Definition:**

Percentage of reported violations that do not result in incarceration in a state facility.

**4. Source:**

- A. Sanction violation reports completed by Probation Officers, Supervisors, and Hearings Officers.
- B. Reports from State Department of Corrections.
- C. Prison Admissions Reports.

**5. Demonstrates:**

- A. The Department's commitment to make every effort to modify offender behavior prior to long-term incarceration.
- B. The Department's commitment to meet the State Department of Corrections Benchmarks for revocations to prison.
- C. The understanding that prison alone does not change offender behavior. Offenders' connections to the community are essential for positive behavior change and maintaining families.

**6. Baseline:**

Parole Statistics reporting current use of Intermediate Sanctions, Parole Revocation Statistics, and Probation Revocation Statistics, as maintained by State Department of Corrections.

**7. Potential:**

BD 47

# Mid County District

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
---------------------	-------------------	--------------------	----------------------	----------------------

Percent of Positive Case Closures

**3. Definition:**

Percentage of positive case closures by risk as established by initial risk assessment.

**4. Source:**

AS400 (computerized network)

**5. Demonstrates:**

- A. The measure is an indicator of the effectiveness of community supervision and community sanctions/services.
- B. Demonstrates effectiveness of community supervision and community sanctions/services by risk category, ethnicity, and gender.

**6. Baseline:**

Current Multnomah County and State Department of Corrections statistics.

**7. Potential:**

# Northeast District

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
----------------------------	---------------------------	----------------------------	------------------------------	------------------------------

Percent of positive case completions  
of African-American Parolees

**3. Definition:**

The number of program referrals successfully completed.

**4. Source:**

A. Evaluative data of the Afro-American Parole Transition Project. Program data from agencies contracting with Multnomah County Department of Community Corrections.

B. ISIS, MIS system will be programmed to automate this measure.

**5. Demonstrates:**

Effectiveness in targeting supervision strategies to meet the needs of, and make change in a highly recidivist population.

**6. Baseline:**

Program completion rates now. This includes failure to complete basic parole supervision program.

Parole Transition Project statistics and best professional estimate.

**7. Potential:**

# Northeast District

Integrated Service Districts  
Community Corrections

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
---------------------	-------------------	--------------------	----------------------	----------------------

Client mean time between criminal incidents.

### 3. Definition:

The length of time defined by days probation/parole offenders under supervision are living in the community crime free.

### 4. Source:

- A. A sample of Parole and Probation cases tracking length of time between criminal incidents as reported by police reports and LEDS (Law Enforcement Data System).
- B. Sample will be divided by Parole/Probation high/medium/low/limited supervision level, ethnicity, race and gender.
- C. ISIS/MIS system will be programmed to automate this measure for the future.

### 5. Demonstrates:

- A. Effective use of supervision strategies, sanctions, treatment/services to positively change behavior. This measure is correlated with State Department of Corrections measure Benchmarks, and the Future Focus Benchmarks on Public Safety.
- B. Start Department performance measurement relating to revocations.

### 6. Baseline:

- A. Revocation rates. This would be lower than criminal behavior.
- B. Partly based upon Parole Transition Program Statistics and Intensive Supervision Statistics which are subsets of the total population, and estimates of criminal incidents in the total population.
- C. If resources allow, the Department may collect a sample of the total population during November 1993.

### 7. Potential:

BD 48

# Northeast District

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
----------------------------	---------------------------	----------------------------	------------------------------	------------------------------

Percentage of reported violations that do not result in incarceration in a state facility.

**3. Definition:**

Percentage of reported violations that do not result in incarceration in a state facility.

**4. Source:**

- A. Sanction violation reports completed by Probation Officers, Supervisors, and Hearings Officers.
- B. Reports from State Department of Corrections.
- C. Prison Admissions Reports.

**5. Demonstrates:**

- A. The Department's commitment to make every effort to modify offender behavior prior to long-term incarceration.
- B. The Department's commitment to meet the State Department of Corrections Benchmarks for revocations to prison.
- C. The understanding that prison alone does not change offender behavior. Offenders' connections to the community are essential for positive behavior change and maintaining families.

**6. Baseline:**

Parole Statistics reporting current use of Intermediate Sanctions, Parole Revocation Statistics, and Probation Revocation Statistics, as maintained by State Department of Corrections.

**7. Potential:**

# Northeast District

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
----------------------------	---------------------------	----------------------------	------------------------------	------------------------------

Percent of Positive Case Closures

**3. Definition:**

Percentage of positive case closures by risk as established by initial risk assessment.

**4. Source:**

AS400 (computerized network)

**5. Demonstrates:**

A. The measure is an indicator of the effectiveness of community supervision and community sanctions/services.

B. Demonstrates effectiveness of community supervision and community sanctions/services by risk category, ethnicity, and gender.

**6. Baseline:**

Current Multnomah County and State Department of Corrections statistics.

**7. Potential:**

# North District

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Projected</b>
<b>1. Key Result name:</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1993-94</b>	<b>1994-95</b>

Client mean time between incidents.

### 3. Definition:

The length of time defined by days probation/parole offenders under supervision are living in the community crime free.

### 4. Source:

- A. A sample of Parole and Probation cases tracking length of time between criminal incidents as reported by police reports and LEADS (Law Enforcement Data System).
- B. Sample will be divided by Parole/Probation high/medium/low/limited supervision level, ethnicity, race and gender.
- C. ISIS/MIS system will be programmed to automate this measure for the future.

### 5. Demonstrates:

- A. Effective use of supervision strategies, sanctions, treatment/services to positively change behavior. This measure is correlated with State Department of Corrections measure Benchmarks, and the Future Focus Benchmarks on Public Safety.
- B. Start Department performance measurement relating to revocations.

### 6. Baseline:

- A. Revocation rates. This would be lower than criminal behavior.
- B. Partly based upon Parole Transition Program Statistics and Intensive Supervision Statistics which are subsets of the total population, and estimates of criminal incidents in the total population.
- C. If resources allow, the Department may collect a sample of the total population during November 1993.

### 7. Potential:

# North District

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Projected</b>
<b>1. Key Result name:</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1993-94</b>	<b>1994-95</b>

Percentage of reported violations that do not result in incarceration in a state facility.

**3. Definition:**

Percentage of reported violations that do not result in incarceration in a state facility.

**4. Source:**

- A. Sanction violation reports completed by Probation Officers, Supervisors, and Hearings Officers.
- B. Reports from State Department of Corrections.
- C. Prison Admissions Reports.

**5. Demonstrates:**

- A. The Department's commitment to make every effort to modify offender behavior prior to long-term incarceration.
- B. The Department's commitment to meet the State Department of Corrections Benchmarks for revocations to prison.
- C. The understanding that prison alone does not change offender behavior. Offenders' connections to the community are essential for positive behavior change and maintaining families.

**6. Baseline:**

Parole Statistics reporting current use of Intermediate Sanctions, Parole Revocation Statistics, and Probation Revocation Statistics, as maintained by State Department of Corrections.

**7. Potential:**

# North District

---

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Projected</b>
<b>1. Key Result name:</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1993-94</b>	<b>1994-95</b>

Percent of Positive Case Closures

**3. Definition:**

Percentage of positive case closures by risk as established by initial risk assessment.

**4. Source:**

AS400 (computerized network)

**5. Demonstrates:**

- A. The measure is an indicator of the effectiveness of community supervision and community sanctions/services.
- B. Demonstrates effectiveness of community supervision and community sanctions/services by risk category, ethnicity, and gender.

**6. Baseline:**

Current Multnomah County and State Department of Corrections statistics.

**7. Potential:**

# East District

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
----------------------------	---------------------------	----------------------------	------------------------------	------------------------------

Improve service to transient East County offenders.

**3. Definition:**

Offenders are often transient, due to a lack of employment/job skills. Without financial resources, offenders and their families may lack basic needs such as housing, food, clothing, and health care. It is difficult for an offender to make positive behavior changes when basic needs are not being met. It is also difficult for a Probation Officer to supervise and monitor behavior if the offender is transient.

**4. Source:**

A sample of parole and probation cases which shows the number of offenders needing services within East County during the past year, and how many services were actually obtained.

Sample will be divided by parole/probation, ethnicity, race and gender.

ISIS/MIS system could be programmed to automate this measure in the future.

**5. Demonstrates:**

Effective coordination of supervision and community resources within East County to assist an offender and the offender's family in obtaining stable housing, employment/education, food/clothing, health/mental health care, and positive lifestyle change. This measure is correlated to the State Benchmarks.

**6. Baseline:**

There is no East District office currently; however, if resources allow, a sample of East County offenders who are now being supervised at the Mid-County District office could be collected.

**7. Potential:**

# East District

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Projected</b>
<b>1. Key Result name:</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1993-94</b>	<b>1994-95</b>

Client mean time between criminal incidents.

### 3. Definition:

The length of time defined by days probation/parole offenders under supervision are living in the community crime free.

### 4. Source:

- A. A sample of Parole and Probation cases tracking length of time between criminal incidents as reported by police reports and LEDS (Law Enforcement Data System).
- B. Sample will be divided by Parole/Probation high/medium/low/limited supervision level, ethnicity, race and gender.
- C. ISIS/MIS system will be programmed to automate this measure for the future.

### 5. Demonstrates:

- A. Effective use of supervision strategies, sanctions, treatment/services to positively change behavior. This measure is correlated with State Department of Corrections measure Benchmarks, and the Future Focus Benchmarks on Public Safety.
- B. Start Department performance measurement relating to revocations.

### 6. Baseline:

- A. Revocation rates. This would be lower than criminal behavior.
- B. Partly based upon Parole Transition Program Statistics and Intensive Supervision Statistics which are subsets of the total population, and estimates of criminal incidents in the total population.
- C. If resources allow, the Department may collect a sample of the total population during November 1993.

### 7. Potential:

# East District

	<b>Actual</b>	<b>Adopted</b>	<b>Estimated</b>	<b>Projected</b>
<b>1. Key Result name:</b>	<b>1992-93</b>	<b>1993-94</b>	<b>1993-94</b>	<b>1994-95</b>

Percentage of reported violations that do not result in incarceration in a state facility.

### **3. Definition:**

Percentage of reported violations that do not result in incarceration in a state facility.

### **4. Source:**

- A. Sanction violation reports completed by Probation Officers, Supervisors, and Hearings Officers.
- B. Reports from State Department of Corrections.
- C. Prison Admissions Reports.

### **5. Demonstrates:**

- A. The Department's commitment to make every effort to modify offender behavior prior to long-term incarceration.
- B. The Department's commitment to meet the State Department of Corrections Benchmarks for revocations to prison.
- C. The understanding that prison alone does not change offender behavior. Offenders' connections to the community are essential for positive behavior change and maintaining families.

### **6. Baseline:**

Parole Statistics reporting current use of Intermediate Sanctions, Parole Revocation Statistics, and Probation Revocation Statistics, as maintained by State Department of Corrections.

### **7. Potential:**

# East District

Integrated Service Districts  
Community Corrections

---

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
----------------------------	---------------------------	----------------------------	------------------------------	------------------------------

Percent of Positive Case Closures

**3. Definition:**

Percentage of positive case closures by risk as established by initial risk assessment.

**4. Source:**

AS400 (computerized network)

**5. Demonstrates:**

- A. The measure is an indicator of the effectiveness of community supervision and community sanctions/services.
- B. Demonstrates effectiveness of community supervision and community sanctions/services by risk category, ethnicity, and gender.

**6. Baseline:**

Current Multnomah County and State Department of Corrections statistics.

**7. Potential:**

## BUD J - KEY RESULTS WORKSHEET

*[Please use no more than a single page for each Key Result.]*

**Department:** Community Corrections

**Division:** Diagnostic Center

**Service / Activity Name:** Probation Intake

**Date:** 12/21/93

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
---------------------	-------------------	--------------------	----------------------	----------------------

Improve Client Caseload Distribution

### 3. Definition:

Single numeric value on the number of offenders transferred between districts in order to balance workload according to existing staffing patterns.

### 4. Source:

The Department of Corrections Offender Profile System.

The Department of Corrections Oregon Case Management System (OCMS) standards are an accepted standard of workload measurement for community corrections throughout the state. The information is collected through the statewide reporting network, and is calculated for each PO and district of the Department of Community Corrections. Workload to each PO will be evaluated according to that standard.

### 5. Demonstrates:

The measure is intended to show the effectiveness of using a centralized intake (a gatekeeper function) for the appropriate distribution of the workload within existing staffing levels and minimize the disruption that transferring offenders and staff cause.

### 6. Baseline:

### 7. Potential:

The maximum potential performance value which could be received would be the elimination of district caseload transfers greater than 500.

## BUD J - KEY RESULTS WORKSHEET

*[Please use no more than a single page for each Key Result.]*

Department: Community Corrections

Division: Administration

Service / Activity Name: Administrative Services

Date: 12/21/93

	Actual	Adopted	Estimated	Projected
1. Key Result name:	1992-93	1993-94	1993-94	1994-95

Percent of supervised cases actively paying supervision fees.	31%			
---	-----	--	--	--

### 3. Definition:

The number of probation/parole cases where supervision fees have been ordered and not waived and where payment has occurred at least four times a calendar year divided by the number of probation/parole cases under supervision where supervision fees have been ordered and not waived.

### 4. Source:

Client case tracking system and supervision fee financial reporting system.

### 5. Demonstrates:

The Department currently collects fees from individuals utilizing our services in Alternative Community Service, Child Custody evaluations, and supervision fees. The Department will be collecting fees from offenders to offset and support continued services in the area of drug testing and sex offender treatment. Currently only the supervision fee collection process is fully automated and managed by the county's fiscal department which is supported through an internal service reimbursement from DCC. Administrative Services is responsible for assisting in the design, implementation, and monitoring of the fee collection process.

The commitment of the Department is to continue collecting supervision fees from our clients to offset the costs of providing supervision and services to that population.

### 6. Baseline:

The Department has only had the fee collection system automated for about two years. Once the Department is fully automated (paperless system) we expect to see a significant increase in fees collected. This full automation will be in place by the end of the 94-95 fiscal year.

### 7. Potential:

## BUD J - KEY RESULTS WORKSHEET

*[Please use no more than a single page for each Key Result.]*

**Department:** Community Corrections

**Division:** Diagnostic Center

**Service / Activity Name:** Probation Intake

**Date:** 12/21/93

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
---------------------	-------------------	--------------------	----------------------	----------------------

Eliminate Service Duplication

### 3. Definition:

The estimated number of new probation cases that are processed annually through the intake unit is approximately 3600. Many of the clients are also involved in other services offered by the department. Each program conducts its own intake, collecting much of the same information. The past and current practice is a 100% duplication of much of the same client data for clients involved in more than one program within the department.

The Key Result will be calculated by tracking the number of intakes completed where identical client demographic information is also collected by another program within the department.

### 4. Source:

The source of the data used will come from the department's case management computer system (ISIS). The network will tally the number of intakes conducted by each of the department programs, and what department program opened the probationer's ISIS file. The computer program will also report if duplicate client files are opened (resulting in service duplication). The projected duplication of intake services should be lowered to 30% next year.

### 5. Demonstrates:

The measure is intended to show a lowering of intake service duplication, and thus expedite the service delivery time for each probationer. It should also assist in lowering the number of clients who may "fall through the cracks" due to poor communication between the programs, and assist in providing for a more efficient use of staff time.

### 6. Baseline:

The past and current practice is for each department program to collect much of the same information on each probationer they see at the time of their respective intakes, with little intake data shared.

### 7. Potential:

The maximum potential level of performance will be to decrease the duplicate collection of intake data to 10% for new probationers entering the department.

## BUD J - KEY RESULTS WORKSHEET

*[Please use no more than a single page for each Key Result.]*

Department: Community Corrections

Division: Parole & Probation/Diagnostic Center

Service / Activity Name: Presentence Investigations

Date: 12/21/93

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
---------------------	-------------------	--------------------	----------------------	----------------------

Enhance Tracking And Uniformity of PSI's

### 3. Definition:

The Key Result will be calculated by tracking investigation referrals, assignments and completion dates via a computer database created for that purpose. This will also facilitate the identification of which components of the process may contribute to unnecessary delays, allowing them to be addressed and, where possible, corrected.

Investigation referrals from the courts are assigned among six officers. By statute, completed reports are due to the sentencing court no later than five judicial days prior to sentencing. Defendants in custody must normally be sentenced within 31 calendar days of verdict, and within 56 calendar days if not in custody. This imposes statutory deadlines on delivery of PSI reports. Writers frequently coordinate their offender interviews with defense attorneys, and rely on independent evaluators to provide psychological, alcohol & drug, and other related reports prior to their due dates. Writers must make their recommendations based on sentencing guidelines requirements. Support staff must then prepare a final, typed report, for submission to the court.

### 4. Source:

The source of the data will be court referral documents and typing logs. Information from these sources is entered into a computer database that tracks all relevant dates, information /referral sources, case numbers, officer assignments and other controlling elements.

### 5. Demonstrates:

The process is intended to increase the automation of assignments of investigations to individual officers, enhance the ability to track due dates within the office, better evaluate the efforts of individual officers and identify sources of delay that may otherwise not be apparent.

### 6. Baseline:

Past practice has been a tedious process of entering referral and assignment information by hand, making it difficult to track individual due dates or identify repetitive problem areas.

### 7. Potential:

The potential is to provide better service to the courts, and consequently to both the public and the offenders themselves, by ensuring timely preparation and distribution of reports that impact multiple areas within the criminal justice system.

## BUD J - KEY RESULTS WORKSHEET

*[Please use no more than a single page for each Key Result.]*

**Department:** Community Corrections

**Division:** West District

**Service / Activity Name:** Domestic Violence Deferred Sentencing Program

**Date:** 12/21/93

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
Domestic Violence Program-Success	57%	60%	60%	70%
Domestic Violence Reduction	N/A	75%	75%	80%

### 3. Definition:

Divide the number of those entered into the program by the number of those who completed the 6 to 9 month program and had their case successfully dismissed (i.e. deferred). Divide the number of not arrested for new violence by the number who completed the program.

### 4. Source:

- A. Program success obtained from program intake records and from program closing summary data.
- B. Violence reduction obtained from program closing summary records and from the District Attorney's office and the Portland Police Data System records.

### 5. Demonstrates:

The measures show the yearly increase in the percentage of program completions and in the yearly percentage decrease in the incidents of domestic violence committed by those who have completed the program.

### 6. Baseline:

Historically probation has had a baseline of approximately 60% success rate. The Domestic Violence program, being a diversion alternative, expects a baseline success rate of 60% for completion of the program, and a baseline for Violence Reduction of 90%.

### 7. Potential:

The program should be able to have a program success rate of 75% and a Violence Reduction rate of 95% for those completing the program.

**BUD J - KEY RESULTS WORKSHEET**

*[Please use no more than a single page for each Key Result.]*

**Department:** Community Corrections

**Division:** Sanction Programs

**Service / Activity Name:** Diversion/Deferred Sentencing

**Date:** 10/20/93

<b>1. Key Result name:</b>	<b>Actual 1992-93</b>	<b>Adopted 1993-94</b>	<b>Estimated 1993-94</b>	<b>Projected 1994-95</b>
Successful completion of drug diversion (number and percentage)	123/58%		200/60%	225/65%

**3. Definition:**

Successful completion requires completion of the one year diversion program and maintenance of abstinence.

**4. Source:**

Program database and Circuit Court records.

**5. Demonstrates:**

A client who successfully completes the diversion treatment program has met significant treatment objectives, avoided new criminal activity and developed a drug-free lifestyle.

**6. Baseline:**

1992-93 was the first year in which clients were eligible to graduate. A 58% successful completion rate was established in that year.

**7. Potential:**

Experience with drug treatment programs indicates a potential for achieving a 70% successful completion rate.