



Multnomah County Oregon

Board of Commissioners & Agenda

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ANY QUESTIONS? CALL BOARD CLERK DEB BOGSTAD @ 248-3277

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

NOVEMBER 8 & 9, 1999

BOARD MEETINGS

FASTLOOK AGENDA ITEMS OF INTEREST

Pg. 2	9:00 a.m. Monday In-Depth Budget Review: Sheriff's Office
Pg. 2	9:00 a.m. Tuesday In-Depth Budget Review: Adult Community Justice
Pg. 2	11:30 a.m. Tuesday Alcohol and Drug Continuum Analysis Update
Pg. 3	Board Meeting Cancellation Notice
*	Check the County Web Site: http://www.co.multnomah.or.us/

Thursday meetings of the Multnomah County Board of Commissioners are cable-cast live and taped and may be seen by Cable subscribers in Multnomah County at the following times:

Thursday, 9:30 AM, (LIVE) Channel 30

Friday, 10:00 PM, Channel 30

Sunday, 1:00 PM, Channel 30

Produced through Multnomah Community
Television

Monday, November 8, 1999 - 9:00 AM
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

BUDGET WORK SESSION

WS-1 In-Depth Budget Review: Multnomah County Sheriff's Office. Presented by Dan Noelle, Larry Aab, Invited Others. 3 HOURS REQUESTED.

Tuesday, November 9, 1999 - 9:00 AM
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

BUDGET WORK SESSION

WS-2 In-Depth Budget Review: Adult Community Justice. Presented by Elyse Clawson, Meganne Steele, Invited Others. 2.5 HOURS REQUESTED.

Tuesday, November 9, 1999 - 11:30 AM
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

BOARD BRIEFING

B-1 Update: Alcohol and Drug Continuum Analysis. Presented by Jim Carlson. 30 MINUTES REQUESTED.



MULTNOMAH COUNTY COMMISSIONERS **BOARD MEETING CANCELLATION NOTICE**

Thursday, November 11, 1999	Veterans Day - Offices Closed
Thursday, November 18, 1999	AOC Conference - No Board Meeting
Thursday, November 25, 1999	Thanksgiving - Offices Closed
Tuesday, December 21, 1999	Briefing Meeting Cancelled
Thursday, December 23, 1999	Regular Meeting Cancelled
Tuesday, December 28, 1999	No Meeting Scheduled
Thursday, December 30, 1999	Regular Meeting Cancelled

Any Questions, please call Deb Bogstad @ (503) 248-3277



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MEMORANDUM

TO: Chair Beverly Stein
Commissioner Diane Linn
Commissioner Lisa Naito
Commissioner Sharron Kelley
Board Clerk Deb Bogstad

FROM: Beckie Lee
Staff to Commissioner Serena Cruz

DATE: October 26, 1999

RE: Board Meeting Absences

Commissioner Cruz will not be able to attend the Board work session on Tuesday, November 9th as she will be presenting a workshop on Latino Education at the Northwest Regional Educational Laboratories Conference that morning.

99 OCT 26 PM 3:51
MULTNOMAH COUNTY
OREGON
Serena Cruz
COMMISSIONER



MEETING DATE: NOV 09 1999
AGENDA NO: WS-2
ESTIMATED START TIME: 9:00

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: In-Depth Budget Review: Adult Community Justice

BOARD BRIEFING: DATE REQUESTED: November 9, 1999
REQUESTED BY: Chair Beverly Stein
AMOUNT OF TIME NEEDED: 2.5 hours

REGULAR MEETING: DATE REQUESTED: _____
AMOUNT OF TIME NEEDED: _____

DEPARTMENT: Non-Departmental **DIVISION:** Office of the Chair

CONTACT: Carol M. Ford **TELEPHONE #:** 248-3956
BLDG/ROOM #: 106/1515

PERSON(S) MAKING PRESENTATION: Elyse Clawson, Meganne Steele, Others

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL OTHER

SUGGESTED AGENDA TITLE:

In-Depth Budget Review: Adult Community Justice

99 NOV -2 PM 4:17
MULTNOMAH COUNTY
OREGON
CLERK OF COUNTY COMMISSIONERS

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein / onf
(OR)
DEPARTMENT
MANAGER: _____

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Board Clerk @ 248-3277

STAFF SUPPLEMENTAL MEMORANDUM

TO : Board of County Commissioners

FROM : Carol M. Ford, Interim Budget Manager

DATE : November 2, 1999

RE : November 9, 1999 In-Depth Budget Review Worksession:
Adult Community Justice

VIII. Recommendation/Action Requested:

As per the Board's budget and levy process discussions, the following budget worksessions have been scheduled:

BCC BUDGET WORKSESSION SCHEDULE

Oct 26 Budget worksession overview, schedule, etc.

9:30 - 10:00 Bill Farver/Carol Ford

Emerging Budget Issues

10:00 - 10:30 Auditor (*To be rescheduled*)

10:30 - 11:00 County Counsel

Nov 2 In-Depth Budget Review/Emerging Issues*:

10:00 to 12:00, District Attorney

Nov 8 In-Depth Budget Review/Emerging Issues*:

9:00 to 12:00 Sheriff's Office

Nov 9 In-Depth Budget Review/Emerging Issues*:

9:00 to 11:30 Adult Community Justice

** Followup/additional In-Depth Budget review worksession time may need to be scheduled as part of the Public Safety levy planning process.*

- Nov 16 Emerging Budget Issues
 9:30 to 10:30 Budget & Levy discussion (*Commission on Children, Families and Community briefing to be rescheduled*)
 10:30 to 12:00 Dept of Environmental Services
- Nov 30 Emerging Budget Issues
 9:30 to 11:00 Health
 11:00-12:00 Juvenile Community Justice
- Dec 7 Emerging Budget Issues
 9:30 to 10:30 Dept of Support Services
 10:30 to 11:30 Aging and Disability Services
- Dec 14 Emerging Budget Issues
 9:30 to 11:00 Community and Family Services
 11:00 to 12:00 Library

II. Background/Analysis:

Dave Warren met with Commissioners, Board staff and Public Safety staff to develop and review this in-depth budget review approach:

FORMAT for In-depth Review Discussion and Materials with MCSO, ACJ, DA

- **Discussion of Core Services & Additional Program Layers**

Core Services: Describe why it is a “core” function. For core services, provide FY00-99 **FTE, \$\$Budget, and Revenues**

Additional Program Layers: After Core Services, description of additional layers, who does it, what it does, and best practices, etc. For additional layers, provide **FY00-99 FTE, \$\$Budget, and Revenues.**

- **Discussion of Emerging Issues for Next Year.**

After the November 2, 1999 District Attorney’s In-Depth Budget Briefing, the Board asked for additional financial and performance information to be included.

III. Financial Impact:

None directly. In-Depth Budget Reviews Issues may impact FY2000-2001 budget proposals and public safety levy proposal.

IV. Legal Issues: NA

IV. Controversial Issues:

Controversial issues may be identified by departments.

VI. Link to Current County Policies:

Links to focus on providing the Board with appropriate information and data for making budgetary and policy decisions.

VII. Citizen Participation:

The Citizen Budget Advisory Committees (CBACs) have been given the In-Depth Budget review and Emerging Budget Issues schedule. The CBACs will review department budget submittals and report to Board during the spring Budget hearings.

VIII. Other Government Participation:

We will be scheduling County/Cities meeting to discuss levy coordination.



Multnomah County, Oregon
Department of Community Justice
Presentation to the Board of County Commissioners
November 9, 1999

Adult Community Justice Core Services Overview

*Budget Planning
Worksession*



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Using Best Practices to Improve Community Safety

- ❖ Manage offenders for 3 months to 20 years in the community
- ❖ Provide a balance of supervision, immediate consequences and treatment
- ❖ Address the risk factors in offenders' lives that lead them to commit crimes

Research Findings Served as Basis for ACJ Redesign in 1998

- ❖ The first phase of the ACJ Redesign was crafted by a consensus process with the Court Work Group, including the District Attorney, Chief Criminal Judge, Sheriff, a defense bar representative and ACJ
- ❖ High and medium risk offenders should be the focus of supervision
- ❖ A variety of swift and certain sanctions must be available to PPOs
- ❖ Treatment should focus on the risk factors that lead people to commit crimes, including:
 - substance abuse
 - cognitive skill deficits, including anger / impulse control, problem solving, and anger management
 - lack of pro-social associates
 - unemployment and lack of education

Redesign Strategies

- ❖ Strive to achieve the County benchmarks of reducing crime and reducing recidivism
- ❖ Apply best practices, research findings and local experience to make data-based decisions
- ❖ Reduce PPO caseloads to focus supervision on high and medium risk offenders and increase the range of available sanctions and services
- ❖ Low and limited risk offenders are pre-screened for substance abuse, receive an initial assessment and are assigned to the Alternative Sentence and Sanction Program, Centralized Team Supervision or field supervision.
- ❖ By local policy, supervision, services and sanctions focus not only on high and medium risk offenders, but also on people convicted of other specified offenses because of the danger they present to the community
 - Domestic violence
 - Sex offenses
 - Delivery/manufacture of controlled substance
 - Multiple DUII.

- Person / violence offenses
- Weapon involved
- Major property, multiple property
- ❖ Specialized supervision strategies have been developed as a local approach to certain groups of offenders:
 - Gang Involved Offenders
 - High Risk African American Offenders on Post Prison Supervision
 - Women Offenders
 - Domestic Violence Offenders
 - Sex Offenders
 - Offenders with Mental Health Issues
 - Offenders with Multiple DUIs
 - Offenders with Multiple UUMVs
 - Offenders Transitioning from Boot Camp
- ❖ In addition to providing core services, Adult Community Justice also supports the public safety system by providing a variety of additional services which enhance the system as a whole, including:
 - pre-trial services
 - STOP drug diversion
 - DUII bench probation
 - community service crew supervision for offenders under bench probation
 - domestic violence diversion

Independent Evaluation of Redesign by NCCD

- ❖ Summary of Findings From National Council on Crime and Delinquency [NCCD] Evaluation (Austin, Dedel & Naro, 1999):
 - *A major shift has occurred in terms of the proportion of offenders assigned to the various caseloads.*
 - *Far fewer offenders are being assigned to Field Supervision, a shift which parallels the significant increase in the number of offenders assigned to Centralized Team Supervision*
 - *. . . these data provide tentative evidence that the caseload restructuring has accomplished its objective . . . without compromising public safety..*
 - *Data clearly indicate that the composition of the caseload tracks conforms to both the original design and policy directives that shaped their implementation.*
 - *Although approximately 30% of offenders on CTS are re-arrested, most are arrested for non-violent offenses. Further, the large majority of offenders who are re-convicted and*

re-incarcerated are high-risk offenders assigned to Field Supervision / Specialized Caseload.

- *Compared to the 1995 cohort, a smaller proportion of offenders in the 1998 cohort were re-convicted of a new felony offense (11 percent versus 5 percent, respectively). The majority of these new offenses were drug-related.¹*

Core Services are Determined By State Law & Funding Streams

- ❖ State funding requires a community corrections plan to provide a balance of supervision, services and sanctions
- ❖ State funding intended for felony offenders
- ❖ Statewide Oregon Case Management System (OCMS) is used to determine risk to recidivate and supervision level needed
- ❖ Sentencing guidelines dictate the length of sentence, number of jail and non-jail sanction units, and length of post prison supervision

Core Services to High & Medium Risk Felony Offenders

- ❖ 4659 High and Medium Risk Offenders (36% of the total August 1999 caseload)
- ❖ Risk, initial needs assessment and substance abuse screening at time of intake
- ❖ Supervision - Prior to Phase One of the redesign, caseloads averaged 80-90 cases per PPO. Upon successful implementation of Phase One, which included shifting a large number of low and limited cases from field supervision to centralized case bank, the average active field caseload has now decreased to approximately 50-60 cases per PPO, with higher numbers in the specialized units.
- ❖ Available Sanctions
 - restrictions on freedom: electronic monitoring; Day Reporting Center; secure alcohol and drug treatment, Forest Project; department has authority to impose up to 60 days under probation and 90 days under post-prison supervision
 - secure A & D treatment to ensure treatment completion
 - restorative justice programs: Community Service; Forest Project; Community Court; Victims Services; Restitution Collection

¹ Austin, J., Dedel, K. & Naro, W. The Institute on Crime, Justice and Corrections at The George Washington University and The National Council on Crime and Delinquency. (1999). *Multnomah County Adult Community Justice Supervision Redesign Program Final Report.*

- ❖ Services focused on deterring criminal behavior
 - substance abuse treatment - residential and outpatient
 - employment and education services [Londer Learning Center]
 - cognitive skill building & anger management
 - mental health services
 - transitional support and drug free housing

Core Services to Low & Limited Risk Felony Offenders

- ❖ 5247 Low and Limited Risk Offenders (41% of the total August 1999 caseload)
- ❖ All offenders are pre-screened and receive an initial assessment prior to assignment to Centralized Team Supervision, the Alternative Sentence and Sanction Program or Field Supervision
- ❖ Referral to community programs
- ❖ Monitoring restitution payments
- ❖ Telephone, written and computer monitoring of offender law enforcement contact
- ❖ In response to probation violations, sanctions can be imposed, which may include a report to the Court or reassignment to a field caseload

Services Provided Through Local Policy Decisions

Targeted Services to Improve Community Safety

- ❖ As part of the Phase One of the ACJ Redesign, the Court Work Group which includes the District Attorney, Chief Criminal Judge, Sheriff, a defense bar representative and ACJ reached consensus on the need for more direct supervision of offenders convicted of these types of non-core, non-mandated offenses:
 - Domestic violence offenses
 - Misdemeanor Sex offenses
 - Multiple DUll offenses
 - Misdemeanor assault offenses
- ❖ 2884 misdemeanor offenders (23% of the total August 1999 caseload).

Programs Provided to Improve the Overall Cost-effectiveness of the Criminal Justice System

- ❖ Recog/ Pretrial Supervision -- under parameters set by the Court, it is determined who we can release on their own recognizance or refer to pre-trial services for monitoring pending trial
- ❖ A wide variety of diversion programs, including Drug Diversion, DUI Bench, and Domestic Violence Diversion
- ❖ Community Services - about 50% are under bench probation

Domestic Violence

- ❖ Specialized domestic violence caseloads are currently higher than general caseloads and the number of domestic violence referrals continues to increase.
- ❖ Partner to partner offenses receive priority for supervision and services
- ❖ Services include collaboration with the family court on abuse and neglect cases
- ❖ One staff member is dedicated to working with victims and children who witness domestic violence

Emerging Issue: Transitional Services

- ❖ Reoffense rates are highest within the first year of transitioning from prison.
 - A 1989 study of prisoners released in 1983 from prisons in 11 different states found that 1 of 4 released prisoners were rearrested in the first 6 months and 2 of 5 within the first year after their release.²
 - In Oregon, 5.9% of a 1996 prison release cohort had recidivated at 6 months after release, followed by a cumulative percentage of 12.3% at 12 months and 24.8% at 24 months. At 36 months, 31.6% of the cohort had been convicted of a new felony.³
- ❖ Implement system improvements in centralized intake & assessment
- ❖ Enhance education and employment services
- ❖ Increase affordable and accessible housing for offenders
- ❖ Enhance transition services to the highest risk gang and sex offenders by providing assistance with housing, mental health and support systems **before they leave the institution**

² Beck, A. and Shipley, B. (April 1989) *Recidivism of Prisoners Released in 1983*. U.S. Department of Justice: Office of Justice Programs.

³ Oregon Department of Corrections *Cumulative Percent of New Convictions for Any Felony After First Parole Release*. October 1, 1999.

- ❖ Develop the resources necessary to—
 - **Provide centralized transitional services through the proposed Transitional Services Unit. The additional resources necessary to effectively operate this unit would include 1 FTE Senior Program Development Specialist, 1 FTE Corrections Counselor, and 1 FTE Office Assistant II (\$175,000).**
 - Provide increased Centralized Intake staffing to complete pre-release intakes on inmates. This staff would be dedicated to reviewing inmate prison records and meeting with inmates and DOC staff prior to inmate release.
 - **Provide increased staffing (2 PPOs) for specialized supervision units to focus on transition of high risk offenders, i.e., sex offenders and gang involved offenders (\$125,000).**
 - Provide increased staffing of the Day Reporting Center to allow for more effective management of offenders recently released from prison.
 - Provide staffing to complete educational and employment readiness assessments on all offenders upon release.
 - Provide for contracted employment assistance services for high risk, dangerous offenders.

Emerging Issue: Phase II Redesign

- ❖ **Steps we've already taken:**
 - Involve over 120 staff in conversation groups focusing on developing redesign strategies
 - Allocate resources to focus on where they will make the biggest impact
 - Increase services and sanctions resources for targeted and high risk offenders
 - Increase enforcement of conditions and penalize violations
 - Begin planning for the Family Services Unit
 - Implement Community Court
 - Work with the Sheriff's Office to more efficiently—
 - Provide continuum of force and firearm training to staff
 - Operate electronic monitoring
 - Recruit, hire and conduct candidate background investigations
 - Provide field supervision services through districts, with some neighborhood level case assignment
 - Enhance victims services & restitution collection
 - Enhance our research and evaluation capacity
 - Improve information systems
 - Work with agencies state-wide to develop a new funding allocation formula

❖ **Next Steps:**

- Continue deepening the commitment to and operationalizing best practice philosophies throughout the organization
- Hold a departmental community justice conference focusing on the continuation of the redesign in January, 2000
- Continue our focus on Community Safety first
 - The goal is to increase citizens' sense of safety as well as to reduce crime
- Charge each office / unit with developing an implementation plan
- Emphasize data based decisions, using management reports to support those decisions and to provide feedback to staff regarding their performance
- Work with the Health Department and Community and Family Services to maximize the current service delivery system
- Ensure the use of a full balance of supervision, sanctions and services
- Increase departmental capacity to support cognitive skill building, jobs and education
- **Expand and strengthen the intake process to include both new probationers and those offenders coming directly from jail or prison, increasing staffing by 2 PPOs and 2 OAIIs (\$205,000)**
- At Intake, enhance matching of offenders with PPOs and appropriate services in order to increase the success of supervision
- Increase the capacity at intake for substance abuse assessment and psychopathy assessment as appropriate
- Use a newly developed needs assessment to more appropriately refer offenders to services in the community. A written case plan will be used in conjunction with the Judges' orders as a blueprint for intervention, services and sanctions
- Combine Alternative Sentence and Sanction Program and Centralized Team Supervision to more efficiently supervise low and limited offenders
- With the consensus of the Court Work Group, continue furthering the redesign supervision strategies by focusing our resources more intensively on high and medium risk offenders.
- Train staff to use their authority and skills constructively to assist offenders in changing behavior
- Train all staff with cognitive change theory and motivational interviewing strategies, holding staff accountable for using these strategies with offenders both individually and in group settings
- Develop the Family Services Unit
- Continue to develop stronger partnerships in the community
- Support PPOs' work in the community by--
 - increasing specific geographic case assignment and supervision
 - focusing on supervision of offenders in their home, at their job and in their community
 - using technology to lessen the barriers to field work, i.e., the laptop pilot, handheld data entry
 - meeting with neighborhood associations and other citizen groups

Additional Resources Required for Second Phase of Redesign			
Item	Positions	FTE	Amount
Provide centralized transitional services through the proposed Transitional Services Unit.	Sr. Program Development Specialist Corrections Counselor Office Assistant II	1 1 1	\$175,000
Provide increased staffing for specialized supervision units to focus on transition of high risk offenders, i.e., sex offenders and gang involved offenders.	Parole / Probation Officer	2	\$125,000
Expand and strengthen the intake process to include both new probationers and those offenders coming directly from jail or prison.	Parole / Probation Officer Office Assistant II	2 2	\$205,000
Increase capacity to support increased assessment, services & treatment and community focused field supervision	Corrections Counselor	3	\$200,000
Total Request			\$705,000



Multnomah County, Oregon
Department of Community Justice
Presentation to the Board of County Commissioners
November 9, 1999

Adult Community Justice
Core Services Overview
*Budget Planning
Worksession*

Attachments

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1999-2000 DCJ Adopted Budget by Services Categories

	Staffing (FTE's)	Budget (000's)	Revenues (000's)				Total
			Dedicated	Program	Levy	General	
CORE SERVICES							
Supervision,sanctions & services to high and medium risk felony offenders	197.02	\$ 23,014	\$ 11,454	\$ 488	\$ 8,705	\$ 1,978	\$ 22,625
Supervision,sanctions & services to low and limited risk felony offenders	78.84	4,982	3,633	225	-	1,377	5,235
SERVICES PROVIDED BY LOCAL POLICY							
Recog and Pretrial Services	24.30	1,197	173	-	-	1,024	1,197
DUII Deferred Sentencing	6.14	398	398	-	-	-	398
Domestic Violence	15.35	1,056	63	-	-	993	1,056
STOP Drug Diversion Program	-	1,125	204	120	-	801	1,125
Community Service - Bench Probationers	4.17	314	239	75	-	-	314
Supervision,sanctions & services to other misdemeanor offenders	27.20	1,926	1,372	94	-	595	2,061
Totals	353.02	\$ 34,012	\$ 17,536	\$ 1,002	\$ 8,705	\$ 6,768	\$ 34,011

1999-2000 DCJ Adopted Budget Programs Within Service Categories

CORE SERVICES

Supervision,sanctions & services to high/medium risk felony offenders

Probation/Parole Office Supv.
Local control supervision
Day Reporting Center
Learning Center
Sanctions Tracking
Community Service
Presentence Investigation
Hearings
Arming
Forest Project
Subsidy housing
Transitional Housing
Women's Services
Residential A & D
Outpatient Mental Health
Secure A & D
Outpatient A & D
Coginitive Restructuring
Sex Offender Treatment
Intake
Management

Supervision,sanctions & services to low and limited risk felony offenders

Centralized Team Supv.
ASSP
Women's Services
Probation/Parole Office Supv.
Intake
Management

SERVICES PROVIDED BY LOCAL POLICY

Recog and Pretrial Services

Driving Under the Influence of Intoxicants

Domestic Violence

Drug Diversion

Community Service

Supervision,sanctions & services to other misdemeanor offenders

Probation/Parole Office Supv.
Intake
Management

Sex Offender Unit

- ❖ Specialized sex offender caseloads are currently higher than general caseloads and the number of sex offense referrals continues to increase. It is estimated that by 2005, 50% of the prison population will be comprised of sex offenders.
- ❖ On average, sex offenders receiving treatment recidivate at a rate of 10.9% while untreated sex offenders run a recidivism rate of 18.5%.⁴
- ❖ For low functioning, dangerous sex offenders, DCJ receives a list of offenders 120 days prior to their release from the institution. The PPO then makes initial contact with the offender **at the institution** to discuss release issues, establish a viable release plan and conduct a sex offender specialized risk assessment.
- ❖ Sex offenders are subjected to full disclosure polygraphs to enhance the risk assessment and programming efforts with the community, the offender and their support system.
- ❖ Staffing meetings are held to establish case plans, determine the necessary level of notification and the role of law enforcement, including surveillance if necessary. These staffings may include the DCJ Public Information Officer, sex offender Specialized PPO Team, District Manager, Indigent Crisis PPO, state and local MR/DD agency representatives, local law enforcement and any other agencies deemed appropriate.
- ❖ Public Information Officer consults with the County Chair, DCJ Director, DCJ Deputy Director, Neighborhood Association Chair, Area City Crime Prevention Specialist, and District County Commissioner regarding notification needs.

Gang Unit

- ❖ **Prior to Release from Prison**
 - The majority of gang offenders leaving institutions are young (18-24).
 - An average of 10 gang involved inmates are released from prison each month.
 - Department of Community Justice (DCJ) staff receive pre-release notification from the Department of Corrections (DOC) within 60 days of release.
 - DCJ staff contact the inmate at the prison & discuss a release plan.
 - Release plans include specialized requirements such as restrictions regarding associates, dress and weapons.
 - Parole/Probation Officers (PPO's) conduct field visits prior to the inmate's release to—
 - verify the inmate's planned address,
 - approve the living situation,
 - discuss release plan with the other residents, and
 - identify potential risks to community safety.
 - PPO's may add additional release conditions if necessary

⁴ Margaret Alexander, *Sex Offender Treatment: A Response to Furby, et al 1989 Quasi Meta-Analysis*, paper presented at ATSA conference, November 11, 1994.

- The PPO's may revisit the inmate at the prison to discuss any new release conditions.
- DCJ is working to continually improve the pre-release process.
- ❖ **After the Release from Prison:**
 - PPO conducts a home visit in coordination with Portland Police within the first week of release.
 - Gang offenders receive—
 - gang involvement assessments
 - enhanced field / home contacts
 - offenders more heavily involved in gangs receive more intensive supervision
 - Computerized alert regarding an offender's gang involvement is provided to other community justice agencies
- ❖ **Gang Unit PPO's also participate in the following:**
 - 24-hour availability to the Portland Police (by pager)
 - Weekly staffings to assess gang activities include Adult Community Justice, Juvenile Community Justice, Portland Police, and Oregon Youth Authority.
 - Community justice presence at events, such as the Rose Festival Fun Center.
 - Community Justice System *Lever Pulling Meetings*.
 - Informational meetings during which gang offenders meet with representatives from—
 - community justice agencies, such as the District Attorney's Office, Portland Police, and DCJ to discuss the consequences for gang involvement and behavior,
 - educational institutions regarding degree and GED completion, and
 - local employers in a job fair format.
 - The first set in a series of these meetings was held in NE Portland on September 21, 22 & 23.
- ❖ **Next Steps for the Gang Unit:**
 - In collaboration with the Department of Corrections (DOC)—
 - Improve identification of gang-involved inmates.
 - Increase the number of inmates completing their GEDs while in prison.
 - Increase DOC's pre-release notice to DCJ from 60 days to 120 days.
 - Designate a single DCJ *point of contact* for pre-release notification from DOC.
 - Ensure PPO access to institutions for pre-release visits with inmates.
 - Use video conferencing capabilities for pre-release offender contact.
 - Facilitate PPO / inmate contact by releasing inmates from Columbia River Correctional Institution or Salem-based institutions when possible
 - Complete inmate educational and alcohol and drug assessments when possible.

- Continue enhanced collaboration with the Portland Police, focusing on problem solving
- Enhance collaboration with Work Systems, Inc. and local employers to provide employment opportunities to offenders

Adult Community Justice Projected FY 2000 Key Results

Table 1

Centralized Intake: Key Result Measure	Program	FY 97 Actual	FY 98 Actual	FY 1999 Projected	FY 1999 Actual	FY 2000 Projected
% of reporting felony offenders who complete Intake within 60 days of sentencing	<i>Centralized Intake</i>	NA	80%	80%	95%	90%
% of sentenced offenders who failed to show for Intake and were subsequently located and report to Intake for assessment	<i>Centralized Intake</i>		New KRM	30%	55%	50%
Timeliness and efficiency of intake interviews:	<i>Pretrial Services (Recog Interview)</i>					
• Within 1 hour of booking		57%	61%	60%	62%	60%
• Within 3 hours of booking		23%	27%	20%	20%	20%
• Within 6 hours of booking		19%	11%	19%	18%	19%
% who do not appear in Court	<i>Pretrial Services (Release Supervision)</i>	34%	27%	25%	22%	26%
% of PSI's completed by due date	<i>Pre-Sentence Investigations</i>	98%	96%	98%	98%	98%
% of hearing processes that Hearing Officer begins within 5 days of receipt of Sanctions Reporting Form from PO	<i>Hearings</i>			New KRM	51%	90%

Supervision: Key Result Measure	Program	FY 97 Actual	FY 98 Current	FY 99 Projected	FY 99 Actual	FY 2000 Projected
Percent of Sanction Reporting Forms that PPO submit to Hearings Officer within 5 days of offender arrest or detain.	<i>All Supervision Units</i>			New KRM	SEE TABLE 2	90%
Percent of Sanction Reporting Forms that PPO submit to JC2 within 3 working days	<i>All Supervision Units</i>			New KRM	SEE TABLE 2	90%
Number of successful case closures	<i>All Supervision Units</i>			SEE TABLE 2		
Percent of successful case closures	<i>All Supervision Units</i>			SEE TABLE 2		
Supervise no less than 20% of overall caseload in Centralized Team Supervision which is comprised of limited and low risk offenders only.	<i>Centralized Team Supervision</i>	18%	42%	20%	29%	40%
Number of successful case closures	<i>Centralized Team Supervision</i>	687	1369	1300	SEE TABLE 2	2000
Percent of successful case closures	<i>Centralized Team Supervision</i>	91%	88%	85%	SEE TABLE 2	85%
Number of successful case closures	<i>DUII</i>	NA	167	250	106	250
Percent of successful case closures	<i>DUII</i>	NA	27%	50%	36%	50%

Supervision: Key Result Measure	Program	FY 97 Actual	FY 98 Current	FY 99 Projected	FY 99 Actual	FY 2000 Projected
Number of successful case closures	<i>Domestic Violence</i>	312	187		200	
Percent of successful case closures	<i>Domestic Violence</i>	68%	51%	50%	39%	70%
Number of participants completing Domestic Violence diversion program	<i>Domestic Violence – DSP</i>			New KRM	102	125
Percent of participants completing Domestic Violence diversion program	<i>Domestic Violence – DSP</i>	68%	67%	70%	39%	70%
Percent of domestic violence diversion participants not re-arrested during supervision	<i>Domestic Violence – DSP</i>	94.4%	95%	80%	N/A	80%

Sanctions & Services: Key Result Measure	Program	FY 97 Actual	FY 98 Actual	FY 99 Projected	FY 1999 Actual	FY 2000 Projected
Number of program completers	<i>Substance Abuse Services</i>	120	262	125	452	300
Percent of successful completions	<i>Substance Abuse Services</i>	62%	57%	75%	55%	65%
Number of program completers	<i>Sex Offender Services</i>	55	57	55	New KRM	60
Percent of successful completions	<i>Sex Offender Services</i>	81%	95%	75%	under construc- tion	90%
Number of pregnant women incarcerated for 48+ hours offered prenatal services by day 10	<i>Women's Services</i>			New KRM	310	
Percent of pregnant women offered prenatal services who receive prenatal services	<i>Women's Services</i>			New KRM	82%	
Percent of infants who have negative drug screens at birth	<i>Women's Services</i>	78%	88%	85%	91%	85%
Number of women receiving following services: a. parenting classes b. counseling c. domestic violence d. drug/alcohol e. housing	<i>Women's Services</i>			New KRM	a. 60 b. 15 c. 16 d. 17 e. 13	
Utilization rate of transitional housing	<i>Women's Services</i>			New KRM	80%	
Percent of clients who do test clean for drug use for a 45 consecutive day period as measured by random weekly UAs	<i>Day Reporting Center</i>	61%	52%	65%	65%	65%
Utilization rate of Day Reporting Center	<i>Day Reporting</i>			New KRM	119%	95%

Sanctions & Services: Key Result Measure	Program	FY 97 Actual	FY 98 Actual	FY 99 Projected	FY 1999 Actual	FY 2000 Projected
	<i>Center</i>					
Percent of offenders sanctioned to Day Reporting Center who begin program activities	<i>Day Reporting Center</i>			New KRM	90%	90%
Percent of clients eligible for Phase I Services in active status	<i>Drug Diversion Program</i>			New KRM	48%	
Percent of clients eligible for Phase II services in active status	<i>Drug Diversion Program</i>			New KRM	71%	
Percent of clients eligible for Phase III services in active status	<i>Drug Diversion Program</i>			New KRM	87%	
Number of clients graduating	<i>Drug Diversion Program</i>			New KRM	249	
Number of adult education/GED clients served in a structured learning environment, ie, Adult Basic Education/GED classes	<i>Londer Learning Center</i>	420	545	500	519	500
Percent of clients achieving goals as defined by growth of one or more grade levels in math &/or reading or passing one or more GED tests or obtaining literacy related goal	<i>Londer Learning Center</i>	85%	Not Available	80%	58%	80%
Number of offenders enrolled in GED completion classes	<i>Londer Learning Center</i>			New KRM	149	
Percent of offenders enrolled in GED completion classes who obtain their GED	<i>Londer Learning Center</i>			New KRM	43%	60%
Number of offenders sentenced to ACS	<i>Alternative Community Service</i>	3468	3434	3500	3306	3500
Percent of offenders who showed up for first interview and subsequently successfully completed sentence	<i>Alternative Community Service</i>	52%	55%	50%	72%	50%
Total number of community service hours imposed	<i>Alternative Community Service</i>	338,443	307,218	350,000	271,216	350,000
Percent of imposed hours served	<i>Alternative Community Service</i>	Not Available	33%	35%	39%	35%
Utilization rate of the Forest Project	<i>Forest Project</i>	92%	86.8%	75%	75%	75%
Number of offenders assigned to ASSP	<i>Alternative Sentence & Sanctions</i>			New KRM	1104	
Percent of offenders assigned to ASSP who show up for ASSP classes	<i>Alternative Sentence & Sanctions</i>			New KRM	80%	
Percent of offenders assigned to ASSP who show up for assigned ASSP classes and subsequently complete ASSP curriculum	<i>Alternative Sentence & Sanctions</i>			New KRM	50%	
Number of offenders sanctioned to ASSP	<i>Alternative Sentence & Sanctions</i>			New KRM	46	
Percent of offenders sanctioned to ASSP who show up for ASSP classes	<i>Alternative Sentence &</i>			New KRM	61%	

Sanctions & Services: Key Result Measure	Program	FY 97 Actual	FY 98 Actual	FY 99 Projected	FY 1999 Actual	FY 2000 Projected
	<i>Sanctions</i>					
Percent of offenders sanctioned to ASSP who show up for assigned ASSP classes and subsequently complete ASSP curriculum	<i>Alternative Sentence & Sanctions</i>			New KRM	57%	
Percent of participants who do NOT go to supervised caseloads	<i>Alternative Sentence & Sanctions</i>	Not Available	93%	75%	N/A	85%
Number of clients served*	<i>Housing</i>	535	545	375	1001	500
Percent of successful completion of parole transition housing*	<i>Housing</i>	42%	43%	50%	55%	70%

*data exclude Salvation Army and Central City Concern/Day Reporting Center

TABLE 2
FISCAL YEAR 1998-1999 KEY RESULTS FOR ALL SUPERVISION UNITS

KEY RESULT	ASSP	DUII	DV	MTPN	MTDC	MTCE	MTCB	MTGR	MTEA	MTSW	MTNO	OTHER
Percent of Sanction Reporting Forms that PPO submit to JC2 within 3 working days	11%	100%	100%	86%	70%	62%	46%	85%	91%	81%	73%	
Percent of positive case closures -- probationers**				44.4%		48.2%	77.1%	58.4%	39.8%	35.4%	33.1%	16.9%
Percent of positive case closures -- parole/pps**				55%		44.8%	86.3%	70.5%	46.7%	33.6%	34.7%	38.9%
Number of Sanction Reporting Forms that PPO submit to Hearings Officer.##			3	8	1	36	5	10	23	31	53	21
Percent of Sanction Reporting Forms that PPO submit to Hearings Officer within 5 days of offender arrest or detain.##			33%	25%	0%	28%	40%	30%	13%	39%	13%	33%

** Data represent activity during July – December, 1998.

Data represent a one month snapshot

"Broken Windows" Probation: The Next Step in Fighting Crime

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3 MILLION IN OUR MIDST

Violent crime rates have fallen nationally by 26 percent since 1993. Some of this drop is undoubtedly due to so-called "broken windows law enforcement" and community policing. In Boston and other places, probation departments have also helped cut crime, both on their own and in partnerships with police, community groups and clergy.

If the criminal justice system is going to keep violent crime on the run, however, it will need to do even more, beginning with a much better job of supervising the three million probationers in our midst.

This report is the work of a baker's dozen of veteran practitioners, including several present or former leaders of the National Association of Probation Executives (NAPE) and American Probation and Parole Association (APPA), who met and deliberated independently over the past two years in Boston, New York and Philadelphia.

In sum, we believe probation is at once the most troubled and the most promising part of America's criminal justice system. We also believe that probation's past troubles can be but a prologue to its coming triumphs. Herein, and in a longer, more detailed report prepared for and released through NAPE and APPA, we call for a new era of "broken windows" probation and community corrections.

We admit, perhaps more candidly than leading members of our profession have ever admitted, that widespread political and public dissatisfaction with community corrections has often been totally justified. We also outline new strategies and rationales for reinvesting in and reinventing probation.

Our report is sure to attract criticism from those who say our proposals are too soft on criminals, as well as from those who say they are too tough. To those outside of our profession who respond that our ideas are too little, too late, and to those who cynically advocate abolishing probation, we say, "Get real!" Taxpayers will not finance what their ideas would imply, tripling the size of our prison system to accommodate the three million current probationers. To those within our profession who respond that our ideas concede too much to the field's many critics and to popular misunderstandings of probation, we say, "Wake up!" As our report shows, hundreds of thousands of violent crimes are committed each year by people on probation. The public wants to reduce violent crime NOW: probation can either be part of the solution or part of the problem.

Either probation will be at the political and intellectual core of future policy-oriented efforts to promote public safety and offender rehabilitation in America, or it will continue to be widely marginalized, mischaracterized and underfunded. The days of failed low- or no-supervision "fortress probation" can and should give way to a new era of politically and administratively successful "community probation." We hope this report not only sparks both professional and public debate, but also sharply enhances civic awareness that "probation matters" and helps launch spirited efforts to "make probation work" in cities all across the country.

WHY PROBATION MATTERS

Probation enjoys a unique status within the criminal justice system. Each year ushers in a "new high" in the number of offenders either incarcerated or in the community under supervision, and each year probation serves as the disposition most often imposed by the courts. At the end of 1997, a record breaking total of 5.7 million offenders were under some form of correctional supervision—in prison, in jail, on probation or on parole. Of these, 3,261,888 were adults serving a probation sentence, or just ~~under 60 percent of the total offender population~~.

This means on any given day there are over 3 million probationers living in communities across the land. More than half of them have been convicted of felony violations of the law. Though they are expected to abide by the rules of probation or other special conditions of supervision, their range of freedom is comparable to that enjoyed by the citizenry at large. This means they may move about within their neighborhoods, go to the movies, shop, go to work, visit parks and pursue other activities that form the fabric of daily living. How these offenders are supervised and the effectiveness of the strategies that are adopted to control them carry enormous implications for public safety and the quality of community life.

Probation: A Matter of Life or Death

Critics of community corrections have long charged that probation has failed to promote public safety, enforce court orders and get community-based criminals the drug treatment or other help they need to succeed in life and remain crime-free. The data show that all too often the critics stand on solid ground.

Promoting Safety: About two-thirds of probationers commit another crime within three years of their sentence, and many of these crimes are serious. The roughly 162,000 probationers returned to state prisons and incarcerated in 1991 were responsible for at least 6,400 murders, 7,400 rapes, 10,400 assaults and 17,000 robberies. Likewise, records show that 156 of the 1,411 persons convicted of murder in Virginia from 1990 to 1993 were on probation at the time they killed. If probation had done a better job, fewer people would have been killed or otherwise harmed by probationers, and the overall crime rate would have been much lower.

Enforcing Orders: To remain out of jail, over 90 percent of probationers are ordered by the courts to get substance abuse counseling, remain under house arrest, perform community service or meet other such specific conditions. Unfortunately, studies have found that about half of all probationers do not comply with the terms of their sentence, and only a fifth of those who violate their sentences ever go to jail for their noncompliance. Such "intermediate sanctions" are almost never rigorously and consistently enforced.

Worse yet, in addition to those who won't comply with orders are those who don't even stay in contact with probation—the probation absconders. By the end of 1996, of the 3.2 million offenders on probation, some 288,000 were on absconder status, out of contact with probation, out of compliance with court

orders and out from under any control or monitoring. In too many jurisdictions, next to nothing is being done to apprehend these scofflaws, a number of whom are "hiding in plain view." The lesson is not lost on new probationers, who may find their obligations too onerous: Stop complying—they won't come after you.

But can probation do anything about this horrific number of absconders? Or are defiant probationers free to roam the community without supervision and accountability?

The experience of Williamson County in Texas suggests an answer. In 1997, a decision was made by the local probation department to go after absconders seriously. By employing a variety of technology and databases to track missing probationers, that county arrested 470 probation violators in the first year of operation. In addition to bringing these offenders to justice, the absconder unit recovered nearly \$15,000 in outstanding fees.

By 1998, the unit was successful in arresting 605 probationers and collecting nearly \$51,000 in unpaid penalties, a significant jump in just one year. And this was accomplished by a two-person unit, staffed by one officer and a caseworker!

• **Helping Offenders:** Probation all too often fails to help probationers avoid drugs, learn to read, obtain jobs or otherwise get their lives together. For example, all the data show that almost half of today's probationers were under the influence of alcohol or drugs when they committed their latest offense. The probation discipline has long argued that probationers need to obtain community-based substance abuse treatment. Indeed, probation data from Massachusetts indicates that at least 80 percent of all probationers have such significant substance abuse problems that treatment is necessary. But only 37 percent of all probationers nationwide participate in any type of drug treatment program during their sentence, and only 32.5 percent nationally are tested for drug use once they do receive treatment.

Why Probation Isn't Working

Why has probation long been weak at promoting public safety, enforcing orders and helping offenders? A large part of the answer is that probation as a field has long been weakly funded, totally underresearched and woefully understaffed.

Compare probation spending to spending on prisons. Since 1985, the nation's population of prisoners has more than doubled, and prison and jail budgets and staffing have more than grown apace. Spending on prisons now constitutes about a quarter of total state and local criminal justice spending (police, courts and corrections), and about two-thirds of total corrections spending.

But recall our earlier numbers: Community corrections, which includes parole, has about two-thirds of the persons in criminal custody. Despite this fact, it only receives one-third of the total corrections dollar, about half what prisons receive to serve only half the probation

population! Even this figure overstates how much probation receives, since it splits this meager amount with parole agencies — even though there are fewer people on parole than behind bars, and even though the number of probationers who have been convicted of violent crimes rivals the number of parolees with a violent history.

The disparity between the prison and probation budgets is best seen by comparing per-offender amounts spent on each. Most states spend between \$20,000 and \$50,000 a year for each person in their prison system. UC Davis criminologist Joan Petersilia notes, however, that we have spent barely "\$200 per year per probationer for supervision." This has led to average probation caseloads between 100 to 500 offenders per probation officer. No wonder recidivism rates are so high!

Inadequate funding, however, is not the only cause for probation's failure. All too often probation departments have employed practices that simply do not do the job. Consider some commonplace probation practices and their results:

- Drug testing that is scheduled in advance, providing test results two or more weeks after the test is administered and done infrequently, is ineffective as a deterrent to substance abuse;
- Conducting supervision mainly in office settings contributes little to the management of offender risk or public safety (an approach that has been likened to "fortress probation");
- Spending an average of five to twenty minutes once a month with offenders in an office does not constitute a reasonable quantity or method of supervision.

Not all probation offices fit our examples. Many talented probation administrators and field staff struggle to find more effective methods of supervision. Some have succeeded, but unfortunately, most have not. The key issue is that the systems these individuals work within are often ill-prepared to listen and understand what local communities deem important.

Under these circumstances, it should be no surprise that active probationers compose nearly one-fifth of all felony arrests. And it should be no surprise that probation is widely disparaged and viewed by the public as an ineffective sanction — a "slap on the wrist."

Probation Reform: Meeting the Public's Expectations

Despite the recent drops in crime, the public believes crime rates are still too high, and they are upset with many aspects of the criminal justice system. They think violent felons are let out early, instead of serving their sentences. They think sentences for most crimes are a joke and that the system plea bargains every criminal just to process cases. They think the victim is ignored and the community is shut out, and they do not believe that probation or parole improve public safety.

What does the public want? First and foremost, they want *safety*. Public safety is the bottom line. They view controlling violent and dangerous offenders as the justice system's job. They are willing to pay for that. They are also willing to help. They want to be partners in the process, if only the system of justice will let them in. The public also requires *the truth*.

They expect the system to do what it says it is doing. ~~They want the sentence to fit the crime, the offender and the circumstances.~~ They want to know that a sentence is a sentence, and that everyone will abide by it. They also want to know who is in their neighborhood. They want us to tell them if someone is dangerous, and to be told when the reverse is true.

Finally, ~~they want some good to come of it.~~ They do not want the process of justice to be a dead loss. They want to feel that justice creates value for the offender, for the victim and for the community. They want to believe that those working within the justice system know what they are doing, and that what people working in public safety do somehow adds value to their lives.

In view of its unique status, probation is invested with wide-ranging ability to meet the public's expectations. Its strength lies in its capacity and authority to repair broken lives and hold offenders accountable for the harm their actions have caused to victims and communities. Accordingly, probation is the criminal justice sanction best positioned strategically to contribute directly to public safety and community well-being.

Probation — when properly structured — is not a walk away or a "get-out-of-jail-free" card for an offender. Based on our lifetimes of experience in the probation system, we propose that probation offices nationwide embrace a new emerging paradigm that puts public safety and community involvement first.

HOW PROBATION CAN WORK

Successful probation reforms underway in Boston, Spokane, Phoenix, in specific locales throughout Maryland and elsewhere are characterized by a heightened focus on achieving public safety goals through active partnerships with community and neighborhood groups. They are also characterized by the following key strategies:

- *Placing Public Safety First*
- *Working in the Community*
- *Developing Partners in the Community*
- *Rationally Allocating Scarce Resources*
- *Enforcing Conditions and Penalizing Violations*
- *Emphasizing Performance Based Initiatives*
- *Encouraging Strong and Steady Leadership*

Public Safety Comes First*

Successful probation programs put public safety first. Their primary goal is to let the public move about and feel free of the risk of harm to their person or their property.

Supervise Probationers in the Neighborhood, Not the Office*

Public safety cannot come first where supervision, such as it is, takes place in the probation officer's office. Effective probation supervision must take place where offenders live and work. While the office is rightfully the *base* of probation supervision, the neighborhood should

be the *place* of supervision. Firsthand knowledge of where the offender lives, his family and his immediate and extended environment are critical elements of meaningful supervision. Such *community probation* should be highly visible, and this visibility must be positive in nature.

Meaningful supervision also means that it is conducted at times not confined to the traditional 8:00 a.m. to 5:00 p.m., Monday through Friday, workday. To be effective, it must be delivered *at nights, on weekends, and on holidays*.

Two Arizona probation departments—the Maricopa County Adult Probation Department in Phoenix and the Pima County Adult Probation Department in Tucson—have experienced successful offender supervision efforts by increasing the level of offender contact in the community and by working non-traditional hours.

Rationally Allocate Resources

Successful probation programs rationally allocate their resources. Probation officers must spend *more time supervising those offenders who are most at risk to violate their conditions of supervision and those whose offenses or affiliations pose a public safety risk (e.g., sex offenders, gang members, drug dealers, those with histories of violence)*. The rational allocation of resources is necessarily based on knowledge of the offender gleaned through *presentence investigation reports, juvenile records, psychological evaluations and risk/needs assessments*. Probation agencies must use assessments at the front end of the system to make placement decisions as well as continue using offender-specific assessments to routinely monitor their progress.

Two systems that place considerable emphasis on assessments are the Dallas County Community Supervision and Corrections Department in Dallas, Texas, and the Sixth Judicial District Department of Correctional Services in Cedar Rapids, Iowa.

In Dallas County, Texas, a new Comprehensive Assessment and Treatment Services (CATS) program was implemented in 1998 to address the gap in substance abuse and mental health treatment for probationers. The goal of CATS is to provide early assessment and treatment in order to increase successful completion of probation. Under this program all felony probationers must be screened. Those who cannot afford indicated services are provided those services by the County. CATS has already screened 4,400 probationers. Of those screened, 62 percent were referred to treatment for substance abuse and 9.5 percent were referred for mental health treatment.

In addition, *probation officers should be strategically assigned to supervise specific geographical areas rather than being randomly assigned to offenders as they are placed on probation. This concept, referred to as "place-based supervision," affords an excellent opportunity for developing law enforcement and corrections partnerships. It also keeps probation officers close to their wards, allowing them to keep an eye on an offender even when they are not spending time with him.*

Several probation departments, like the one in Spokane, Washington, have developed meaningful partnerships with police and have strategically placed probation officers in areas where they are needed the most.

Enforce Violations of Probation Conditions Quickly and Strongly

Probationers often realize they may expect two or more "free ones" when it comes to dirty urine samples, electronic monitoring violations or failure to comply with a variety of supervision conditions. For probation to be effective, this permissive practice must be abandoned. All conditions of a probation sentence must be enforced, and all violations must be responded to in a timely fashion. A critical part of enforcing supervision conditions is the cooperation of the courts, where such violations are usually addressed. Those probation programs that emphasize strict enforcement of the rules and enjoy a supportive relationship with the courts tend to have fewer problems with offender compliance.

The key is that the response must be swift and sure. This does not mean that each violation will result in the revocation of probation, but rather the imposition of graduated sanctions (e.g., curfew or house arrest, electronic monitoring, mandatory drug treatment).

An excellent example of a structured, graduated sanctions program is found in the Tarrant County Juvenile Probation Department in Fort Worth, Texas.

Similarly, probation agencies need to be tough-minded and put teeth into apprehending absconders from probation. If it is easier for an offender to abscond than to comply with the terms and conditions of probation, then such behavior is simply reinforced. Probation agencies need to develop specialized units that work with law enforcement to apprehend offenders.

A good example of a specialized absconder unit is that found in the McLennan County Community Supervision and Corrections Department in Waco, Texas. Another is in Suffolk County, New York. Suffolk County Probation in New York has a warrant unit consisting of specially trained probation officers with full time responsibility for the location, apprehension, and arrest of probation violators who have absconded. In 1997, the unit, sometimes with assistance from other probation officers, made 209 arrests of absconders. That number rose to 331 in 1998. Large urban jurisdictions that are well managed can achieve even greater results. In 1998, Maricopa County Adult Probation served an astounding 2,400 warrants for felony probationers.

Develop Partners in the Community

The involvement of other agencies, organizations and interest groups is critical to the success of probation. Probation administrators should include community leaders and groups whenever there is a need to develop policies, initiate new programs, craft supervision strategies and deliver services. In essence, the community needs to play a vital and participatory role in community corrections. This may be achieved by:

- Creating a system that has meaningful participation from victims and the community;
- Developing partnerships with neighborhood groups, schools, businesses and the faith communities to bring offenders into an environment that has pro-social supports;
- Establishing cooperative partnerships between probation, law enforcement and

other criminal justice agencies that focus on public safety:

- Partnering with human service, treatment and non-profit agencies to provide enhanced services to assess, diagnose, treat and supervise offenders;
- Creating a comprehensive education campaign to make citizens aware of the crime problem, the steps being taken to address it and communicating the message that their involvement is desired.

There are many potential partners with whom to collaborate. When probation agencies build these collaborative relationships, they are often able to effectively supervise offenders, impose greater leverage and accountability over them and return them safely to the community.

Very good examples of such collaborative relationships have been established by Probation Departments in Boston, Massachusetts, and by the Suffolk County Probation Department in Yaphank, New York. In Boston, since the implementation of Operation Night Light and related community partnerships, homicide rates (the intended target) have dropped dramatically. In the years leading up to the change in strategies, the city averaged a hundred or so each year. Since 1995, when the program kicked in, the drop in homicides has been the steepest in the nation. In 1996, the city experienced 61 murders, down from 96 in the previous year (1990 was the high water mark with 153 homicides). In 1997, the toll fell to 43, in 1998 to 35. By August of 1999, the number stood at 17.

Working with the community reduces recidivism and increases public safety. It also provides greater success in securing offender compliance with and completing probation. To build such partnerships, it is essential that probation agencies retool their operations to accomplish the following:

- The role of the probation officer must be redefined (e.g., attending neighborhood meetings, participating in local crime prevention activities), "place-based" supervision strategies must be adopted and non-traditional operating hours must be established;
- Criminal justice task forces must be created (inclusive of human services and/or the faith community) working together to develop enforcement strategies to reduce crime in the community. Such task forces should establish formal written agreements and protocols, co-locate in community offices, conduct joint staffings and share accountability for curtailing crime;
- Prevention strategies must be developed to work with community partners that engage the child and family in a holistic manner to ensure service delivery to the entire family;
- Community betterment activities should be pursued working with neighborhood groups, business organizations, religious leaders and city agencies;
- Collaborative supervision strategies must be developed to carefully monitor offenders in the community and to hold them rigorously accountable for the payment of all fines, restitution and other just debts. This necessarily includes a protocol for the public both to provide information and obtain feedback on crime issues and offenders in their neighborhoods, and to participate in shaping strategies to address these issues;

- A continuum of sanctions and treatment must be formed across the justice system that ensures rapid placement as a method to maintain public safety and to hold offenders accountable for all violating behaviors.

Establish Performance Based Initiatives

Information-based decision making is paramount. The strategic and rational allocation of resources by probation agencies should be premised on developing, adjusting and retaining specific programs based on their performance.

Good evaluation models must be developed to measure program effectiveness. This includes not only the achievement of clearly defined program outcomes, but also effective program administration. A good program may prove unsuccessful if there was not a good action plan, poor implementation, or staff who were not properly trained or did not understand the program's philosophy.

Leadership is Critical

In the final analysis, leadership is the most important ingredient for success. Leadership in probation does not come from unwieldy state bureaucracies, nor does it emanate from the work of agency committees. Clear and effective leadership comes from individuals—individuals who care deeply about probation, who are not satisfied with the status quo, who possess the courage to critique their profession and act with vision and dedication to do something about it. In sum, it flows from individuals who are risk takers, willing to enthusiastically embrace a new narrative for their field and the practice of probation.

HOLDING PROBATION ACCOUNTABLE

Probation will change when those who run probation departments are held accountable for achieving—or failing to achieve—specific outcomes. The paramount outcome for probation is public safety. However, there are other valued outcomes that must be addressed if probation is to be successfully reengineered. These outcomes include equality of justice, punishment, crime prevention, and a restorative commitment to victims and communities. These outcomes express the public's expectation that the justice system is doing its job. These are the outcomes that matter and that require ongoing and careful measurement by probation practitioners.

In measuring such outcomes, corrections in general and probation in particular must apply business principles to everyday and long-term operations, except for the pursuit of profit or financial gain. As in business, the focus on clearly articulated results will drive a myriad of everyday supervision practices designed to be relevant to the accomplishment of such results. Three key business practices that must be given due attention include the following:

- Research and development—identifying state-of-the-art strategies for achieving effectiveness with maximum efficiency, and the ongoing pursuit of evidence-based best practices;
- Staffing—ensuring that the values, vision, and competencies of staff for

implementing appropriate strategies are related to desired results;

- Management information systems—developing mechanisms for measuring intermediate performance of staff and organizational practices, as well as for the reporting of accomplishments related to desired outcomes.

Reinventing probation will be a dynamic process. It will demand that those working in the field pay careful attention to state-of-the-art research and evaluation regarding the effectiveness of their own practices.

STRUCTURAL ISSUES IN RE-THINKING PROBATION

Many structural issues must be considered in the effort to reengineer probation. They start by recognizing that probation officers have very different perspectives and work within very different systems. It is critical that those who take on the task of retooling probation begin by recognizing what they share in common with others. These commonalities represent the strategic starting point for action.

Those involved in reengineering probation share in common the mission of promoting public safety. They likewise share a commitment to provide effective supervision and control over offenders and to achieving outcomes that the public values. Ultimately, they share an energetic and informed willingness to push probation out of centralized offices and bureaucracies into the neighborhoods and street corners within the communities they serve.

There are numerous structural impediments to achieving the vision and accomplishing the strategies for supervision suggested throughout this monograph. Any such effort will produce what Robert Merton called "unintended consequences." Initiatives undertaken with only positive intentions in mind frequently can perversely set off negative consequences that often overtake any gains. With this in mind, probation practitioners must be mindful of four specific impediments to reengineering probation, as well as several steps that might be taken to address them

Case Assignments and Job Responsibilities

A commitment to community probation will require a fundamental change in the traditional system for assigning cases used by most probation agencies. Rather than merely assigning cases to the next probation officer on the list, case assignments must reflect geographical specialization. New cases should be assigned by local neighborhoods or bounded geographical areas. Probation officers, in turn, will be held accountable for clearly defined supervision activities and outcomes in their area or neighborhood, rather than for the completion of a finite number of assessments or the submission of administrative paperwork.

Many probation officers are locked into a nine to five daily work routine, one they will find very difficult to break. Nonetheless, if such practitioners are to achieve the goals of community probation, they must necessarily work the hours during which they can be most effective in their assigned area. Market research may be done to determine what these hours should be. It is very likely that evening and weekend hours will become part of their everyday work. "Fortress probation" is not a viable option under this model.

The role of the supervisor will, of necessity, undergo a drastic change. The supervisor will become a resource person for their field officers. He or she may also take on the role of ombudsman to the community. In playing such a role, the supervisor may find that the concerns and needs of the community are quite different than those normally pursued by criminal justice system practitioners. In this scheme, the supervisor becomes the individual who removes obstacles and impediments so that the line officers can perform their community-based tasks more effectively.

Hiring, Job Description and Training

If in the long run probation is to be fundamentally reshaped, developing a successful work force will be dependent on the emphasis placed on job descriptions, hiring and training. Given the extent to which the role of the probation officer is redefined, the job description must reflect the new and expanded responsibilities associated with working *in* the community. Probation officers will require such skills as community organizing and advocacy, creative problem solving and a capacity to work as much with adults and local stakeholders as with offenders on their caseload.

The hiring decision will likewise need to change and be tailored to the community. It should be decentralized to ensure that staff appropriate to the needs of the community may be hired. Staff should be hired for the particular area in which they will work. In the hiring process those probation staff who have been successful in the field should be used to assist in screening candidates.

Training methods will change as well as probation moves to embrace its new mission. *The adult probation department in Maricopa County in Phoenix, Arizona, provides a model for such change.* New hires there attend a two week training academy followed by a 90-day assignment to a mentorship with a training officer. During the period of mentoring, the probation officer trainee carries a reduced caseload. Within this system, the trainee gains valuable practical experience under the close supervision of an experienced officer. The assignment of a smaller caseload gives the officer a chance to work into the job without being immediately overwhelmed.

Caseload, Resources and Technical Support

Any effort to reengineer probation will prove unsuccessful unless caseload issues, resources and technical support are addressed. The feasibility of probation officers being held accountable for geographic areas of assignment is dependent on the manageability of caseload sizes. The paradigm shift that is proposed and the new and redefined role of the probation officer as captured in the job description can be achieved *only if caseloads become much smaller than they are now.* Caseloads averaging 100-500 offenders are absurd.

Resources other than personnel will also have to be committed to the effort. To do the job effectively, the field staff must be comprehensively equipped. If the neighborhood storefront or other such location is to become the probation officer's base of operation, then laptop computers, palm corders, cellular phones and flashlights will become the new tools of the trade.

Technical support is as crucial to probation's relocation to the community as is caseload reduction and an infusion of resources. Clearly, sophisticated yet user-friendly management information systems are essential for communication and information retrieval on a daily basis. Once such systems are in place, they provide for an economy of time management and immediate access to information that cannot be obtained in any other way. This, too, will require fiscal support.

Probation department managers must realize, however, that adequate resources will not come until the public is persuaded that probation is more than a "slap on the wrist," a hollow experience that trivializes the offense, demeans and enrages the victim and emboldens the offender. The transformation of probation from being the under-funded, unappreciated and anemic intervention it all too often is to a sentencing option worthy of public support—both moral and financial—depends critically on the capacity of probation to define itself and its mission coherently and convincingly.

Community Involvement and Support

The work of probation becomes easier to the extent it is genuinely involved with the community. It is essential that partnerships be built and sustained with local neighborhood organizations. This increases the leverage that can be maintained over offenders. The Sixth Judicial District in Iowa has also been a leader in surveying its customers, developing partnerships with the community and law enforcement and designing successful treatment programs. In 1997, it developed a comprehensive computerized assessment, MATRIX, to determine appropriate levels of supervision and treatment for targeted offenders. This helped to give the intensive sex offender program less than a 5% failure rate over the past year.

The District has also established a partnership in neighborhood resource centers with law enforcement and neighborhood groups to develop a "Neighborhood Based Supervision" program to intensely supervise offenders on the street, (where they live, work and recreate) in conjunction with the COPS program. Agents participate in weekly staffing meetings with law enforcement partners to target joint activities, and citizens now participate on a Citizens Task Force on Community Justice and a Neighborhood Reparative Board to make offenders under supervision accountable to the people who live in the neighborhood. As a result, the number of crack or disorderly houses in targeted neighborhoods have been reduced from 93 in 1998 to 23 for the same period in 1999.

CONCLUSION

The reinvention of probation requires a sustained effort to ensure that traditional internal forces within probation do not stymie progress. These forces almost always create unimaginative organizational cultures. In such environments it is difficult for probation professionals to see the very real possibility of a dramatically different and more viable future—a future where what they do for a living can be discussed proudly with outsiders. In short, reinventing probation requires leadership committed to enforcing violation warrants, supervising offenders primarily in the community rather than in probation offices, and not directing probation officers to avoid dangerous areas. (Which reduces the possibility of personal harm, but at the same time makes it virtually impossible to be a

probation officer!) Probation will be reinvented when the probation profession places public safety first, and works with and in the community.

Serious efforts to reinvent probation will give the probation profession the first chance it has had since its earliest years to establish itself as a viable community-based and community-placed criminal justice option—an option with real public value and real public support. The Reinventing Probation Council, in partnership with the NAPE, the APPA and the Manhattan Institute's Center for Civic Innovation, looks forward to promoting and assisting such efforts in cities all across the country.

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Multnomah County, Oregon
Department of Community Justice
Presentation to the Board of County Commissioners
November 9, 1999

Adult Community Justice FY 2000 Budget Review

*Budget Planning
Worksession*



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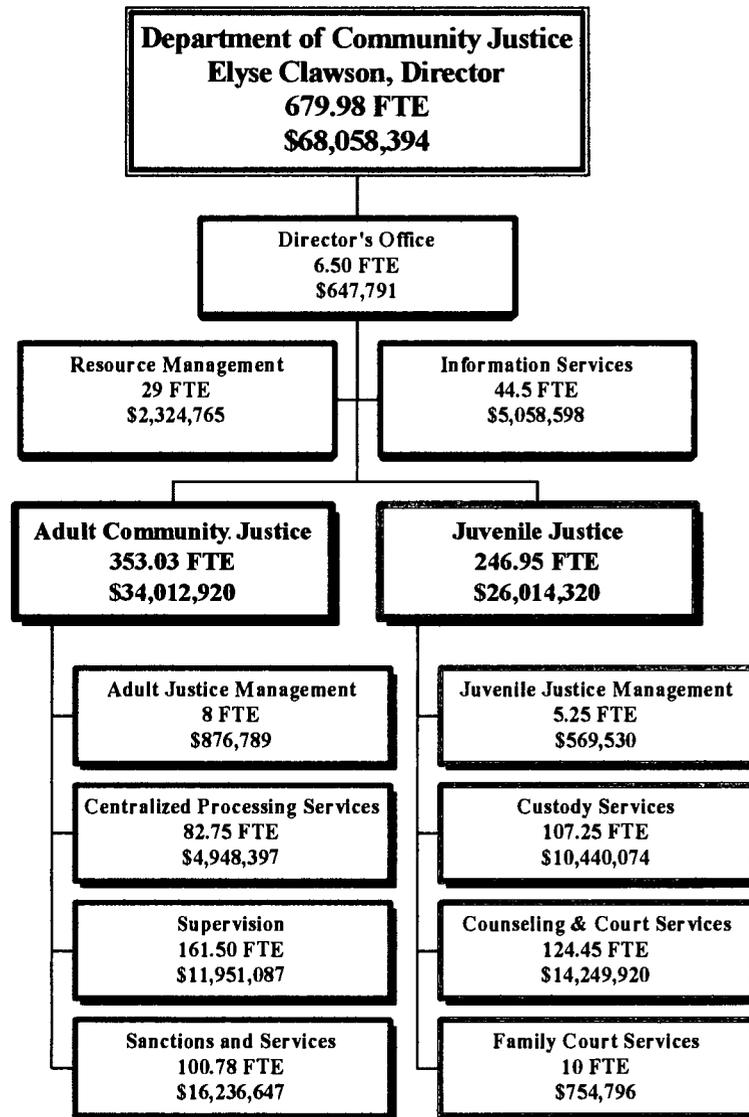
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Department Organization

The Department of Community Justice is made up of two distinct service delivery areas: Juvenile Community Justice and Adult Community Justice. Each division delivers services through multiple program areas as illustrated in the following organizational chart.

Juvenile Community Justice is responsible for intervention with youth who have committed delinquent or criminal acts including truancy from school.

Adult Community Justice is responsible for the supervisory, rehabilitative, and law enforcement activities of over 10,000 adult offenders sentenced to probation or released from custody on parole (post prison supervision).



Vision

Youthful and adult offenders will be held accountable to the individuals and communities they have victimized.

The vision for the Department of Community Justice (DCJ) is equally a vision for our communities. Twenty years from now, in 2019, citizens will feel safe as they walk along streets in our communities, by day or night. Citizens will have confidence in the criminal justice system. The Department of Community Justice will respond effectively to youthful and adult offenders to ensure public safety and to reduce the risk of recidivism.

When a youth manifests the early stages of juvenile delinquency, people in our community will notice. Schools, neighbors, law enforcement and service agencies will act to support the parent(s) in controlling the youth's behavior and addressing underlying issues that are triggering the problems. Delinquency still occurs but youths generally expect that there will be consequences for acting-out beyond the limits of acceptable behavior, whether it be truancy or law violations. Services for youth will be culturally and gender appropriate, enhancing strengths and addressing the individual needs.

Youthful and adult offenders will be held accountable to the individuals and communities they have victimized. Community service, restitution and mediation programs continue as an effective strategy for sensitizing offenders to the consequences of their behavior and for building confidence in the justice system. There will be fewer youth in custody and more youth in school on a per capita basis. Youth of color will no longer be disproportionately represented in the juvenile justice system. The citizens of Multnomah County will understand the issues and strategies for addressing delinquency and community corrections better than the citizens of any other metropolitan area of comparable size. Partnerships with neighborhood and civic organizations and providers of social, health, public safety, and educational services will be strong.

Targeted approaches will be used in allocating a range of supervision, services and sanctions to adult offenders. Close working partnerships with the Courts, the District Attorney, law enforcement and corrections will be sustained to realize "truth in sentencing" and to support cost-effective management of justice system resources.

Targeted approaches will be used to support cost-effective use of justice system resources.

The Department will be a positive work environment. Staff will have the responsibility and authority to make decisions that further the values and mission of the organization and provide quality services to customers. The Department will measure performance and consistently use that information to improve services and communicate results. It will continue to invest in staff training to ensure provision of quality services and good value for tax dollars; will continue to do what is done well; and continue to seek new ways to enhance the livability of our communities and the security of our citizens.

Adult Justice Strategies

To protect public safety and control costs:

Focus active case supervision, services and sanction resources on certain targeted populations of offenders.

To hold adults accountable, be fair and reduce recidivism:

Improve the ability of the Justice System to provide swift, sure and appropriate consequences when adults violate the law.

To do our work together, more effectively:

Share information with community members, partners and staff on what works in community-based criminal justice practices and routinely evaluate the extent to which local policies and practices reduce crime.

Budget Issues and Highlights

The 1999-2000 proposed budget for the Department of Community Justice (DCJ) is \$68 million, which is about 2% higher than the 1998-1999 adopted budget. At the time of budget adoption, the Legislature had not made its final state budget decisions for the upcoming biennium, and some pending decisions may affect the Department's budget. For example, the County may get up to \$5.7 million in additional biennium funding for juvenile crime prevention efforts if the Governor's plan is approved. Funding from DOC may be increased to cover the full costs of local control offender management and to protect jurisdictions against sudden funding cuts. *See Issues, below.*

In addition to program and service changes noted in Issues, below, budget highlights for FY 2000 include:

- Temporarily restore the 16 bed parole violators' detention unit cut in the proposed budget pending transition to a secure substance abuse/dual diagnosis treatment unit. (\$113,000 and 6 FTE for five months).
- Add a transitional housing program for mentally ill adult offenders (\$72,000).
- Increase contracted adult sex offender treatment services (\$60,000).
- Reduce rental of alcohol and drug treatment beds for adults (\$1,203,000).
- Delay the opening of the Adult Community Justice Secure Alcohol and Drug Treatment Center (\$225,000).
- \$1,411,067 one-time-only carryover to support the County's move into the Multnomah Building and to address the costs of moving the West Probation office.
- \$797,208 one-time-only carryover to enhance Juvenile Justice programs. These funds will provide shelter care services, comprehensive assessments of high-risk youth, the development of a Domestic Violence Offender program, and will continue full funding for programs for gang-affected youth.

Other organizational and staffing changes include:

- Eliminate funding for contracted anger management treatment groups and assign existing staff to conduct these treatment groups (\$55,000).
- Cut one administrative support position (\$40,670 and 1.0 FTE).
- Reduce funding for organizational development (\$30,500).
- Add resources to support the continued development and maintenance of the Juvenile Information Network (JIN) and the Supervision Program Information Network (SPIN) (\$708,214 and 2.0 FTE).
- Delete 1.0 FTE Juvenile Court Counselor to fund 1.0 additional FTE to support the continued JIN / SPIN development and maintenance.
- Add 2.0 FTE Probation/Parole Officer (PPO) positions to the Adult Community Justice Domestic Violence Program (\$130,130 and 2.0 FTE).
- Add \$35,000 in contracted services to the African American Program.
- Add a 1.0 FTE Sr. Program Development Specialist position to improve the integrity of Adult Community Justice data (\$58,000 and 1.0 FTE).

Issues: Stable Funding for Adult Justice Supervision Programs.

While it is not guaranteed that a revised formula would benefit Multnomah County, it is certainly hoped that future formulae provide a stable base level of funding for County corrections operations.

Budget development for the Department of Community Justice was particularly difficult this year due to early indications that state funding for the supervision of felons would be significantly reduced for the upcoming biennium. The existing allocation formulas are driven largely by caseload numbers which are down in Multnomah County for several reasons. While the state pays for "traditional" management of parole and probation caseloads, the County has made a policy decision to manage offenders in a different way through the use of diversion programs, shorter sanctions, and through assigning lower-risk offenders to a casebank program. This highly integrated set of programs has resulted in a lower supervision caseload—and thus fewer available state dollars for the County—but at the expense of the diversion and other programs serving adult offenders who might otherwise have been on the caseload.

The department is working closely with the State to re-design the funding formula in such a way as to stabilize future funding levels. Changing the formula is an administrative (as opposed to Legislative) process, and involves the State Department of Corrections, County Corrections Directors, and Sheriffs, among others. This statewide advisory group to the Department of Corrections [DOC] recently modified the funding allocation formula. Without the revisions, Multnomah County's funding would have dropped by an additional \$2.1 million per biennium. The DOC advisory group has agreed to meet again in the fall of 1999 to consider additional formula changes. While it is not guaranteed that a revised formula would benefit Multnomah County, it is certainly hoped that future formulae provide a stable base level of funding for County corrections operations.

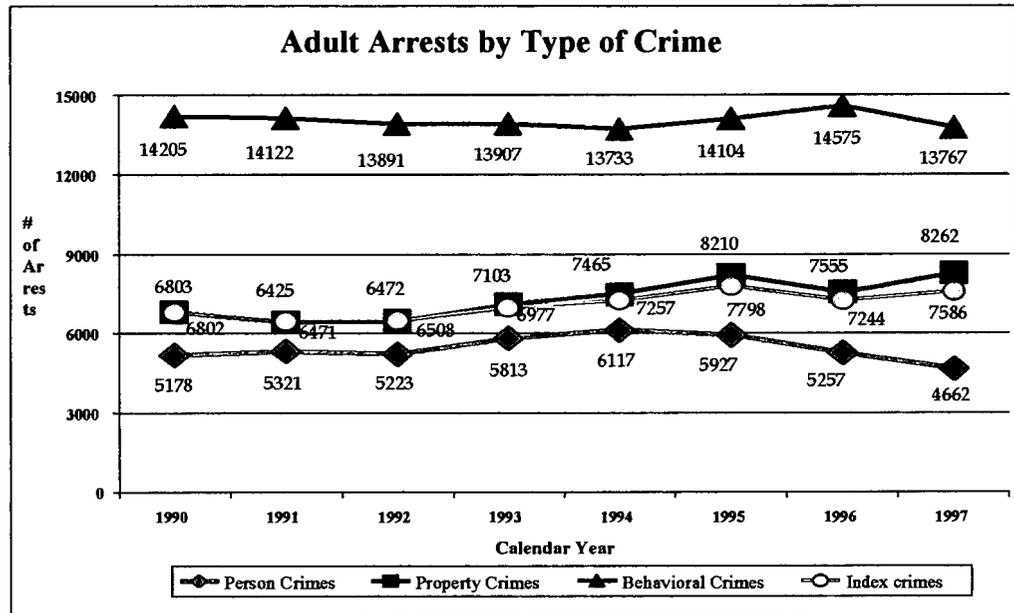
Board Action:

Develop a balanced current service level budget based based on present revenue estimates and concurrently advocate to the Governor and legislature for and allocation of additional funding as part of the 1999-2001 biennium budget adoption process.

Department Performance Trends

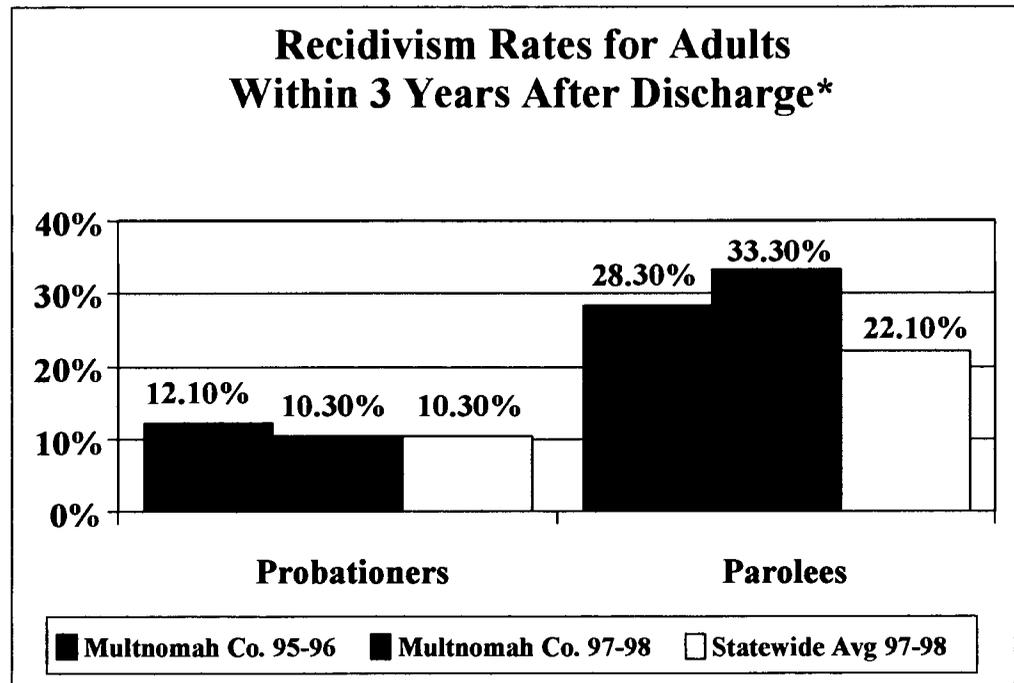
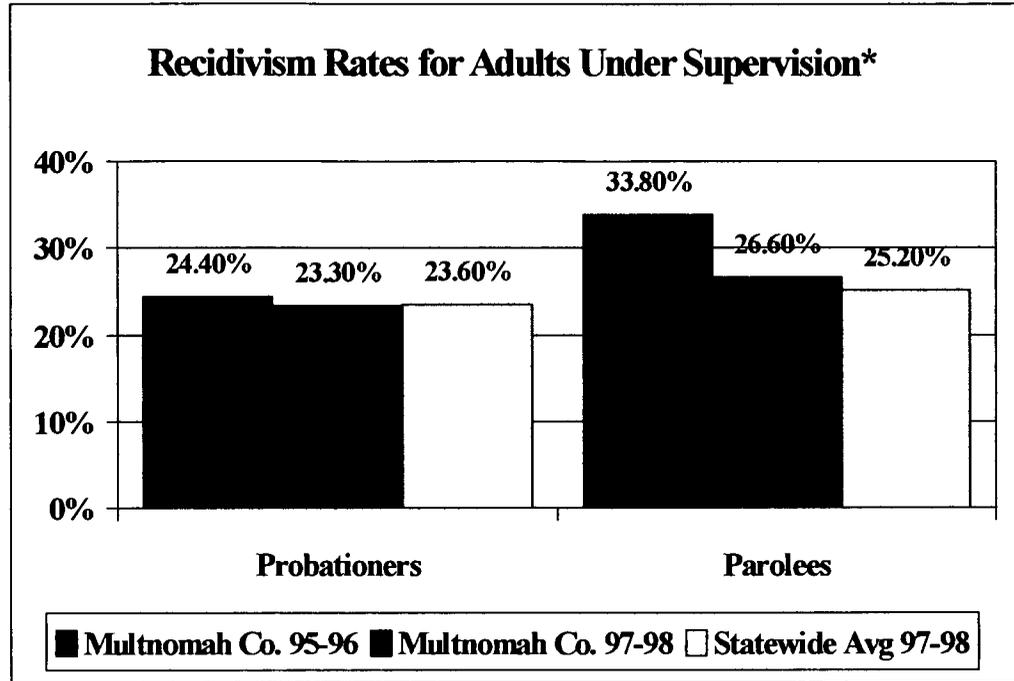
The programs and services provided by the Department of Community Justice are designed to further the County's long-term benchmark goal of reducing crime through a continuum of services and sanctions for juveniles and adult offenders. As exemplified in the following information, the department monitors crime trends and measurements such as recidivism as part of an ongoing effort to focus services appropriately and to evaluate the effectiveness of its programs and services.

This figure presents the rates of crimes committed by adults in Multnomah County over the past eight years. Property and index crimes are increasing, while person crimes appear to be decreasing.



Adult Recidivism Rates

The following graphs represent recidivism rates for two sub-populations of probationers and parolees: those on active supervision, up to 3 years after beginning supervision, and those with a new felony conviction within 3 years after discharge from supervision. The graphs compare Multnomah County's recidivism rates for fiscal year 1995-96 and the most current year's (fiscal year 1997-98) rates to the State's overall rates.



Adult Community Justice

Adult Community Justice is responsible for the supervision of over 10,000 adult offenders sentenced to probation or released from custody on parole (post prison supervision).

The mission of Adult Community Justice is to enhance public safety and promote the positive change of offenders in the community through integrated supervisory, rehabilitative and enforcement strategies. Adult Community Justice is responsible for the supervision of over 10,000 adult offenders sentenced to probation or released from custody on parole (post prison supervision).

In 1997-98, Adult Community Justice began a redesign process with the twin objectives of establishing priorities and building capacity consistent with our mission and County benchmarks. By working with the Courts, the District Attorney's Office and the Sheriff's Office, the Department identified cases to receive a high level of service. Based on corrections research, the Department will ensure that high-risk and other targeted cases get maximum supervision, services, and sanctions, while lower risk cases get less intensive interventions.

The completion of an integrated information system will reduce duplicate data entry, simplify offender tracking across programs and facilitate the evaluation of individual programs and system-level changes. Core Correctional Training provides staff with the research-based concepts and case management skills that will be necessary to make the redesign a success.

Adult Community Justice	1997-98	1998-1999	1998-1999	1999-2000	
	Actual	Current Estimate	Adopted Budget	Adopted Budget	Difference
Staffing FTE	278.97	348.52	315.52	353.03	37.51
Personal Services	\$15,149,351	\$16,722,015	\$17,174,885	\$19,523,341	\$2,348,456
Contractual Services	\$5,871,141	\$8,741,128	\$13,190,267	\$9,527,007	(\$3,663,260)
Materials & Supplies	\$3,747,433	\$4,174,303	\$4,438,162	\$4,902,572	\$464,410
Capital Outlay	<u>\$16,079</u>	<u>\$0</u>	<u>\$0</u>	<u>\$60,000</u>	<u>\$60,000</u>
Total Costs	\$24,784,004	\$29,637,446	\$34,803,314	\$34,012,920	(\$790,394)
Program Revenues	\$18,143,153	\$19,912,307	\$19,912,307	\$18,843,920	(\$1,068,387)

Adult Justice Management

Adult Community Justice Management provides management direction and oversight for adult community corrections services.

Adult Community Justice Management provides management direction and oversight for adult community corrections services. Adult Community Justice Management works closely with the Oregon Department of Corrections, the Multnomah County Sheriff's Office, the Portland Police, the District Attorney's Office, and the Courts to coordinate a range of supervision, sanctions and services for adult offenders in the community.

Action plans:

Coordinate final development of business practices and procedures, and establish testing and training programs for implementation of first phase of Supervision Program Information Network (SPIN) by October 1999.

By December 1999, implement the recommendations of the Support Process Improvement Team which provided strategies to allow Probation and Parole Officers and Corrections Counselors the opportunity to engage in more field work.

Strengthen the coordination between juvenile and adult community justice to enhance family-centered and gender specific case management for families affected by domestic violence, gangs, and sex offenders by June 2000.

Coordinate ACJ participation in interagency community justice initiatives including enhanced victim services and restitution tracking, a community schools pilot project, the Fugitive Task Force, and transitional services for offenders leaving custodial or residential programs by March 2000.

Significant changes include the transfer in of 1.00 FTE administrative position from the Director's Office, and the addition of a federal Victims of Crime Act grant with 2.00 FTE.

Adult Justice Management	1997-1998	1998-1999	1998-1999	1999-2000	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	6.69	7.00	5.00	8.00	3.00
Personal Services	\$432,136	\$387,056	\$269,139	\$485,271	\$216,132
Contractual Services	\$22,300	\$48,180	\$33,824	\$39,930	\$6,106
Materials & Supplies	\$350,861	\$628,598	\$500,877	\$351,588	(\$149,289)
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Total Costs	\$805,297	\$1,063,834	\$803,840	\$876,789	\$72,949
Program Revenues	\$419	\$240,000	\$240,000	\$166,004	(\$73,996)

Centralized Processing Services

The Centralized Processing Services program works with all agencies in the criminal justice system to provide complete and accurate information on offenders for the Board of Parole and Post-Prison Supervision, the Courts, other counties and states, and the Probation and Parole Officers. Centralized Processing Services works with both pre-sentenced and sentenced clients. A crucial function of this program is to identify Local Custody offenders and complete the appropriate paper work to ensure proper supervision.

Bond Technology money will be used to review all internal processes, reduce duplication and automate a data collection and tracking system that links intake functions across several Adult Community Justice programs.

Action Plan:

- Pilot a needs assessment instrument for use at Intake to ensure consistency with our redesign and a focus on high and medium risk offenders and their criminogenic needs by December 1999.

Significant budget changes are detailed on the following pages.

Centralized Processing Svcs.	1997-1998	1998-1999	1998-1999	1999-2000	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	72.89	94.75	97.25	82.75	(14.50)
Personal Services	\$3,673,721	\$4,102,567	\$4,754,975	\$4,296,808	(\$458,167)
Contractual Services	\$517,560	\$446,092	\$1,594,747	\$85,800	(\$1,508,947)
Materials & Supplies	\$770,074	\$616,110	\$665,680	\$565,789	(\$99,891)
Capital Outlay	<u>\$727</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Costs	\$4,962,082	\$5,164,769	\$7,015,402	\$4,948,397	(\$2,067,005)
Program Revenues	\$8,244,289	\$5,286,430	\$5,286,430	\$3,320,533	(\$1,965,897)

Centralized Intake

Centralized Intake determines appropriate supervision levels and placement of offenders. The information used to make this determination comes from a variety of sources including criminal histories, self-reported information, a risk assessment, pre-sentence investigations, alcohol and drug evaluations, Pre-Trial Services information, and prison information. The department identifies offenders' risk level and needs as they enter the criminal justice system. The department also determines the appropriate level of intervention to accomplish case management goals.

FY 1999: 31.00 FTE FY 2000: 30.00 FTE

Pretrial Services

Pretrial Services conducts pretrial interviews with incarcerated defendants charged with criminal offenses, makes assessments and recommendations regarding release, and supervises releasees. The courts delegated authority to Pretrial Services under ORS 135.230-135.295 to release individuals from custody who meet criteria established to assure their return for future court appearances. In Fiscal Year 1997, Pretrial Services was the pilot site for the new electronic monitoring program. Pretrial release and pretrial supervision programs were combined for Fiscal Year 1998-99.

FY 1999: 21.75 FTE FY 2000: 23.75 FTE

Pre-Sentence Investigation

The Pre-sentence Investigations Unit contributes to a timely, fair, and consistent sentencing process. The Unit provides a full written investigation of the circumstances of a criminal offense, a defendant's criminal record, his/her social history and his/her present condition and environment. The investigation report assists the court by providing information that is relevant to the sentencing decision and by presenting sentencing options that give the offender an opportunity to achieve positive changes in the community through integrated supervision, treatment, and sanction strategies. A pre-sentence investigation report takes an average of 14.5 hours to complete.

FY 1999: 11.00 FTE FY 2000: 10.00 FTE

Hearings

The Hearings Unit conducts timely hearings with parolees and probationers accused of violations of supervision conditions. Hearings officers have authority to conduct hearings, impose sanctions, refer to treatment or other interventions, release from custody, recommend revocation to prison, and make other recommendations to releasing authorities. Hearings officers present structured sanctions to offenders in custody to diminish the time the field officers are taken out of service to travel to jails and present sanctions themselves. The number of hearings decreased in 1998-99 due to the increased authority of probation/parole officers and supervisors to impose jail sanctions of up to 30 days.

FY 1999: 4.00 FTE FY 2000: 4.00 FTE

Sanctions Tracking

Sanctions Tracking provides Probation/Parole Officers, Supervisors and Hearings Officers with information on sanction services available and the requirements of the sanction programs. It maintains up-to-date information on a variety of programs, and serves as a resource hub to answer questions about general community resources. Sanctions Tracking is designed to save field officers time because they will no longer need to call a number of different treatment providers to determine if there is an opening for services and if the client meets their particular criteria.

FY 1999: 6.50 FTE FY 2000: 6.00 FTE

Local Control

The Local Control Unit helps to reduce the recidivism of offenders sentenced to prison for 12 months or less. The Unit is responsible for the identification of Local Control cases, development of case plans for each offender, movement of offenders from jail to community-based sanctions, supervision of offenders while they complete their sentences in the community, and the transfer of cases to post prison supervision at the expiration of their sentences. The unit processes and supervises offenders in cooperation with the Sheriff's Office.

FY 1999: 23.00 FTE

FY 2000: 9.00 FTE

Costs by Program	1997-1998	1998-1999	1999-2000	Difference
	Actual	Adopted Budget	Adopted Budget	
Centralized Processing Services	\$0	\$0	\$0	\$0
Centralized Intake	\$1,465,615	\$1,671,941	\$1,687,927	\$15,986
Pretrial Services	\$909,337	\$999,012	\$1,161,766	\$162,754
Pre-Sentence Investigations	\$701,197	\$737,012	\$711,215	(\$25,797)
Hearings	\$260,438	\$265,963	\$268,372	\$2,409
Sanctions Tracking	\$267,947	\$345,384	\$334,732	(\$10,652)
Local Control	<u>\$1,357,548</u>	<u>\$2,996,090</u>	<u>\$784,385</u>	<u>(\$2,211,705)</u>
Total Costs	\$4,962,082	\$7,015,402	\$4,948,397	(\$2,067,005)

Significant Budget Changes: Centralized Processing Services	Program	FTE Changes	Expenditure Changes	Revenue Changes
Reclass 1 CSPS to 1 CT and move to ACS	<i>Centralized Intake</i>	(1.00)	(\$34,905)	
Allowance for general inflation, salary COLA, and step increases	<i>Centralized Intake</i>		\$76,000	
Transfer in Pre-trial staff from the State	<i>Pre-trial Services</i>	1.00	\$55,000	
Transfer 1 OAI to Hearings	<i>Presentence Investigations</i>	(1.00)	(\$28,747)	
Transfer in 1 OAI from Presentence Investigations	<i>Hearings</i>	1.00	\$28,747	
Transfer 1 PPO to Centralized Team Supervision	<i>Hearings</i>	(1.00)	(\$40,899)	
Transfer 0.5 PPO to Centralized Team Supervision	<i>Sanctions Tracking</i>	(0.50)	(\$20,450)	
Cut 1 PPO to meet revenue constraint	<i>Sanctions Tracking</i>	(1.00)	(\$40,899)	
Add 1 FTE Data Integrity position	<i>Sanctions Tracking</i>	1.00	\$60,111	
Transfer 1 OAI to Domestic Violence Program	<i>Local Control</i>	(1.00)	(\$28,747)	
Cost Accounting Change: A&D services, Secure A&D facility, drug-free housing, and mental health	<i>Local Control</i>		(\$1,113,441)	
Reduced electronic monitoring services contract	<i>Local Control</i>		(\$50,000)	
Cost accounting change to place local control program costs into appropriate sanctions and services program budgets	<i>Local Control</i>	(9.00)	(\$736,274)	
Add 1 FTE PPO to Local Control	<i>Local Control</i>	1.00	\$65,882	

Key Result Measure Centralized Processing Svcs.	Program	FY 96 Actual	FY 97 Actual	FY 98 Actual	FY 99 Current Estimate	FY 2000 Estimate
% of reporting felony offenders who complete Intake within 60 days of sentencing	<i>Centralized Intake</i>	N/A	N/A	80%	80%	N/A
% of sentenced offenders who failed to show for Intake and were subsequently located and report to Intake for assessment	<i>Centralized Intake</i>	New KRM	New KRM	New KRM	30%	30%
Timeliness and efficiency of intake interviews:	<i>Pretrial Services</i>					
• Within 1 hour of booking	<i>(Recog Interview)</i>	60%	57%	61%	61%	60%
• Within 3 hours of booking		20%	23%	27%	24%	20%
• Within 6 hours of booking		19%	19%	11%	15%	19%
% who do not appear in Court	<i>Pretrial Services (Release Supervision)</i>	N/A	34%	27%	25%	26%
% of PSI's completed by due date	<i>Pre-Sentence Investigations</i>	95%	98%	96%	99%	98%
% of hearing processes that Hearing Officer begins within 4 days of receipt of Sanctions Reporting Form from PO	<i>Hearings</i>	N/A	N/A	N/A	90%	90%

Supervision

In 1998-99, the Department continued the implementation of a fundamental redesign of supervision and practices. Supervision resources remain focused on targeted crimes and higher risk offenders.

Probation and post-prison supervision works with the community, area police, and other County organizations and human services to identify community issues related to offenders behavior and to develop strategies for intervening in this behavior. This Division supervises adult offenders who are sentenced to probation and post-prison supervision. Services provided include developing, implementing and imposing the conditions of probation and post-prison supervision; assessing offender needs and risk to re-offend; linking offenders under supervision to other community services; reporting information about offenders to the Court and the Board of Parole and Post-Prison Supervision; and using graduated, structured sanctions to affect offenders' behavior.

During 1998-99, the Department continued to redesign supervision and practices. Supervision resources remain focused on targeted crimes and higher risk offenders. Remaining crime classifications continue to be handled through increased use of diversion, one-time sanctions and centralized team supervision. We will also expand our field testing of a new needs assessment instrument. Should this ongoing pilot prove to be successful, we will institute changes to our case management system.

Action plans:

Implement the second phase of our organization's long term plan to redesign our supervision and program service delivery consistent with correctional research and core correctional practices in a community justice context by December 1999.

By December 1999, refine our approach to the supervision and services provided to low and limited risk offenders throughout the Department. This includes the appropriate brokering of services in the community that address criminogenic needs based on best practices.

- ❖ By January 2000, strengthen the coordination between Juvenile and Adult Community Justice to enhance our family case services to shared populations such as domestic violence, gang members and sex offenders.

Supervision	1997-1998	1998-1999	1998-1999	1999-2000	
	Actual	Current	Adopted	Adopted	Difference
		Estimate	Budget	Budget	
Staffing FTE	145.88	160.50	154.00	161.50	7.50
Personal Services	\$8,611,552	\$9,218,945	\$9,004,485	\$9,743,239	\$738,754
Contractual Services	\$259,036	\$312,365	\$185,555	\$233,413	\$47,858
Materials & Supplies	\$1,810,814	\$1,804,750	\$1,811,672	\$1,914,435	\$102,763
Capital Outlay	<u>\$6,830</u>	<u>\$0</u>	<u>\$0</u>	<u>\$60,000</u>	<u>\$60,000</u>
Total Costs	\$10,688,232	\$11,336,060	\$11,001,712	\$11,951,087	\$949,375
Program Revenues	\$6,282,180	\$9,941,594	\$9,941,594	\$9,575,269	(\$366,325)

East/Southeast District

The East / Southeast District supervises adult offenders to protect the community and promote positive offender behavior. Staff work with East and Southeast communities, police, community resources and county organizations. Over 1,500 offenders are on active supervision in the East/Southeast District. The District's activities include increased emphasis on monitoring high-risk offenders, such as sex offenders; imposition of intermediate sanctions; education, and communication with community groups.

FY 1999: 55.00 FTE FY 2000: 54.00 FTE

Centralized Team Supervision

Centralized Team Supervision (CTS) is a cost-effective way to supervise offenders assessed as low or limited risk to reoffend based on the Oregon Case Management Classification System. In the CTS system, offenders are asked to report via telephone and/or mail. They are monitored for compliance with the conditions of supervision and referrals are made to the appropriate services. The CTS unit was a new cost center in the 1997-98 budget and was started as a pilot in 1995-96. A 1997 performance audit by the Multnomah County Auditor found Centralized Team Supervision to be cost effective and recommended its expanded use. There are over 4,000 cases on active supervision in the CTS system.

FY 1999: 22.00 FTE FY 2000: 25.50 FTE

North / Northeast / West

The North/Northeast and West Districts supervise adult offenders to protect the community and promote positive offender behavior. Staff work with the North/Northeast and West neighborhoods, police, community resources and county organizations. The North/Northeast District has over 1,300 offenders on active supervision in North and Northeast Portland. In addition to these cases, the Gang Unit provides services to over 200 cases on active supervision. The African-American Program works in partnership with other community agencies to promote the successful transition of African-American offenders back into their communities. The Peninsula Office focuses on contacting their offenders in the community. The West District has over 1,300 offenders on active supervision, including a large number of mentally ill and transient people.

FY 1999: 61.00 FTE FY 2000: 61.00 FTE

DUII/Deferred Sentencing

The D.U.I.I. Deferred Sentencing Program provides a high level of supervision for those offenders with three or more DUII convictions within the past ten years. Offenders are required to attend a Victim's Panel, undergo alcohol and drug assessment, and participate in treatment. Surveillance of the offender's home and vehicle is conducted to ensure compliance with drinking and driving restrictions. This population of offenders is recognized as a significant threat to public safety. Approximately 400 offenders are on active supervision in this program.

FY 1999: 4.00 FTE FY 2000: 6.00 FTE

Domestic Violence

The Domestic Violence program is a joint effort with Multnomah County District Attorney's Office, Portland Police Department, and the Courts to provide first time offenders with sentencing alternatives, sanctions and treatment. The program works with criminal justice and treatment agencies, monitors and supervises offender compliance with treatment and other Court conditions, refers offenders to services, regularly reports offender compliance to Court during a six to nine month deferral program, and has ongoing contact with victims to provide them with resource referral and to include these referrals, if appropriate, in the offenders' supervision and treatment plans. This program has over 500 cases on active supervision. Prior to the inception of this program, there was no coordinated systemic effort or sentencing alternatives for 15% to 40% of the approximately 2500 reported incidents of domestic violence each year in Multnomah County. The need for coordinated intervention continues to exceed the program capacity.

FY 1999: 12.00 FTE FY 2000: 15.00 FTE

Costs by Program	1997-1998	1998-1999	1999-2000	Difference
	Actual	Adopted Budget	Adopted Budget	
East/Southeast District	\$3,866,985	\$4,101,077	\$4,237,788	\$136,711
Centralized Team Supervision	\$1,346,186	\$1,473,088	\$1,707,616	\$234,528
N/NE/West	\$4,339,442	\$4,331,205	\$4,586,925	\$255,720
DUII/Deferred Sentencing	\$408,320	\$284,417	\$389,404	\$104,987
Domestic Violence	<u>\$727,299</u>	<u>\$811,925</u>	<u>\$1,029,354</u>	<u>\$217,429</u>
Total Costs	\$10,688,232	\$11,001,712	\$11,951,087	\$949,375

Significant Budget Changes: Supervision	Program	FTE Change	Expenditure Changes	Revenue Changes
Transfer in 1 Corrections Technician from Alternative Community Service	<i>Centralized Team Supervision</i>	1.00	\$34,905	
Transfer in .5 PPO from Sanctions Tracking	<i>Centralized Team Supervision</i>	0.50	\$20,450	
Transfer in 1 PPO from Hearings	<i>Centralized Team Supervision</i>	1.00	\$40,899	
Transfer in 1 Program Administrator from Central	<i>North/NE/West District</i>	1.00	\$56,192	
Allowance for general inflation, salary COLA, and step increases	<i>North/NE/West District</i>		\$199,428	
Reduce personnel budget in anticipation of salary savings during the fiscal year	<i>North/NE/West District</i>		(\$91,573)	
Add contracted services	<i>African-American Program</i>		\$35,000	
Add 2 Corrections Technicians for DUII Grant	<i>DUII/Deferred Sentencing</i>	2.00	\$87,264	
Transfer in 1 OA II from Local Control	<i>Domestic Violence</i>	1.00	\$28,747	
Add 2.0 FTE Parole/Probation Officers	<i>Domestic Violence</i>	2.00	\$130,130	

Key Result Measures: Supervision	Program	FY 96 Actual	FY 97 Actual	FY 98 Actual	FY 99 Current Estimate	FY 2000 Projected
Percent of Sanction Reporting Forms that PPO submit to Hearings Officer within 5 days of offender arrest or detain.	<i>All Supervision Units</i>	N/A	N/A	New KRM	90%	90%
Percent of Sanction Reporting Forms that PPO submit to JC2 within 3 working days	<i>All Supervision Units</i>	N/A	N/A	New KRM	90%	90%
Number of successful case closures	<i>All Supervision Units</i>			Not available **		
Percent of successful case closures	<i>All Supervision Units</i>			Not available **		
Supervise no less than 20% of overall caseload in Centralized Team Supervision which is comprised of limited and low risk offenders only.	<i>Centralized Team Supervision</i>	N/A	18%	42%	28%	40%
Number of successful case closures	<i>Centralized Team Supervision</i>	N/A	687	1369	1500	2000
Percent of successful case closures	<i>Centralized Team Supervision</i>	N/A	91%	88%	85%	85%
Number of successful case closures	<i>DUII/Deferred Sentencing</i>	N/A	NA	167	157	250
Percent of successful case closures	<i>DUII/Deferred Sentencing</i>	N/A	NA	27%	49%	50%
Number of successful case closures	<i>Domestic Violence</i>	25	312	187	284	N/A
Percent of successful case closures	<i>Domestic Violence</i>	28%	68%	51%	68%	70%
Number of participants completing Domestic Violence diversion program	<i>Domestic Violence</i>	N/A	N/A	N/A	110	125
Percent of participants completing Domestic Violence diversion program	<i>Domestic Violence</i>	60%	68%	67%	70%	70%
Percent of domestic violence diversion participants not re-arrested during supervision	<i>Domestic Violence</i>	N/A	94.4%	95%	75%	80%

** Data normally provided to us by DOC Research Unit is currently unavailable due to the re-writing of code to ensure data is in compliance with case closure reporting requirements.

Sanctions & Services

Sanction Programs are designed to address multiple objectives: penalizing an offender by mandating that he or she complete a sanction program, and providing the offender with skills and information that will help him or her to avoid criminal behavior in the future.

Sanctions and Services provides swift and sure responses to non-compliant behavior and provides options for responding to offender needs. Sanction Programs are designed to address multiple objectives: penalizing an offender by mandating that he or she complete a sanction program, and providing the offender with skills and information that will help him or her to avoid criminal behavior in the future. Sanctions include the Day Reporting Center, Alternative Community Service, the Forest Project, Alternative Sentencing and Sanctions, Women's Short Term Sanctions Program, and Drug Diversion. Services, which are offered to meet offenders' needs in the areas of substance abuse, mental health, sex offender treatment, basic education, and housing, and to meet the unique needs of female offenders.

Action plans:

- Begin operation of the 70 bed secure A&D program, reaching full utilization by December 1999. The secure treatment program will provide an alternative to jail while at the same time reducing recidivism by reducing alcohol and drug abuse.
- Improve the delivery of alcohol and drug services to offenders by working with the Alcohol and Drug Services Council (chartered in January of 1999) to facilitate system coordination and collaboration between community providers and Community Justice. Define system performance goals and begin measuring performance by September of 1999.
- Reduce the incidence of psychiatric hospitalization and jail bed use by mentally ill and addicted offenders served in dual diagnosis treatment services in order to reduce societal costs in managing this group of offenders and to serve them in the most appropriate setting(s).
- Track performance and report initial results by March of 2000.
- Review internal and contracted services and sanctions to ensure consistency with our redesign and a focus on high and medium risk offenders and their criminogenic needs by December 1999.

Sanctions & Services	1997-1998	1998-1999	1998-1999	1999-2000	
	Actual	Current Estimate	Adopted Budget	Adopted Budget	Difference
Staffing FTE	53.51	86.27	59.27	100.78	41.51
Personal Services	\$2,431,942	\$3,013,447	\$3,146,286	\$4,998,023	\$1,851,737
Contractual Services	\$5,072,245	\$7,934,491	\$11,376,141	\$9,167,864	(\$2,208,277)
Materials & Supplies	\$815,684	\$1,124,845	\$1,459,933	\$2,070,760	\$610,827
Capital Outlay	<u>\$8,522</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Costs	\$8,328,393	\$12,072,783	\$15,982,360	\$16,236,647	\$254,287
Program Revenues	\$3,616,265	\$4,444,283	\$4,444,283	\$5,782,114	\$1,337,831

Substance Abuse

Substance Abuse Services provides outpatient treatment, residential treatment, gender specific treatment for women, specialized treatment for mentally ill and addicted offenders (dual diagnosis), and drug testing through contracts with non-profit agencies in the community. Drug-use forecasting data based on random testing of arrestees booked into jail shows that 54% to 76% of the men and 51% to 88% of the women test positive for at least one illegal drug. Research indicates that most drug users reduce or eliminate both their drug use and their involvement in crime following participation in a chemical dependency treatment program. Research also demonstrates that mandated treatment is as successful or more successful than non-mandatory treatment provided outside the criminal justice system.

FY 1999: 8.00 FTE FY 2000: 5.00 FTE

Secure A&D Facility

Community justice will begin operating a secure alcohol and drug treatment program as an alternative to jail for those offenders who have failed community based programs or who face jail due to non-compliance with the conditions of their supervision. The program will provide intensive residential treatment for 70 male offenders. Offenders will complete 3-6 months of residential treatment, then transition to community-based treatment for the remainder of the year. The program fills a service gap between community treatment and jail. The program is intended to reduce the risk of future criminal behavior in offender participants by successfully treating the underlying problem of addiction.

FY 1999: 0.00 FTE FY 2000: 30.00 FTE

Mental Health

The Mental Health Services program provides case management services, crisis intervention services, psychological and sex offender evaluations, consultation, medication management, group therapy, and sex offender treatment through contracts with local agencies or individual specialists. Needs assessment data indicate that 3% of the population are taking prescribed psychotropic medication and that 6% have severe or chronic mental-health problems. Approximately 7% of the caseload are under supervision for sex offenses.

FY 1999: 0.00 FTE FY 2000: 0.00 FTE

Women's Services

Women's Services provides transitional housing, parenting classes, gender specific groups and short-term sanctions. Groups may include cognitive restructuring, relapse prevention regarding substance abuse and / or criminality, life-skills and stabilization. All pregnant women on supervision (regardless of supervision level) receive services from ADAPT Community Health Nurses. The ADAPT multi-disciplinary team from Women's Services provides comprehensive services to High and Medium risk offenders based on criminogenic needs. In addition, the Department also provides supervision in our district offices to specialized caseloads of women classified as high risk.

FY 1999: 9.00 FTE FY 2000: 9.25 FTE

Day Reporting Center

The Day Reporting Center (DRC) is a highly structured, non-residential, intermediate sanction program that provides sanctions to clients who have violated the conditions of their parole or probation supervision. DRC activities address public safety concerns and provide clear structure for offenders. The center imposes strict accountability requirements through scheduling, curfew and monitoring of daily activities. The DRC addresses the reintegration of offenders into the community by providing offenders with service components designed to meet their individual needs. These components include on-site services, such as assessment, intensive case management, cognitive restructuring, mental health services, employment readiness, job placement, life skills, alcohol and drug services, and access to education through the Donald H. Londer Center for Learning.

FY 1999: 14.75 FTE FY 2000: 23.00 FTE

Drug Diversion

The Drug Diversion Program reduces the substance abuse and related criminal activity of offenders charged with drug possession by providing immediate access to treatment and by involving the Court in case management. The Department provides contracted outpatient treatment/acupuncture services for diversion clients referred by the Circuit Court.

FY 1999: 0.00 FTE FY 2000: 0.00 FTE

Learning Center

The Londer Learning Center improves the reading, writing, and math skills of offenders to better equip them to obtain employment and solve problems encountered in daily life. The center provides instruction in basic skills, life skills, and pre-employment training, including GED instruction. Instruction is delivered via computers and in small and large group settings. BASIS testing in Oregon's state correctional facilities reveals that 42 percent of all inmates function below a 9th grade level in reading and 84 percent function below a 9th grade level in math. A national literacy study released in September 1993 reported a drop in literacy levels among 21 to 25-year-olds, with inmates among the worst performers.

FY 1999: 3.65 FTE FY 2000: 6.50 FTE

Alternative Community Service

The Alternative Community Service Program provides an intermediate sanction for both felony and misdemeanor adult clients who have been court ordered or sanctioned by a Probation/Parole Officer to perform community service hours. The Alternative Community Service program assesses, screens, and places clients to work for over 100 non-profit and public agencies or on supervised work crews. The program maintains an intergovernmental agreement with the City of Portland Parks Bureau to assist with park maintenance. This sanction is the primary sentence at the North/Northeast Community Court.

FY 1999: 9.00 FTE FY 2000: 8.15 FTE

Forest Project

The Forest Project provides an intermediate sanction as an alternative to traditional jail custody for felons. Offenders spend four to ten weeks in a residential work camp in the Columbia Gorge. Daily work in the field includes trail building, tree planting, campground maintenance, and fire management for the US Forest Service and other agencies within the Columbia Gorge National Scenic Area. Community service is also performed in nearby communities. The Program provides a sanction that teaches basic life skills in combination with cognitive training, drug/alcohol education, and employment education.

FY 1999: 6.00 FTE FY 2000: 9.00 FTE

Alternative Sentence & Sanction Program

The Alternative Sentencing and Sanction Program provides a short, high impact alternative to long term, active supervision for lower risk probationers. It also provides a non-custody sanction for offenders already on probation or post-prison supervision. The Program can include instruction in the following areas: alcohol and drug education, including relapse prevention; adult basic education and GED instruction; job search and employment readiness training; cognitive restructuring; and parenting and child health education. The program offers evening and weekend classes. The program model is based on research indicating that less intensive interventions are generally more effective for lower risk offenders. This is a new program whose growth will depend on evaluation of performance and outcomes obtained.

FY 1999: 7.87 FTE FY 2000: 8.88 FTE

Housing

Housing Services provides case management and supervised, drug-free housing for special populations of offenders under supervision. Services are provided through contracts with non-profit organizations in the community, and include transitional housing for subsidy eligible offenders (offenders transitioning from State penitentiaries), including offenders enrolled in the African American Program, general parole/probationers, and the Local Control population. Approximately half of the 150 parolees who return to Multnomah County each month are in need of resource assistance, primarily housing. Female offenders make up approximately 20% of the caseload.

FY 1999: 1.00 FTE FY 2000: 1.00 FTE

Costs by Program	1997-1998	1998-1999	1999-2000	Difference
	Actual	Adopted Budget	Adopted Budget	
Substance Abuse	\$2,754,909	\$9,438,578	\$5,743,638	(\$3,694,940)
Secure A&D Facility	\$0	\$0	\$2,681,909	\$2,681,909
Mental Health	\$370,929	\$450,681	\$455,432	\$4,751
Women's Services	\$744,724	\$884,242	\$911,854	\$27,612
Day Reporting Center	\$1,103,710	\$1,069,928	\$1,470,412	\$400,484
Drug Diversion	\$838,675	\$1,070,457	\$1,098,956	\$28,499
Learning Center	\$414,449	\$480,138	\$719,668	\$239,530
Alternative Community Service	\$579,279	\$586,902	\$611,628	\$24,726
Forest Project	\$554,133	\$464,324	\$630,285	\$165,961
Alternative Sentence/Sanction Program	\$263,827	\$490,018	\$505,703	\$15,685
Housing	<u>\$703,758</u>	<u>\$1,047,092</u>	<u>\$1,407,162</u>	<u>\$360,070</u>
Total Costs	\$8,328,393	\$15,982,360	\$16,236,647	\$254,287

Significant Budget Changes: Sanctions & Services	Program	FTE Change	Expenditure Changes	Revenue Changes
Allocation of FTE's to staff secure A&D facility and net reduction in overall costs	<i>Substance Abuse</i>	27.00	\$1,296,017	
Cost Accounting change: A&D services, Secure A&D facility, drug-free housing, and mental health	<i>Substance Abuse</i>		\$1,106,441	
Cost accounting shift to transitional housing org	<i>Substance Abuse</i>		(\$210,142)	
Transfer in budget from Local Control	<i>Substance Abuse</i>		\$52,348	
Revised estimate for Secure Alcohol and Drug treatment facility operations	<i>Substance Abuse</i>		(\$195,407)	
Cut Anger Management contract services to balance to revenue constraint	<i>Mental Health</i>		(\$55,000)	
Increase sex offender treatment services	<i>Mental Health</i>		\$60,000	
Transfer out .25 OA II to Day Reporting Center	<i>Women's Services</i>	(0.25)	(\$7,176)	
Transfer in .5 Program Adm. From Learning Center	<i>Women's Services</i>	0.50	\$28,095	
Transfer in .25 OA II from Women's Services	<i>Day Reporting Center</i>	0.25	\$7,176	
Add 1 OA Sr. to Day Reporting Center	<i>Day Reporting Center</i>	1.00	\$34,905	
Transfer in budget from Local Control	<i>Day Reporting Center</i>	7.00	\$342,347	
Increase Basic Skills Educator to 1 FTE	<i>Learning Center</i>	0.35	\$16,366	
Transfer .5 Program Administrator to Women's Services	<i>Learning Center</i>	(0.5)	(\$28,095)	
Transfer in budget from Local Control	<i>Learning Center</i>	2.00	\$177,941	
Transfer 3 Community Works Leaders to Forest Project	<i>Alternative Community Services</i>	(3.00)	(\$112,888)	
Transfer in 1 Corrections Technician from Intake	<i>Alternative Community Services</i>	1.00	\$34,905	
Reclass 1 Community Works Leader to Corrections Tech and transfer to Centralized Team Supervision	<i>Alternative Community Service</i>	(1.00)	(\$34,905)	
Transfer in 3 Community Works Leaders to Forest Project	<i>Forest Project</i>	3.00	\$112,888	
Transfer in budget from Local Control	<i>Housing</i>		\$141,192	

Significant Budget Changes: Sanctions & Services (cont'd)	Program	FTE Change	Expenditure Changes	Revenue Changes
Transfer in budget from A&D services	<i>Housing</i>		\$210,142	
Cut contracted alcohol and drug treatment beds and realize salary savings due to delayed start up of secure A&D treatment facility	<i>Secure A&D</i>		(\$1,468,000)	
Add transitional housing services for mentally ill offenders	<i>Secure A&D</i>		72,000	

Key Result Measures: Supervision	Program	FY 96 Actual	FY 97 Actual	FY 98 Actual	FY 1999 Current Estimate	FY 2000 Projected
Number of program completers	<i>Substance Abuse Services</i>	86	120	262	275	300
Percent of successful completions	<i>Substance Abuse Services</i>	83%	62%	57%	60%	65%
Number of program completers	<i>Sex Offender Services</i>	25	55	57	38	60
Percent of successful completions	<i>Sex Offender Services</i>	81%	81%	95%	84%	90%
Percent of participants successfully completing gender specific sanctions	<i>Women's Services</i>	N/A	Not Available	Not Available	50%	50%
Percent of participants having positive birth outcomes	<i>Women's Services</i>	90%	78%	88%	89%	85%
Number of families who will increase the length of time between periods of homelessness	<i>Women's Services</i>	15	12	7	10	15
Percent of clients who do NOT test positive for drug use for a 45 consecutive day period as measured by random weekly Uas	<i>Day Reporting Center</i>	62%	61%	52%	55%	65%
Percent of clients NOT revoked within six months of program termination	<i>Day Reporting Center</i>	71%	88%	85%	80%	75%
Number of clients in good standing and participating in treatment	<i>Drug Diversion</i>	N/A	200	372	475	N/A
Percent of clients graduating	<i>Drug Diversion</i>	50%	53%	47%	N/A	N/A
Number of clients graduating	<i>Drug Diversion</i>	186	N/A	N/A	115	N/A
Number of adult education/GED clients served in Adult Basic Education/GED classes	<i>Learning Center</i>	475	420	545	500	500
Percent of clients achieving goals by growth of one or more grade levels in math &/or reading or passing one or more GED tests or obtaining literacy goal	<i>Learning Center</i>	N/A	85%	Not Available	80%	N/A
Number of clients who obtain GED	<i>Learning Center</i>	53	48	34	60	75
Number of clients who obtain a job	<i>Learning Center</i>	91	100	82	144	180
Number of offenders sentenced to ACS	<i>Alternative Community Service</i>	N/A	3468	3434	1890	3500

Key Result Measures:	Program	FY 96	FY 97	FY 98	FY 1999	FY 2000
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Supervision (cont'd)		Actual	Actual	Actual	Current Estimate	Projected
Percent of offenders who showed up for first interview and subsequently successfully completed sentence	<i>Alternative Community Service</i>	N/A	52%	55%	45%	50%
Total number of community service hours imposed	<i>Alternative Community Service</i>	320,000	338,443	307,218	164,595	350,000
Percent of imposed hours served	<i>Alternative Community Service</i>	N/A	Not Available	33%	35%	35%
Utilization rate of the Forest Project	<i>Forest Project</i>	68%	92%	86.8%	75%	75%
Total number sentenced and sent to ASSP	<i>Alternative Sentence & Sanctions</i>	Not Available	Not Available	443	1044	1050
Percent of participants who move from Phase I into reduced monitoring	<i>Alternative Sentence & Sanctions</i>	N/A	N/A	N/A	75%	75%
Percent of participants who do NOT go to supervised caseloads	<i>Alternative Sentence & Sanctions</i>	Not Available	Not Available	93%	85%	85%
Total number sanctioned to ASSP	<i>Alternative Sentence & Sanctions</i>	Not Available	Not Available	10	60	100
Percent of participants who meet 100% of sanctioning hours imposed	<i>Alternative Sentence & Sanctions</i>	Not Available	Not Available	33%	40%	45%
Number of clients served	<i>Housing</i>	354	535	545	420	500
Percent of successful completion of parole transition housing	<i>Housing</i>	54%	42%	43%	66%	70%

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Adult Community Justice

Budget Planning Work Session
Board of County Commissioners
November 9, 1999

November 9, 1999

Multnomah County Department of Community Justice

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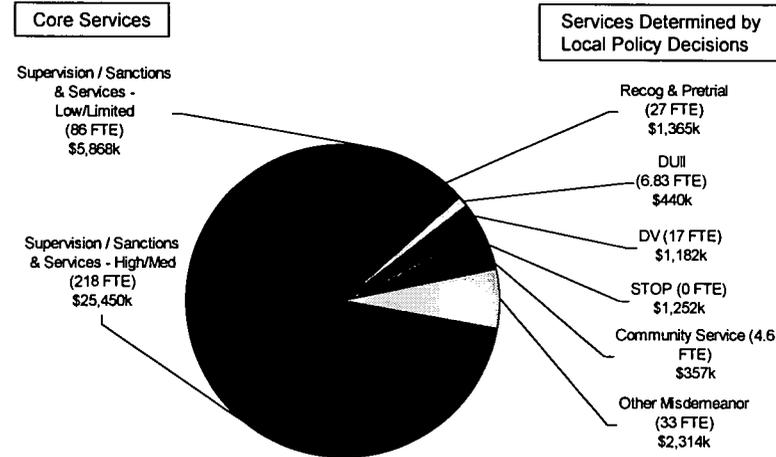
Adult Community Justice

- Goals:
 - Increase Community Safety
 - Affect positive behavioral change in offenders and reduce recidivism
 - Increase the community's sense of safety and empowerment
- Using Best Practices
 - Manage offenders for 3 months to 20 years in the community
 - Provide a balance of supervision, immediate consequences and treatment
 - Address the risk factors in offenders' lives that lead them to commit crimes

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FY 2000 ACJ Budget by Service Category

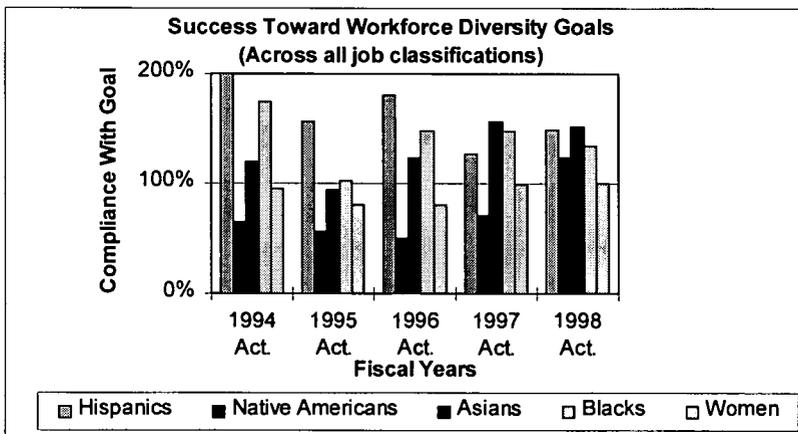


Note: Costs include a proportionate share of administrative costs for the Director's Office, Information Services and Resource Management Services (13% of total ACJ Budget).

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Workforce Diversity



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Why Redesign?

- The system redesign began in 1997 and was stimulated by:
 - County Auditor’s report findings
 - State funding cuts in Grant in Aid:
 - net cut of 31 positions in--
 - Women’s Services
 - A&D Evaluation
 - Field Supervision
 - Intensive Case Management
 - Persistently high caseload numbers
 - Study of best practices

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The Redesign Process

- ACJ staff participated in design and implementation and advised the Court Work Group
- Took a “zero-base” budget and system approach
- Rebuilt the system to implement best practices within funds available

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Preliminary Redesign Results

- Phase I evaluation completed by the National Council on Crime & Delinquency (NCCD)
 - The original design and policy directives have been implemented
 - A major shift has occurred in terms of the proportion of offenders assigned to caseloads
 - Resources are focused on the highest risk offenders, while low-risk offenders receive minimal supervision, without compromising public safety

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Core Services

- High and Medium Risk Offenders
 - 4,659 High & Medium Risk offenders represent 36% of the total August 1999 caseload
 - Initial risk, needs & substance abuse assessment / screening
 - Services & Sanctions
 - restrictions on freedom
 - secure substance abuse treatment
 - restorative justice programs

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Supervision, Services & Sanctions to High & Medium Risk Offenders

SUPERVISION PROGRAMS	FTE	BUDGET
Intake - 25%	7.50	\$ 421
Field Supervision - 59%	67.26	5,097
Local Control Supervision	9.00	784
Sanctions Tracking	6.00	335
Presentence Investigations	10.00	711
Hearings	4.00	268
Arming	1.00	185
Administrative & IS - 68%	24.49	3,412

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Supervision, Services & Sanctions to High & Medium Risk Offenders

SANCTION & SERVICES PROGRAMS	FTE	BUDGE
Day Reporting Center	23.00	\$ 1,470
Londer Learning Center	6.50	71
Community Service - 50%	4.08	30
Forest Project	9.00	63
Women's Services - 90%	8.33	82
Substance Abuse	5.00	5,74
Secure A & D Facility	30.00	2,68
Mental Health	0.00	45
Housing	1.00	1,40

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Core Services

- Low and Limited Risk Offenders
 - 5,247 Low & Limited Risk offenders represent 41% of the total August 1999 caseload
 - Initial risk, needs & substance abuse assessment / screening
 - Services & Sanctions
 - referral to community programs
 - monitoring of restitution payments
 - monitoring of offender law enforcement contact
 - sanctions in response to probation violations

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Supervision, Services & Sanctions to Low & Limited Risk Offenders

SUPERVISION, SERVICES & SANCTIONS PROGRAMS	FTE	BUDGET
Intake - 43%	12.90	\$ 725
Centralized Team Supervision	25.50	1,708
Alternative Sanctions & Services	8.87	506
Field Supervision - 24%	27.36	2,074
Women's Services - 10%	.93	91
Administrative & IS - 15%	10.48	763

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Local Policy Decisions

- Targeted Services to Improve Community Safety
 - 2,884 misdemeanor offenders represent 23% of the total August 1999 caseload
 - Targeted Offenses
 - Domestic Violence
 - Misdemeanor Sex Offenses
 - Multiple DUII offenses
 - Misdemeanor Assault offenses

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Local Policy Decisions

- Targeted Services to Improve System Cost-effectiveness
 - Recog / Pre-trial Supervision
 - Diversion Programs
 - Drug Diversion
 - DUII Bench
 - Domestic Violence Diversion
 - Community Service

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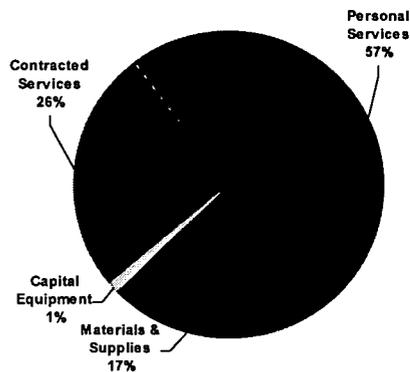
Services Provided By Local Policy

PROGRAMS	FTE	BUDGET
Recog and Pretrial Services*	27.03	\$ 1,365
D.U.I.I.*	6.83	440
Domestic Violence*	17.07	1,182
STOP Drug Diversion*	0.00	1,252
Community Service - 50%*	4.64	357
Supervision, Services and Sanctions to other misdemeanor offenders		
- Field supervision - 17%	19.38	1,469
- Intake - 32%	9.60	540
- Administrative & IS - 6%	4.00	306

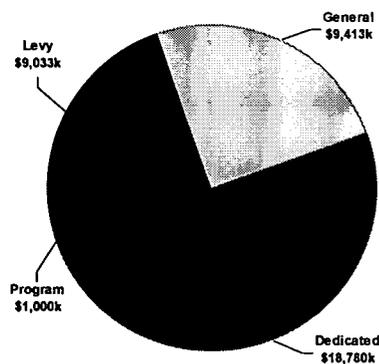
* DCJ Director's Office, Resource Management & IS costs are included
November 9, 1999 Multnomah County Department of Community Justice

FY 2000 Budgeted Expenditures & Revenues

Expenditure Categories



Revenue Sources



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Emerging Issues

- Transitional Services
 - Enhance transition services
 - Transitional Services Unit
 - Sex Offender and Gang Units
 - Enhance Centralized Intake services
 - Enhance educational and employment services

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Emerging Issues

- Redesign - Phase II
 - Deepen commitment to best practices and community justice principles
 - Expand and strengthen Centralized Intake
 - Combine ASSP & CTS to more efficiently supervise low & limited offenders
 - Focus resources more intensively on high & medium risk offenders
 - Provide increased staff training
 - Continue collaboration in the development of the family services unit
 - Increase support for PPO's work in the community

November 9, 1999

Multnomah County Department of Community Justice

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Adult Community Justice

Budget Planning Work Session
Board of County Commissioners
November 9, 1999

November 9, 1999

Multnomah County Department of Community Justice

1999-2000 DCJ Adopted Budget by ACJ Services Categories

	Staffing (FTE's)	Budget (000's)	Revenues (000's)				Total
			Dedicated	Program	Levy	General	
CORE SERVICES							
Supervision, sanctions & services to high and medium risk felony offenders	218.16	\$25,450	\$12,207	\$488	\$8,931	\$3,823	\$25,449
Supervision, sanctions & services to low and limited risk felony offenders	86.00	\$5,868	\$3,802	\$225	\$51	\$1,789	\$5,867
SERVICES PROVIDED BY LOCAL POLICY							
Recog and Pretrial Services	27.03	\$1,365	\$225	\$0	\$14	\$1,127	\$1,365
DUII Deferred Sentencing	6.83	\$440	\$399	\$0	\$3	\$38	\$440
Domestic Violence	17.07	\$1,182	\$219	\$0	\$0	\$963	\$1,182
STOP Drug Diversion Program	-	\$1,252	\$243	\$120	\$10	\$879	\$1,252
Community Service - Bench Probationers	4.64	\$357	\$245	\$73	\$3	\$35	\$357
Supervision, sanctions & services to other misdemeanor offenders	32.99	\$2,314	\$1,440	\$94	\$20	\$760	\$2,314
Totals	392.72	\$38,228	\$18,780	\$1,000	\$9,033	\$9,413	\$38,227

Resources Required for Implementation of Phase II of the Adult Community Justice Redesign

Redesign Component	Required Positions	Provided Through Internal Restructuring			Request for Additional Resources		
		FTE	Total FTE	Total Amount	FTE	Total FTE	Total Amount
Provide Centralized transitional services through the proposed Transitional Services Unit	Program Administrator	1					
	Sr. Program Development Specialist				1		
	Corrections Counselor				1		
	Office Assistant II				1		
	Subtotal		1	95,000		3	175,000
Provide increased staffing for specialized supervision units to focus on transition of high risk offenders, i.e., sex offenders and gang involved offenders	Parole / Probation Officer				2		
	Subtotal					2	125,000
Expand and strengthen the intake process to include both new probationers and those offenders coming directly from jail or prison	Parole / Probation Officer	2.5			2		
	Corrections Counselor	2.87					
	Office Assistant II				2		
	Subtotal		5.37	328,450		4	205,000
Increase capacity to support increased assessment, services & treatment and community focused field supervision	Corrections Counselor	1			3		
	Corrections Technician	4					
	Office Assistant II	2					
	Subtotal		7	340,000		3	200,000
Develop Family Services Unit	Sr. Program Development Specialist	1					
	Subtotal		1	75,000			
	Total		14.37	838,450		12	705,000



Beverly Stein, Multnomah County Chair

Room 1515, Portland Building
1120 S.W. Fifth Avenue
Portland, Oregon 97204

Phone: (503) 248-3308
FAX: (503) 248-3093
E-Mail: mult.chair@co.multnomah.or.us

MEMORANDUM

November 4, 1999

TO: Commissioner Linn
Commissioner Cruz
Commissioner Naito
Commissioner Kelley

FROM: Chair Beverly Stein 

RE: A&D System Capacity Analysis

I have attached a memo from Jim Carlson which provides an update on the A&D System Capacity Workteam's workplan and progress.

Commissioner Cruz has requested that I reschedule the November 9, 1999 agenda item on the update of the A&D workgroup's work to a future date, so that she can participate in the discussion. It will be rescheduled for December 2 when the full Board is available. At that time the group's report will have been finalized. Prior to the December 2nd, I'll ask Jim Carlson to meet individually with Commissioners, Sheriff and Community Justice to brief them on the workgroup's report.

Cc: Sheriff Noelle
Elyse Clawson, Community Justice



MEMORANDUM

November 4, 1999

TO: Chair Beverly Stein

FROM: Jim Carlson, DSS Evaluation and Research Unit *Jim Carlson*

RE: Progress Report of the A&D System Capacity Workteam

The charge to the Workteam was to determine the impact of various levels of secure alcohol and drug treatment upon the entire alcohol and drug treatment continuum and to make a recommendation regarding proper balance in the A & D treatment continuum. The Workteam included representatives from Community Justice, the Sheriff's Office, Community and Family Services and the Budget Office.

The workteam is scheduled to meet and finalize a draft report with recommendations on the morning of November 4. There will be a few provider representatives at that meeting. Further review meetings are schedule with the Dept. of Community Justice A& D providers group and the LPSCC A&D Workgroup on Nov 17 to review our work.

Our progress to date follows:

1. Making quite a few assumptions, as Ginger Martin had informed the Board we would need to, we are able to estimate the impact of InterChange/Rivergate at 70, 200, and 300 beds on the "downstream" community treatment system. We are currently costing this out this "downstream" impact of InterChange for each level of beds.
2. We have been successful in itemizing all current A&D contracts, their capacity, and utilization in the current community continuum. We can document that there is no spare capacity to absorb downstream impact of Interchange.
3. Our recommendation is that whatever number of beds we fund for InterChange, that we not do so without also funding the downstream impact as well. Thus, we will not be recommending 200 or 300 beds, but will be able to give the Board the total cost of each alternative. If there are not sufficient funds to fund both the 300 bed Rivergate facility and the concomitant downstream continuum, then we would recommend 200 beds and the savings going to the continuum.



InterChange

An Alcohol & Drug Treatment Center

AT INTERCHANGE OUR MISSION IS TO PROMOTE MEN BEHAVING RESPONSIBLY BOTH IN FAMILIES AND IN OUR COMMUNITY. WE STRIVE TO HOLD MEN ACCOUNTABLE FOR THEIR ACTIONS, END CRIMINAL BEHAVIOR AND REDUCE DRUG ABUSE THROUGH COMPREHENSIVE TREATMENT.

**150 NE Lincoln Street
Hillsboro, Oregon 97123
(503) 988-3950
(503) 988-3949 Fax**



Multnomah County
Community Justice

"Where is InterChange located?"

InterChange occupies the space that used to be the old county jail in Washington County. It is in Hillsboro, Oregon, at the end of the MAX train line, located at 150 NE Lincoln Street. Comfortable, quiet dorms have been constructed to provide residents time away from drugs, crime, and a chaotic lifestyle. This will help residents begin to make healthy choices.

"How do I get started?"

To set up an admission, a referral source needs to contact InterChange and speak to the Admissions Coordinator. If you have questions about our program, please call the number below. We look forward to speaking with you.



To speak with an Admissions Coordinator, or if you just have questions, please call ...

(503) 988-3701

"Is InterChange a Jail?"



InterChange is not a jail. However, like inpatient drug treatment or an inpatient psychiatric unit, it is a secure setting. That means that the facility is locked. Because we are also treating criminal behavior, InterChange staff must preserve community safety. Therefore, staff trained in security will monitor all activities.

"Who Is Eligible for InterChange?"

Any individual who has

- failed a community program due to leaving against medical advice, non-compliance, repeated alcohol or drug abuse; or
- is facing jail time because of inability to stay away from drugs; or
- is to be sentenced to jail, but offered admission to InterChange as an alternative to that jail sentence.

The individual must be

- male
- addicted to alcohol or other drugs
- convicted of a misdemeanor or felony crime
- medically and psychologically able to participate in the treatment program.

Residents may be referred by probation or parole officers, or by jail personnel to complete a sentence or when sentenced by a judge. Clinical staff at InterChange will assess if someone is appropriate for the program.



"What is InterChange?"

InterChange is an alcohol and drug treatment center that provides a voluntary preferred sanction alternative for men who might otherwise be sentenced to jail. Because addictions and criminal behavior are related, InterChange provides intensive residential treatment for both problems. We teach residents strategies to manage their addictions upon their release, as well as tools to help them refrain from criminal behavior.

The program includes sound aftercare planning so that residents can make healthy, safe choices when they are released to the community.

"InterChange" means several different things. An interchange on a highway is a place where you can go in a different direction - "the road less traveled" - one that takes you toward positive goals. Men whose addictions have led them to criminal behavior may choose this treatment rather than impending incarceration- they are *interchanging* treatment for jail time. Finally, interchange refers to dialogue - an educational exchange with skilled counselors as well as exchanging support with other men in recovery.

 InterChange



"Why Should Anyone Choose a Preferred Sanction?"

Admission to InterChange offers a number of possible advantages to men in the criminal justice system.

- A chance to finish court requirements;
- Targeted support with long and short-term life goals;
- Reduced supervision upon successful completion of the program;
- Monetary credit toward meeting court ordered financial obligations;
- Assistance with service needs following release;
- Possibility to work and attend treatment activities in the community prior to release;
- Increased housing options through program involvement;
- Family and relationship counseling;
- Parenting classes to meet court requirements.

"What Does InterChange Offer?"

- A secure setting that ensures safety for both residents and the community.
- Thorough assessment and treatment planning.
- Individualized counseling.
- Strategies to manage addiction and remain drug-free.
- Classes to help change thinking that leads to criminal activity.
- Anger management and coping skills.
- Orientation to the self help philosophy.
- Individual and group therapy.
- Family and couple's therapy.
- Relapse prevention planning.
- Assistance with aftercare, housing and employment.
- Transportation to the community to arrange resources.



Multnomah County Community Justice

InterChange: An Alcohol & Drug Treatment Center

150 NE Lincoln Street

Hillsboro, Oregon 97123



Multnomah County Community Justice presents ...

InterChange

An Alcohol & Drug Treatment Center

InterChange is a three to six month residential alcohol and drug treatment program which includes an aftercare component in the community. The program is designed to provide treatment to convicted offenders who have not been successful or who cannot be managed in a community based program. Treatment addresses both addiction and criminal thinking. A key factor to the success of InterChange is a planned and gradual transition from residential treatment to the community.

Our mission is to promote individuals behaving responsibly both in families and in our community. We strive to hold residents accountable for their actions, end criminal behavior, and reduce drug abuse through comprehensive treatment. Interchange is a secure setting that ensures safety for both residents and the community. The treatment curriculum includes:

- Classes to help change thinking that leads to criminal activity
- Strategies to manage addiction and to remain drug free
- Assistance with aftercare, housing and employment
- Orientation to the self-help philosophy
- Anger management and coping skills
- Victim and community impact panels
- Individualized case management, group therapy, family and couples therapy
- Relapse prevention planning
- Victim offender mediation

The screening process begins with an initial referral to the InterChange PPO. Next, a clinical supervisor will speak with the field PPO and the offender before making a final clinical decision on admission. Once the process is completed, the referral source will be notified of the outcome. The PPO on staff will serve as liaisons between the treatment program and the supervising authorities; i.e. field officer, local control, IJIP, and the courts.

Please contact Cheryl Nelson and/or Julie Fullerton for more information. We can make arrangements, if necessary, to come to your site and provide further details.

Please note

Prior to November 22nd, please call (503) 248-3701, x29481 to contact the InterChange PPO.

GRAND OPENING

November 9, 1999

2:30 - 4:00PM