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OREGON STATE
CORRECTIONS DIVISION
IMPACT

CLIENT RESOURCES & SERVICES
PROJECT

74-ED-10-0105

FINAL REPORT

NCJRS

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ACQUISITIONS

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Submitted February 1, 1977

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I. SCOPE OF REPORT

This report will cover the operational life (November 1, 1974 through December 31, 1976) of the Client Resources and Services Project (CRS) of the Corrections Division Impact Program. It is intended that this report will answer questions regarding the degree to which CRS process objectives were accomplished, where CRS funds were expended in pursuit of these objectives and how the resources purchased by these funds were delivered. "Recidivism" of Impact clients served by CRS will be discussed in an effort to tentatively assess CRS contribution to the Impact Program goal of reducing target crime in the City of Portland.

The format for this report will be built around CRS process objectives. Following a restatement of each sub-objective will be a quantitative statement of the degree to which the objective was accomplished. Then will follow sub-headings that discuss the CRS approach to that particular sub-objective, service vendors utilized, the service delivery system, expenditure data, service area comments and, where possible, the rate of recidivism for CRS clients affected by the sub-objective. This report will conclude with comments about computerized information, general comments and recommendations.

Through this format it is hoped that this report will both provide required quantitative information and help define the effective role of a centralized resource office in the correctional process.

II. INTRODUCTORY SUMMARY

A. Client Resources & Services Project Intent and Organization

*"The Client Resources & Services Program provides services and resources, avoiding unintentional duplication or overlap through careful planning for target offenders, upon request from Field Supervisors or referrals from human resource agencies. Levels of support are determined by professional assessment of needs of individual clients. Some will require multiple services to become productive citizens; e.g., remediation instruction, G.E.D. preparation, vocational training, job development, placement, follow-up, individual counseling, family counseling, and residential care. Many will require maintenance subsidies or stipends while they are seeking employment, following employment until receipt of their first paycheck, while probation plans are being formulated, and while they are enrolled in academic or vocational training programs. The purpose of this project is to contribute to offender rehabilitation by assuring the timely availability of needed resources within and outside the corrections system and the appropriate use of these by case managers and line staff."*¹

One of six Corrections Division Impact Program components, CRS was originally budgeted at \$1,489,723 for a 36-month effort to contribute to a 5% reduction of target crime within Portland City limits. The CRS project was operational for 26 months (11/1/74 through 12/31/76) on a revised budget of \$1,145,368 in pursuit of the same goal, 5% reduction of target crime in Portland.

By January 1, 1975 most major logistical activities (hiring, equipment, office space, etc.) had been completed leaving 24 months project time, \$852,249 direct client-service money and CRS staff of four to contribute to the Impact mission. The loss of approxi-

¹ "Client Resources & Services Project," Corrections Division Proposal to Portland L.E.A.A. High Impact Program, Salem, Oregon: October 1, 1973.

mately one year of the originally intended 36 project months placed pressure on the CRS staff to immediately provide Impact client services while at the same time developing a comprehensive array of client services and coordinating the CRS project with the other five Impact Program components and other essential public and private human service agencies.

B. Program Role of the Client Resources & Service Project

The parameters of the CRS role in the Impact Program were largely determined by two factors: 1) the size of the CRS staff in relation to the job to be performed, and 2) CRS dependence on correctional counselors for client service referrals.

The four CRS staff included a project manager, a correctional counselor, a human resource assistant and a secretary. At the beginning, the loss of 12 months project time and the severity of the economy in November 1974 created a sense of urgency in operationalizing the CRS project.

The attempt to mitigate economically motivated recidivism became the first CRS priority. It was decided that to effect subsistence-survival motivated crime by Impact clients, it was necessary to make CRS services immediately available to all potential Impact clients and their correctional counselors. Without formality, potential sources of Impact eligible clients were contacted and informed about the availability of CRS services and service request

procedures. As reflected in Table I-A (New Clients Referred), the CRS service referral rate accelerated accordingly. From an average of less than 2 CRS service transactions² per day in November-December 1974, the average daily transaction rate surged to over 30 per day for the majority of the project (see Table I-B, Average Daily Service Transactions). The workload grew so large, so quickly that all CRS staff, including the CRS manager and some volunteers, were needed to maintain control of the referral, recordkeeping and monitoring processes. Though involved in training counselors in case planning techniques, and continuously involved in pre-release planning for parolees and discharges, CRS staff were too overwhelmed by the work flow to effect the direction or quality of CRS resource usage.

At approximately the same time CRS became operational, Impact correctional counselors were assuming Impact client caseloads. The urgency to implement the field service Impact component, the lack of counselor familiarity with newly assigned caseloads and the absence of counselor experience or expertise in resource utility and "*sophisticated case management practices*"³ all encouraged crisis-oriented use of CRS by field service counselors.

² CRS Service Transaction Defined: A CRS workload measurement. Each incidence of service is a transaction. Each transaction is a unit of work requiring most, if not all of the following administrative tasks; client and/or counselor consultation with CRS staff, eligibility confirmation and documentation, review of case plan, arrangement for service delivery, completion of computer data input form, entry on client record card, update service monitor file, maintain client file, process of vendor billing and follow-up work should delivery or recordkeeping process not run smoothly.

³ "Field Services Project," Corrections Division Proposal to Portland L.E.A.A. High Impact Program, Salem, Oregon: October 1, 1973.

As a result of these factors CRS never achieved the cooperative working relationship with correctional counselors so necessary to focus client resources on priority client needs. Instead, CRS funded services were spent unimaginatively, more thinly, through a larger number of Impact Clients (see Table II).

Although less than comprehensive services are needed by many clients, to supplement their own resources or the resources of other helping agencies, Table II would seem to indicate a reluctance to use CRS for clients requiring more intensive services. It should be clearly stated here that the combination of intensive casework supported by enhanced purchase of services capability was not given a fair test in the Corrections Division Impact Program.

In the absence of an intense, experimental involvement with Impact Field Services clients, CRS assumed the role of program resource broker-resource facilitator and sought referrals from a broader range of referral sources than was originally expected. Table III-A reveals that of the 1,434 individual clients served by CRS, 837 (524 probationers and 313 parolees) were referred by Impact Field Services. 752 institutionalized Impact clients, some previously or subsequently served while under field-service supervision, were provided services funded by CRS. The remainder of individuals served by CRS were on work or education release (240), were having pre-sentence investigations done by the Impact Diagnostic Center (20), had been discharged from Oregon penal institutions (87), were under county probation supervision or bench probation (46),

were under Federal parole or probation supervision (10), or were juveniles (4) who were in the process of emancipation. Tables III-A and III-B list the criminal justice system sources of CRS referrals. 192 different counselors, or surrogate counselors⁴, utilized the CRS project to provide services to their clients.

Lacking the anticipated intense involvement with several clients (Table II reveals that only 35 clients received services costing in excess of \$2,500) CRS sought to demonstrate the value of a corrections oriented resource broker-resource facilitator capability. This role was referred to in the Impact Proposal as a *"horseshoe nail type of project which allows other programs to succeed."*⁵ With the availability of other federally funded job, training, treatment and subsistence programs (C.E.T.A., Welfare, Social Security, Veterans Benefits, etc.) none of which being particularly sensitive to the needs of correctional clients, there was frequently a need for coordination and supplementation of these resources in conjunction with the Impact clients case plan goals. While counting on the supervising correctional counselor to coordinate maintenance and treatment resources, CRS frequently supplemented them in order to assure timely provision of service as well as the needed intensity of service. An example of this *"horseshoe nail"* function was the CRS-Impact Transitional Services Project (Vocational Rehabilitation Division) working relationship. Because VRD's eligibility deter-

⁴ Where no correctional counselor was available to coordinate client services and planning (e.g., in the case of discharges) a VRD counselor or CRS staff member was considered to be the surrogate counselor.

⁵ "Client Resources & Services Project," Corrections Division Proposal to Portland L.E.A.A. High Impact Program, Salem, Oregon: October 1, 1973.

mination process frequently resulted in the delay of service delivery to Impact clients, CRS would provide initial subsistence and treatment services until VRD eligibility had been determined and needed services initiated. When timely client service was inhibited by inflexible client service procedures, CRS performed this "*horseshoe nail*" role in a number of ways with other human resource agencies as well as with other Corrections Impact Projects. Because it is quantitatively seen as only one pair of eye-glasses for an inmate involved in an institutional academic or vocational training program, or tools for a parolee who found his own job, or a partial payment on a probationer's union initiation fee, this report will not clearly show the extent or value of this "*horseshoe nail*" function performed by CRS.

Although there remains a desperate need to develop expertise in the specialized intensive treatment of offenders, and Impact CRS provided little experience to this end, CRS did experience the "*horseshoe nail*" role for a corrections resource office and found it to be invaluable for the larger corrections population. The key to this role is the maintenance of procedural flexibility, of course without forfeit of accountability, so that the treatment of correctional clients is not disrupted by the lack of timeliness or intensity that so often accompanies programs designed for the general community populous.

C. Cumulative CRS Data

The following data is presented for the purpose of describing the

allocation of CRS client service funds.⁶

1. Total Direct Client Expenditures: \$811,896 ⁷
2. Individual Impact Clients Served: 1,434 ⁸
3. Average Dollars Expended Per Client: \$566
 - a. \$811,896 total client expenditures ÷ 1,434 clients served
4. Total CRS Service Transactions: 14,758 ⁹
5. Average Number of CRS Service Transactions Per Client: 10.29
6. Average Expenditure Per Service Transaction: \$55.01
 - a. \$811,896 total client expenditures ÷ 14,758 total CRS service transactions
7. Range of Per Client Expenditures: Table II reveals the distribution of clients along the range of CRS expenditures. The mode of CRS spending per client was in the lowest (\$0 - \$25) range. The median CRS expenditure on individual Impact clients was \$300 to \$350. As mentioned above, the CRS expenditure mean was \$566. The concentration of clients in the lower expenditure ranges indicated both the "horseshoe nail" role CRS played and the "crisis-oriented" use of CRS by many counselors.
8. CRS Payee Breakdown: Table IV displays the flow of CRS client service funds to three general payee categories: 1) direct payment to the client, 2) payment pursuant to contract and 3) payment to non-contract vendors. Table V presents the same data but expands the "contractor" category to permit examination of individual contractors.
9. CRS Expenditures by Referral Source: Although somewhat repetitious of Tables III-A and III-B, Table VI breaks down CRS expenditures by source of the referral (i.e., the criminal

⁶ Refer to Appendix II-A - II-I for a breakdown of CRS expenditures by quarter..

⁷ Although inconsistent with the amount budgeted for direct client service (\$852,249) this figure comes from Impact Tracking's computerized Management Information System (MIS) which was terminated after processing between 95-100% of all CRS expenditure data. Part of the difference can also be attributed to unexpended CRS funds.

⁸ This compares to the 1,503 manual count of CRS clients. MIS again seems to have achieved 95%+ accuracy in the processing of CRS clients.

⁹ See Footnote #2, Page 4.

justice system assignment of the caseworker requesting services for his client). Clients who have discharged their corrections systems obligations are labeled "*dischargees*." Table VI reveals the patterns of CRS use by the different corrections referral sources.

10. Percentage of Identified Impact Clients Served by CRS: 67%

- a. Of the 2,130 individuals identified and tracked in the Management Information System, 1,434 have received services purchased by CRS funds.

D. Impact Client Demographic Profile

At some point in this final report it was intended that Management Information System (MIS) data would be used to "*describe*" the CRS caseload. This descriptive "*picture*" would have consisted of data such as client completed education level, skill level, occupational history, base expectancy score, criminal history, crime violence characteristics, weapon utilization code, degree of physical abuse code and victim relationship. Much of this information was captured on Impact Tracking Intake forms when clients entered the Diagnostic Center, Institutional Services or Field-Services Projects of the Impact Program. A high percentage of this data is in usable form in the MIS.

Time did not permit extraction of this data for use in this report. It is mentioned here because the effort still needs to be made. There is no present systematic means of distinguishing between correctional clients, or groups thereof, who are more or less socially disadvantaged and therefore require more or less custodial and/or rehabilitative attention.

For the purposes of this report, demographic data profiles would

possibly give us a better understanding of Impact client sub-groups which must certainly be relevant to any measurement of program performance.

The Management Information System data base includes demographic information on the 2,130 individuals tracked through the Impact Program. The MIS programs are documented and, along with the data, have been placed in the custody of ADP Support Services Manager, Louis Lewandowski. It is hoped this data will be preserved and utilized to learn more about the Impact client.

E. CRS Project Client Recidivism

Because the Impact Tracking Unit did not capture client recidivism data as extensively and cleanly as needed to do outcome studies, the CRS staff did a manual survey of all Impact clients who received services from CRS while in community based corrections programs and thus had the potential to commit target offenses. Obviously clients remaining institutionalized for the duration of the Impact program were excluded from this survey. CRS staff first attempted to determine each client's status (at project termination, 12/31/76) through the supervising correctional counselor. When there was no one to provide this information, the client's name was submitted to the Law Enforcement Data System (LEDS). Nearly 100% client recidivism data was collected on the 901 "potential recidivists" served by CRS.

Depending on how "recidivism" is measured, Table VII indicates that the rate for CRS served clients ranged from 29% to 6%.

By CRS project termination, 29% or all clients served by CRS had subsequently been imprisoned:

Technical Violators	167
Non-Impact Felony Convictions	40
Impact Felony Convictions	56
Total Imprisoned	263
Divided by Total CRS Clients	901
"at risk"	
Recidivism Rate	29%

If recidivism is considered to be imprisonment for only felony convictions, and technical violators are excluded, the rate drops to 10%:

Non-Impact Felony Convictions	40
Impact Felony Convictions	56
Total Imprisoned	96
Divided by Total CRS Clients	901
"at risk"	
Recidivism Rate	10%

However, if recidivism is negatively correlated to the Impact goal of reducing target crime and is viewed as the reconviction of Impact crimes, then the rate of CRS client recidivism drops to 6%:

Impact Felony Convictions	56
Divided by Total CRS Clients	901
"at risk"	
Recidivism Rate	6%

Of course a recidivism survey this close to project termination is subject to question. But in light of the role played by CRS, namely a short-term, emergency, "horseshoe nail" resource office, short-term recidivism may be as fair as indicator of project effect as anything else.

III. CLIENT RESOURCES & SERVICES PROJECT SUB-OBJECTIVES

This section will review each CRS Process Objective, report the degree

to which it was accomplished, and attempt to relate all CRS funded services to same. In this way, CRS performance will be put in an operational context and may be of some benefit to future correctional resource offices.

A. CRS Sub-objective #1:

"Provide remedial and G.E.D. equivalency instruction to an average of two hundred fifty (250) county, state, or federal supervised 'target offenders' on release or discharge status each year when indicated in the case plan."

1. CRS provided 7 clients funding to assist them in remedial and basic education programs.
2. CRS approach to Sub-objective #1 - CRS supported all counselor requests for remedial and G.E.D. services. It is thought that since remedial and basic education services are relatively cost-free, through the community college system, that counselors and/or clients arranged for these services without resort to CRS. The few clients CRS supported in these programs were provided books and supplies only.

B. CRS Sub-objective #2:

"Fifty percent (50%) of the released probationary and paroled illiterates enrolled will score at least a 5.5 grade level on a standardized examination following 320 hours of instruction."

1. Not applicable for the reasons stated above.

C. CRS Sub-objective #3:

Fifty percent (50%) of those clients who complete G.E.D. qualifying instruction will pass the G.E.D. examination within 90 days of qualifying to take the test."

1. Not applicable for the reasons stated above.

D. CRS Sub-objective #4:

"Provide vocational training, which develops employable skills, in community colleges or state certified proprietary schools to an average of fifty (50) county, state, or federal supervised 'target offenders' and Corrections Division 'high risk' trainees on release or discharge status each year."

1. CRS provided vocational training for 116 Impact clients during the 26 months of the project. CRS achieved 107% of this objective.
2. CRS approach to Sub-objective #4 - It became CRS's policy to utilize private vocational training schools whenever CRS was expected to carry the entire cost of the clients training program. CRS would participate in funding of community college training for Impact clients only if longer-term sources of funding were assured. Therefore, where it was urgent for a client to receive intensive, immediate training CRS would fund client cost of living (maintenance) expenses and tuition at a private training school. Where it was thought that vocational training could be effectively delivered through the more prolonged, less intensive community college programs, CRS would fund tuition, and some maintenance, costs in the first term while longer term funding, such as Transitional Services (Vocational Rehabilitation Division), C.E.T.A., V.A. benefits or B.E.O.G., was being arranged.

Table VIII reflects a high "completion" rate for community college training clients only because the CRS training goal for them was the completion of their first term whereupon they would become VRD clients.

Private, or proprietary, school vocational training came to be viewed by CRS staff as generally much more responsive to Impact client needs than the same training offered by community colleges. The more brief, but intense training at private schools seemed to provide the structure that enabled the client to keep his training goal in sight and enabled corrections monitoring of his actual performance. Private schools were also much more accessible to correctional counselors. Community college training of Impact clients frequently failed. The casual, campus style of training requires more self-discipline than correctional clients generally seemed to possess. The impersonal bureaucracy of the community college campus also inhibits correctional counselor monitoring of client performance and overall communication. It appears that private training schools are much more motivated to cooperate with corrections in the training of clients than are the publicly financed community colleges.

The drawbacks to use of private schools are the much higher cost for tuition and the absence of college financial aide to cover living expenses. Regardless, it is writer's strong belief that for many correctional clients vocational training is more effectively delivered by private training schools and is more cost-efficient.

3. Vendors utilized - Technical Training Service, West Coast Training Service, Executive Barber College, Montavilla Beauty School, Moler Barber College, Western Business College, Advertising Art School, Williams School of Sales, Portland Upholstery School, Bell and Howell Schools, Truck Driver Instructors, Commercial Driver Training, Oregon Reading Laboratory, The Learning Tree, Northwest College, John Robert Powers School, Portland Community College, Chemeketa Community College, Lane Community College, Southwestern Oregon Community College, Mt. Hood Community College, Linn-Benton Community College, and Clackamas Community College.
4. Service delivery system - A major flaw in service delivery involved the absence of a professional, efficient capability for the assessment of client vocational aptitude and interest. The Maywood Park Branch of Mt. Hood Community College was briefly used to address this need but did not prove effective. Lacking this capability career planning for clients who are institutionalized, or who are at risk in the community, tends to be mechanical and very susceptible to manipulation by the client for his self-perceived short-term benefit. Whether viewed from a humanistic or cost-effective perspective, the absence of an efficient career assessment capability results in wasted human resources.
5. Expenditure data - The M.I.S. captured the following data pertaining to this sub-objective:
 - a. Clients served - 116
 - b. Service transactions - 347
 - c. Dollars expended - \$50,219
 - d. Average dollars per client - \$433
 - e. Percent of total CRS expenditures - 6.19%
6. Service area comments - The hardcore, unskilled, unmotivated correctional client requires a much more intensive approach to vocational training if he is to be prepared for crime-free survival in the community. Actual training resources ranging from community college programs to the more intense proprietary school training to the even more structured, sheltered workshops appear to be available. What is not available is the close supportive and follow-up services needed to address motivational shortcomings.
7. Recidivism rates for vocational training clients - see under Sub-objective #5.

E. CRS Sub-objective #5:

"Fifty percent (50%) of those who are enrolled will receive certification upon completion of their training program."

1. 73.6% (78 clients) of those who were enrolled were certified, completed their training programs or achieved their CRS vocational training goal. This is 147% of Sub-objective #5.
2. CRS approach to Sub-objective #5 - Clients who were certified or completed vocational training programs were counted toward this sub-objective. Three clients who prematurely terminated training to take related employment were counted toward this sub-objective. Clients in community college training programs who achieved their one term CRS training objective, prior to transfer to VRD, were counted toward Sub-objective #5. If the 66 community college enrolled clients are not counted, the completion percentage for CRS funded vocational training clients is 65% (40 enrolled in private schools with 26 completions).
3. Vendors utilized - see Sub-objective #4.
4. Service delivery system - see Sub-objective #4.
5. Expenditure data - see Sub-objective #4.
6. Service area comments - see Sub-objective #4.
7. Recidivism rates for vocational training clients - Table IX indicates a somewhat lower rate of recidivism for vocational training clients as compared to the larger CRS client population. When viewing all reincarcerated clients as recidivists, a 20% rate of recidivism is computed. If the 15 technical violators are eliminated from the computation, the rate of recidivism drops to 6%. If recidivism is defined as recommitment and conviction of an Impact crime, the rate drops further to 2%. It is also interesting to note that recidivism rates however computed, are somewhat lower for clients being trained through proprietary schools than for clients being trained through community colleges. This would tenuously seem to support the thesis that the more intensive, short duration training provided in proprietary schools is more responsive to correctional client needs and more frequently results in success.

F. CRS Sub-objective #6:

"Place an average of two-hundred seventy-five (275) unemployed target offenders and high risk trainees who are not serviced by other projects in this program"

each year in jobs which are agreed to be appropriate and meaningful by both the client and the job developer."

1. During the 26 months of the CRS project, 262 clients were placed in jobs. The 262 job placements are 43% of the 26-month objective of 598 job placements.
2. CRS approach to Sub-objective #6 - An early operational objective of the CRS project was the development of employment services with private agencies. The decision to use private rather than public service providers was based on the casework observation that public providers were often unable to provide timely service needed by correctional clients. Additionally, public service providers tended to be less sensitive to the particular problems of correctional clients. Private service providers were sought who understood the adult offender and who would use this understanding to more effectively develop job placements and provide the follow-up necessary to ensure that each placement would continue as long as possible.
3. Vendors utilized -
 - a. Janus Training Service, Inc. - This agency was organized to provide on-the-job training coordination services to the Impact Program. Consisting of a staff never larger than three persons, including founder-director Betty Lou Mull, Janus attempted to match referred Impact clients with employers to achieve a viable OJT situation. Ms. Mull sought out employers through business management contacts. Ms. Mull would negotiate an agreement with the employer whereby in return for the employer's promise to provide training and 50% of the client's wage, the other 50% of the wage would be reimbursed to the employer. Initially, the other 50% of the wage was to be provided through Comprehensive Employment Training Act (C.E.T.A.) funds earmarked for O.J.T. However, the C.E.T.A. bureaucracy, and C.E.T.A. dissatisfaction with the O.J.T. performance of Impact clients resulted in termination of that arrangement. CRS then stepped in to subsidize the 50% O.J.T. wage subsidy.

Contracts between CRS and Janus, negotiated and drawn by CRS/TS Coordinator David J. Mair, ran from 8/1/75 through 12/31/76. Two contracts were to permit service to 150 clients. Payment for service was to occur subsequent to Janus proof of service delivery. A reporting system was designed to both permit proof of Janus client service and monitor of Janus services. Janus services included:
1) intake (where assessment of client training needs and preferences were to occur), 2) placement of the client in

an appropriate O.J.T. situation and 3) follow-up of the O.J.T. placement to facilitate its productive continuance. Janus did not provide the CRS manager with a final Janus report.

- b. Job Therapy of Oregon, Inc. - This agency has a 10-year record of performance in the State of Washington. Although initially funded by Impact CRS, Job Therapy has now secured contracts through Vocational Rehabilitation and Corrections. The Job Therapy staff consists of three persons in addition to the director, Lou Kaufer. Job Therapy attempted to locate appropriate employment by evaluating client aptitude and interest and matching the client with job openings located through a developed network of employers and job supervisors. In addition to standard job placement, Job Therapy considers its mission to inform job providers, and the public, about the unique problems of the offender as he attempts to return to society. Although not satisfied with the outcome of many Impact clients they tried to serve, the Job Therapy program pursues goals in common with Corrections professionals and should be considered a valuable community resource. See the Job Therapy final report in Appendix III.

Contracts between CRS and Job Therapy, negotiated and drawn by the CRS manager, ran from 1/1/75 through 12/31/76. The two contracts were to permit service to 250 clients. Payment for services rendered was to occur subsequent to proof of service delivery. A reporting system was designed to both permit proof of service delivery and monitor of Job Therapy services. Job Therapy services included: 1) intake (where assessment of client job readiness and job preferences was to occur), 2) placement of the client in an appropriate job situation and 3) follow-up of the placement to facilitate its productive continuance in accordance with Sub-objective #7.

4. Service delivery system - Initially, the need for timeliness of service delivery motivated a relatively unmonitored referral process to Janus and Job Therapy. Direct counselor referral to these contractors resulted in overlap referral and referral of ineligible clients. CRS efforts to control counselor referrals was successful with Job Therapy cooperation, but the CRS manager was circumvented in all matters by Janus, whose director dealt directly, and exclusively, with the CRS/TS Coordinator. For the most part, service delivery was accomplished in a timely way by both contractors. Clients were received as soon as they could reach the contractor and were promptly placed in most cases. Emergency referrals were given special attention resulting in an overall responsiveness not available through any other local job placement resource.

One issue never satisfactorily resolved during the project involved the occasional conflict of opinions between correctional counselors and job counselors (primarily Janus) as to the

appropriateness of casework decisions. The inability of individuals to cooperate and negotiate was not resolved by meetings CRS set up for that purpose. Correctional counselor attitudes were reflected in ebb and flow of referrals to the contractors. Although both contractors suffered from the lack of client referrals at various times, the rate of referral to Janus had slowed to a trickle in the latter stages of the project.

5. Expenditure data -

a. Actual Services	Clients	Trans- actions	\$\$ Expend.	\$\$ Client	% Expend.
Intake	342	403	\$58,460	\$171	7.20%
Placement	248	309	67,870	274	8.36
Follow-up	194	261	30,710	158	3.78
OJT Wage	59	121	30,194	512	3.72
Tools	76	118	13,554	178	1.67
Union Dues	10	11	1,088	109	0.13
b. Service Vendors					
Janus	153	423	\$72,650	\$475	8.95%
Job Therapy	240	555	84,910	354	10.46

6. Service area comments - Early in the CRS project it became apparent that Impact clients referred to both Janus and Job Therapy were frequently "hardcore" unemployed. Lacking skills, motivation, commitment, and the personal and logistical resources needed to acquire and maintain employment, Impact clients often needed intensive services beyond the capability of any present resource. Many clients required intensive preparation prior to being placed and required very intensive follow-up after being placed. Neither contractor was able to provide this level of service and there is no other known resource available that can meet this need. The most practical environment for this type of service may be a residential treatment facility that specializes in job placement and the full-range of preparatory and supportive services.

It should be mentioned that effective job placement services require an array of supportive services. Driver's license, work clothing, tools, and union dues are a few of the needs that frequently must be met prerequisite to job placement or maintaining employment.

7. Recidivism rates for job placement clients - see under Sub-objective #7.

G. CRS Sub-objective #7:

"Fifty percent (50%) of those placed will remain in that employment for a minimum of six (6) months unless promoted or transferred to a more desirable position."

1. 22.9% of those placed maintained employment for a minimum of 6 months. This constitutes 45.8% accomplishment of Sub-objective #7.
2. CRS approach to Sub-objective #7 - Because it soon was apparent that clients referred to Janus and Job Therapy were not a cross-section of Impact clients but were the "hardcore," CRS staff began to view the 6 month employment objective as unrealistic. The service providers just did not have the preparatory and supportive services needed to deal with many referrals sent them.
3. Vendors utilized - see Sub-objective #6.
4. Service delivery system - see Sub-objective #6.
5. Expenditure data - see Sub-objective #6.
6. Service area comments - That only 22.9% of Impact clients placed in jobs maintained continuous employment 6 months or longer is not surprising. Both contractors repeatedly expressed surprise at the poor state of job readiness of most Impact clients referred to them. Counselors tended to screen the more skilled and motivated clients and encouraged them to either employ their own resources to locate employment or to utilize the traditional job placement resources, such as the Oregon State Employment Service, C.E.T.A., VRD, etc. The remaining hardcore Impact unemployed (and unemployable) were referred to Janus and Job Therapy. As a group, these clients required intensive supportive services in addition to job or O.J.T. placement.

Table X displays, by contractor, numbers of individuals placed, the number of replacements and the number of clients who achieved various levels of maximum employment tenure. Although only 22.9% of CRS clients placed remained employed for at least 6 months, 35.9% of those placed remained employed at least 4 months, and 62.7% of those remained employed at least 2 months. It appears that clients placed by both Janus and Job Therapy were more apt to achieve minimum or maximum employment objectives rather than intermediate periods of employment. This possibly reflects the difficulty in overcoming the initial deficiencies in job readiness, but having done so, or not suffering these deficiencies, the client is able to establish longer term job tenure. It is also interesting to note that at the time this

data was compiled, 77 clients, or 29% of all those placed, were maintaining employment.

Table X reflects the number of "replacements" made by both Job Therapy and Janus. Replacing clients who have not succeeded in previous placements is an important indicator of the willingness of the contractors to go more than half-way in meeting client job service needs. Both contractors recognized that they did not have the latitude to be selective about their clientele, and therefore had to work all the harder to address Impact client job service needs. Both contractors frequently discussed the need for the supportive services necessary to realistically deal with the problem of the Impact unemployed. These services would include assessment of client aptitude and interest, motivational seminars, community reorientation programs (for the released but "institutionalized" client), survival skill seminars, residential-treatment facilities and the necessary staff to perform more individualized, intense follow-up.

7. Recidivism rates for job placement clients - Table XI displays recidivism data by contractor providing the service and by duration of the job placement. Of the 262 clients placed in jobs and O.J.T. by CRS contractors, 251 were surveyed for recidivism outcome at termination of the CRS project. Overall, clients placed in jobs and/or O.J.T. were imprisoned for all reasons at a 22.3% rate:

Technical Violators	38
Non-Impact Felony Convictions	6
Impact Felony Convictions	12
Total Imprisoned	56
Divided by Total Clients Placed	251

Recidivism Rate 22.3%

If just all felony convictions are considered, the rate drops to 7.2%:

Non-Impact Felony Convictions	6
Impact Felony Convictions	12
Total Imprisoned	18
Divided by Total Clients Placed	251

Recidivism Rate 7.2%

If the goal of reducing Impact crime is the key to our formula for recidivism and we eliminate technical violations and non-Impact felony convictions then the rate drops further to 4.8%.

Impact Felony Convictions	12
Total Imprisoned	12
Divided by Total Clients Placed	251

Recidivism Rate 4.8%

When the clients who were referred to the contractors but who were not placed are added to the computation (17 technical violators, 2 non-Impact felony convictions, and 8 Impact felony convictions) the overall imprisonment rate jumps to 33.1%. This group represents, for the most part, the core of the "hardcore" unskilled, unmotivated Impact client.

A comparison of the imprisonment rates for the two job contractors reveals very little difference. Of those clients placed, Janus clients were imprisoned at a 24.7% rate (29 imprisoned divided by 117 clients placed) while Job Therapy clients were imprisoned at a 21.4% rate (33 imprisoned divided by 154 clients placed). When the referred but not placed clients are added in, the rate of imprisonment for Janus clients drops to 24.3%. While the rate for Job Therapy rises to 23.9%

Of the clients placed and remaining long enough in those jobs to meet the 6 month continuous employment sub-objective (page 19), only 5.1% were subsequently imprisoned (3 clients imprisoned divided by 59 clients placed and employed 6 months or longer).

H. CRS Sub-objective #8:

"Provide eighty-two (82) hours of individual and group counseling to an average of seventy-five (75) 'target offenders' and their families each year."

1. 6,308 hours of individual and group counseling were provided to 239 Impact clients and their families during the 26 months of the CRS Project. Thus, 47.3% of the hourly objective was achieved and 146.6% of the clients served objective was achieved.
2. CRS approach to Sub-objective #8 - Although this objective appears to be aimed at a particular service provider who would work for an extremely low hourly rate, CRS viewed the intent of this objective to be that Impact clients receive whatever counseling necessary to effectively meet client needs. With this in mind, an array of counseling services were sought ranging from correctional client oriented "lay counseling", to professionally delivered group counseling and also individual psychological counseling.
3. Vendors utilized -
 - a. Lay counseling agencies - International Lifeliners, and The Family Services Project.

- b. Clinics and hospitals - Project Stop (alcoholism counseling - antabuse), Providence Day-Treatment Program (intensive group counseling), Physicians & Surgeons Care Unit (alcoholism detox, diagnosis, out-patient care), Kaiser Hospital, Clackamas County Mental Health, Eugene Psychological Services, International Meditation Society, and University of Oregon.
 - c. Counselors - O. C. Trotter, Mike Weatherby, G. L. Webster, and Susan Dreyer.
 - d. Psychologists - psychiatrists - Dr. David Meyers, Dr. Frank Strange, Dr. DeCoursey, Dr. Paltrow, Dr. Maletzky, Dr. Colbach, Dr. Seidler, Dr. Janzec, Dr. Tooburt, Dr. Spray, Dr. Clayton, Dr. Phillips, Dr. Langbecker, Dr. Vizzard, and Dr. Snowden.
4. Service delivery system - The matching of the appropriate counseling - mental health resource with the client need posed a problem for CRS. It was initially hoped that CRS could either purchase a full-blown psychological work-up, or utilized the services of the Impact Diagnostic Center staff psychologists, to assess the client need and get recommendations for mode of treatment. Both of these hopes proved either too costly or unworkable. Eventually CRS staff utilized client records to identify, in general terms, client behavior and then direct the client to one of the array of mental health resources CRS had developed. The bulk of referrals went to only a few proven therapists. Of the 69 clients referred to therapists other than the "lay" counseling agencies, 60 were treated by either Dr. Frank B. Strange, Dr. David Meyers or the Providence Hospital, Day Treatment Program. The remainder were scattered amongst several therapists of the clients choosing or at the direction of his correctional counselor.
5. Expenditure data -

a. Actual Services	Clients	Transactions	\$\$ Expend.	\$ Per Client	% of \$ Expend.
Therapy	64	151	\$20,601	\$323	2.54%
Counseling	27	35	4,436	164	0.55
Evaluation	50	60	6,113	122	0.76
6. Service area comments - Appendix IV contains a study (completed by a practicum student assigned to CRS) of the correlation between counselor and therapist perception of the effectiveness of CRS funded mental health therapy. Contrary to expectations there was a high correlation of agreement that clients so involved had shown improvement. If this is true, it is very important because it identifies yet another correctional client need area that might be better dealt with through the private

sector. The best we have had to offer the mentally disturbed client up to now, if we have even recognized his existence, is the token treatment provided by public mental health services. If the CRS experience shows that these clients may be effectively served by private therapists, then the issue becomes a matter of cost-benefit.

In purchasing a variety of mental health treatment for Impact clients, CRS identified at least one effective, relatively low cost resource. The Providence Day Treatment Program, an out-patient program which offers an array of varying intensity, group counseling sessions, received several very disturbed referrals from the Impact program. Some of these clients were suicidal and/or very aggressive. Most responded to the group therapy which was designed, and scheduled, according to client individual needs. The program boasts very competent management and staff and represents a resource of proven value to some of the more damaged correctional clients.

7. Rate of recidivism for counseling/psychological treatment clients - Table XIII charts the recidivism outcome of clients receiving CRS funded counseling and psychological services by the amount of therapy received. The overall rate of imprisonment for these clients was 19.4% (13 clients imprisoned divided by 67 total clients served). It is interesting to note that of the 13 imprisoned, only 4 (or 5.9%) were convicted of Impact crimes. The method of selecting individuals for these services could be challenged as a means of explaining the relatively low rate of recidivism. However, many of these individuals were recommended for treatment by the Impact Diagnostic Center with this recommendation becoming a condition of probation. Most of the other referrals were "acting out" and in such obvious need of therapy that counselors could not overlook them. It was writer's observation that many more Impact clients were in need of long-term, intensive therapy than actually received it. The clients who received therapy were, as a group, quite unstable and socially damaged.

I. CRS Sub-objective #9 -

"Following completion of counseling and/or release, within six months sixty percent (60%) of the clients will maintain steady employment and contribute to family support in accordance with negotiated plan for a period of six months."

1. No data available to measure achievement of this objective.

2. CRS approach to Sub-objective #9 - In order to measure achievement of this objective, qualitative data would be needed from Tracking's M.I.S. Neither qualitative data of Impact client activity nor documented, measureable case plans were computerized, making response to this objective unfeasible.

J. CRS Sub-objective #10:

"Job Therapy (m-2, w-2) Incorporated will recruit, train, and assign fifty (50) citizen sponsors to 'target offenders' or institution 'high risk' offenders during each year of the project to help offenders prepare for successful release."

1. 116 citizen sponsors were matched with Impact inmates during the 26 months of the Project. This is 107.3% achievement of Sub-objective #10.
2. CRS approach to Sub-objective #10 - Since M-2/W-2 was operational prior to the beginning of Impact, CRS merely helped to concentrate the service on the Impact inmate population. It was the intent of the CRS manager to work with the contractor and institutional staff on a more "need sensitive" matching process but this was not attempted.
3. Vendor Utilized - The grant proposal writers anticipated use of M-2/W-2 to provide this service. M-2/W-2 staff recruits community volunteers and orients them to the task of maintaining contact with inmates at state penal institutions. The purpose of this contact is to provide a link between the socially isolated inmate and a member of the community to which he is likely to return. CRS originally contracted with M-2/W-2 for service to 50 clients at the rate of \$300 per match. The contract was amended to include service to an additional 50 clients for the same rate.
4. Service delivery system - There was some difficulty in delivering these services through the institutional bureaucracy. Obviously, institutional staff have other priorities which, on occasion, made coordination of sponsor visitation difficult. Each of the three institutions has its own unique security systems requiring more flexibility on the part of the service provider. At times it appears as though institutional staff believe that the isolation of penal institutions is an end in itself rather than a part of the larger correctional process.

5. Expenditure Data -

a.	<u>Clients</u>	<u>Transactions</u>	<u>\$ Expend.</u>	<u>Ave. \$\$ Per Client</u>	<u>% of \$\$ Expend.</u>
	116	116	\$30,000	300	3.7%

6. Service area comments - When considering the myriad of correctional client needs, this type of service usually is overlooked. Community-citizen linkage with isolated inmates is important if one accepts the propositions that 1) few inmates remain forever in penal isolation, and 2) when inmates do return to their communities, it is best for the community if they do not feel alienated from it. It is consistent with correctional systems responsibility to help clients become reconciled with society that this type of community linkage service be encouraged and expanded.
7. Recidivism - Because the majority of M-2/W-2 clients remain in prison, and the others were not tracked, no survey was made.

K. CRS Sub-objective #11:

"Ninety percent (90%) of these sponsors will visit once per month and maintain correspondence contact with client over the course of commitment"

1. Of 560 visits possible, sponsors accomplished 513. This is a 91.6% rate of visitation or 101.7% achievement of Sub-objective #11.
2. CRS approach to Sub-objective #11 - see Sub-objective #10.
3. Vendors Utilized - see Sub-objective #10.
4. Service delivery system - see Sub-objective #10.
5. Expenditure data - see Sub-objective #10.
6. Service area comments - for more information see contractor's final report in Appendix V. -
7. Recidivism - see Sub-objective #10.

L. CRS Sub-Objective #12:

"Provide emergency and short-term (60-90 day) residential care and referral services for 40 target offenders during second year of project and an additional 40 during the third year."

1. Short-term residential care was provided to 47 target offenders during the 26 months of the project. This is 117.5% achievement of Sub-objective #12.

2. CRS approach to Sub-objective #12 - Although locating, and contracting with, residential care programs was identified as an early CRS priority contracts were not finalized until the second year of the project. The primary cause of this delay was L.E.A.A. insistence that the "Request for Proposal" procedure be utilized. This did not result in the identification of any other resources than were otherwise located. THE RFP process did discourage some RCF programs from participating.
3. Vendors utilized - See Table XIV. Contracts were established with four residential care programs. One of the four, Freedom House, is an established program for the treatment of substance abusers. Originally limited to service to heroin addicts, Freedom House now accepts individuals who recognize that their dependence on narcotic substances (including alcohol) calls for total, unequivocal abstinence. Program founder and leader, Peggy Tomlin has engendered an atmosphere in this residence that results in unified, peer program involvement. Program residents do not tolerate the facade, manipulation, rationalization or other "junkie" games so characteristic of most residential Drug Treatment programs. (Appendix VI, Freedom House Final Report)

Alternate-Inn was the other most frequently used Impact contractor. This program started almost concurrently with the Impact Program. Alternate-Inn was designed to be a disposition alternative to prison for offenders not meeting minimal parole and/or probation requirements. Close staff supervision and peer involvement were used to address the resident's difficulties in meeting parole/probation requirements as well as to help him learn essential survival skills such as economic self-sufficiency.

The remainder of the residential care programs utilized by CRS were not used extensively enough to justify critique here. Most were primarily residence without much "care." Few were responsive to the needs of most correctional clients.

4. Service delivery system - Even with the scarcity of reliable, Impact client-responsive residential care facilities, counselor referrals did not exhaust bed-space contracted by CRS. This was somewhat surprising since it is well accepted that expanded RCF resources are a priority parole/probation client need. The infrequency of counselor requests for this type of resource probably reflects their lack of confidence in available resources and their lack of experience in resource brokerage.
5. Expenditure Data -

(on following page)

a. <u>RCF Vendors</u>	<u>Clients</u>	<u>Trans actions</u>	<u>Total Expend.</u>	<u>\$ per Client</u>	<u>% of \$ Expend.</u>
Freedom House	10	57	\$26,836	\$2,684	3.31%
Alternate-Inn	18	41	9,483	527	1.17
Harmony House	1	1	69	69	0.01
7th Step	5	8	454	91	0.06
St.Vincent dePaul	5	6	884	177	0.11
Ingersol Found	2	6	1,433	716	0.18
Gutman House	1	7	1,545	1,545	0.19
Challenge House	8	9	1,265	258	0.16
b. <u>Private Landlords</u>	363	839	\$97,723	\$ 269	12.04%
c. <u>Work/Education Centers</u>					
MCCI	19	32	\$ 2,612	\$ 137	0.32%
Lincoln St.	2	5	427	214	0.05
Portland Men's Center	37	86	6,985	189	0.86
Alder St.	7	13	1,186	169	0.15
Milwaukie	39	100	8,806	226	1.08
OSP Annex	7	12	629	90	0.08
Albany/Corvallis	2	2	109	54	0.01
Bay Area	3	8	557	186	0.07
Portland Women's Center	5	7	553	111	0.07
Claire Argow	1	1	35	35	0.00
Other	4	7	709	177	0.09
d. <u>Other</u>					
YMCA	1	2	\$ 144	\$ 144	0.02%
Cascadian	5	5	614	123	0.08
e. <u>Client</u>	31	40	\$ 4,247	\$ 137	0.52%
Total Residence Expenditures	497	1,309	\$167,576	\$ 337	10.64%

6. Service area comments - The need for an array of RCF's, some focusing on individuals with particular behavioral problems and others providing transitional supervision, is still critical to a comprehensive corrections field service operation. This type of resource fills the gap between the basic segregation function of the penal institution and the relatively unfettered freedom of parole and probation. Work/education release centers are one viable tool in the array of RCF tools needed but these do not meet most needs of RCF's. The despair of RCF's has historically been poverty and poor management. "Seed money" needed to give an RCF a fair start has been withheld pending

proof of the RCF's program. That proof is usually not made because financially floundering programs cannot attract the management and staff they need to plan, as well as implement, a credible, efficient RCF program.

It should be mentioned here that Freedom House appears to be one of the few, if not the only, viable RCF's remaining in the Portland area. The issue of survival is still in doubt with Alternate-Inn. The breakdown of rental expenditures (see page 27) reveals CRS expenditures other than for RCF's. CRS subsidized living maintenance costs for clients at work/education release centers in addition to subsidize rental expenses of parole and probation clients; who were in school/training programs, who were involved in job search (until first paycheck) or who were in emergency need of temporary assistance. CRS also provided temporary residence at a residential hotel (the Cascadian) for discharges or parolees whose community release plan was not finalized at time of release. The Cascadian was sold and was lost as a resource, but the particular type of service it provided proved to be very important. A released inmate could, with more deliberation and less pressure, plan the specifics of his community program while at the Cascadian. This resource removed the necessity of holding a low-risk inmate in prison solely because he had no finalized, verified release plan.

The variety of residential services funded by CRS points out the variety of types of client need when client needs are approached on an individual basis. Any planning for field-service client programs should incorporate this flexibility to enable appropriate response to the specific situation. Without this flexibility to choose from several local residential options, the result is inappropriate use of our penal institutions.

7. Recidivism rate for residential care clients - Table XV reveals an overall imprisonment rate of 40.4% for clients involved in CRS financed RCF programs (19 clients imprisoned ÷ 47 clients involved). Without imprisonments for technical violations (14), the rate drops to 10.6%. It is interesting to note that of the 5 clients reconvicted for Impact felonies, 4 were clients involved in programs other than Freedom House or Alternate-Inn. A higher rate of imprisonment should be expected of RCF involved clients in light of the counselor practice to refer clients to such programs as a last resort or in a crisis situation.

M. CRS Sub-objective #13:

"At any given time, thirty percent (30%) of the residents will have located employment and will be paying their maintenance expenses."

1. This objective is not consistent with the goals of all RCFs utilized. At any rate, data is not available to measure performance of this objective.

N. CRS Sub-objective #14:

"Provide short-term (30-60 day) cost of living subsidies, at an average of \$50 per week, when recommended by Field Services supervisor, for an average of three hundred fifty (350) county, state, or federal 'target offenders' and Corrections Division 'high risk' trainees on release or discharge status each year."

1. 889 clients were provided short-term cost-of-living subsidies at an average of \$43.11 per service transaction. This is 117.3% achievement of the 26-month objective of 758 clients,
2. CRS approach to Sub-objective #14 - As previously stated, it was an early CRS priority to make short-term cost-of-living subsidies available to Impact clients to mitigate recession aggravated, economically motivated crime. Early, and widespread use of this service also occurred because it was the first resource available for CRS use. It did not involve contract nor RFP delays. The need was plainly there (one early Impact client was arrested for shoplifting a pound of bacon) and the resource was there so CRS used it. Subsidy use became contingent on client involvement in job search, training, or was based on emergency need. CRS attempted to use documented case plans to justify all subsistence requests. Ideally, client progress toward negotiated objectives (in addition to need) was the trade-off required.
3. Vendors utilized - Too numerous to list.
4. Service delivery system - Standard procedure for requesting any CRS funded service was submission of CRS form 101 (see Appendix II), and a copy of the case plan (see Appendix Effort was made to keep a copy of the case plan in each CRS client file. Reference to this plan would clarify counselor requests for service. Emergency needs could be met (or service initiated) if the counselor telephoned CRS and later sent in the paper. CRS avoided rigid policy that would result in delayed service to the client.

Subsistence monies were transferred directly to the client by

check (24-hour delivery) or warrant (10-day delivery) depending on the nature of the need. These negotiables were prepared at the Corrections Division administrative offices by the federal programs accountant in cooperation with the Division business office and, in the case of warrants, the State Executive Department. Despite the heavy load CRS added to the usual business, service was efficient. Some deterioration in timeliness occurred as the project wound down, but considering the potential for delay and confusion, check and warrant service was good.

Contrary to the apparent intent of this sub-objective, CRS did not hand out checks to cover all subsistence needs. CRS purchased Tri-Met bus passes which could be used as frequently as needed during the month of its issuance. This kind of economy stretched CRS monies and communicated to clientele and counselor an attitude of financial responsibility contrary to street rumor about the Impact "give-away" program. Rent was provided by making warrants payable directly to verified landlord. Clothing was provided by authorization for purchase (purchase order) in most cases. In general, clients were not casually given the temptation, or opportunity, to misuse CRS funds.

On the other hand, counselor inconsistency in the use of subsistence resources contributed to the overall lack of direction of the Impact program. Lacking training in resource utility, case planning and the absence of a unified philosophical approach to the Impact mission resulted in great disparity in counselor utilization of resources. Some requested subsidy monies rarely, some more often than justified by client plan or performance, and some more rationally. Clients frequently pressured counselors for their "share" as a matter of right. Considering their relative inexperience, lack of training and complexity of the job given them, most Impact counselors performed well.

5. Expenditure data -

	<u>Clients</u>	<u>Trans-</u> <u>actions</u>	<u>\$\$</u> <u>Expend.</u>	<u>\$ Ave.</u> <u>Client</u>	<u>% of \$</u> <u>Expend.</u>
Incidentals	602	4,501	\$143,502	\$238	17.67%
Food	44	59	3,566	81	0.44
Clothing	335	477	34,822	104	4.29
Transportation	601	2,339	26,946	45	3.32
*Rent	497	1,309	167,576	337	20.64
Utilities	52	146	4,356	84	0.54
Total	889	8,831	\$380,768	\$428	46.90%
Subsistence					

* Also reported under CRS Sub-objective #12, page 27.

6. Service area comments - In working to help reconcile unskilled, untrained, uneducated, unmotivated individuals with their communities, it is obvious that there is a lot of work to be done. If these individuals can be motivated to seek training, education, jobs and/or effective counselor, then their concern about how they are to subsist should not be allowed to sabotage their efforts. Subsistence subsidy should be the first part of the treatment plan developed. Such a plan is a waste of resources if it leaves any doubt about the client's (or his family's) survival while he is trying a new approach to life. If the alternatives we present to offenders are not rational, we are in effect endorsing the predatory alternatives the offender used in the past.
7. Recidivism - Because clients receiving CRS subsistence support were not individually monitored and because M.I.S. did not capture recidivism data, no recidivism survey was done.

IV. COMMENTS AND RECOMMENDATIONS

A. Computerized Information System

Given Impact Tracking Section's technological expertise, committed, hard-working staff and adequate resources, why did it not produce data when needed and why did it not collect data needed to evaluate the qualitative aspects of the Impact program? The answer to this apparent contradiction should also be the lesson learned from the Impact Tracking experience: The gap between computer technology and the useful product therefrom must be bridged by corrections management. Computer technologists do not know what corrections line and management information needs are. They need to be told not generally, but specifically what those needs are and what restraints there will be in getting the raw data. The providers of that raw data are the persons most resistive to such a time investment: the line staff. Therefore, the line staff should be represented on committees to develop data collection processes. Line, middle and top management must decide what their information need priorities would be if their

dreams could come true. These need to be specific dreams, not vague ideas that the technologist will have to interpret.

Impact staff did this, but only in the eleventh hour of the project. The success or failure of a limited duration system, such as Impact Tracking, depends on the well-planned, well-ordered use of allocated resources. The staffing emphasis must be at the front end of the project when the hardest work occurs. The raw data collection procedures and instruments must be drawn and negotiated with the data providers (correctional counselors). If the data is to be accurate and usable, there must be commitment on the part of the providers. If not, it turns out as it did in Impact, so incomplete, so mechanically performed (if at all) that it is useless. There were no members of Impact Tracking hired when data collection procedures and instruments were drawn. There was no involvement of the data providers in development of these procedures or forms.

The technologist cannot be expected to also be a corrections manager. His training is specialized. When he is given timelines, they must correlate to the realities of his technology as well as respond to the needs of the corrections manager. Impact Tracking was primarily managed by the technologist who consistently failed to meet deadlines that did not correspond to the realities of his technology. The timelines he was given were short-term when they should have been established early in the project as long-term objectives. This resulted from lack of managerial involvement except during a data crisis.

The lack of reliable, comprehensive information in corrections is reaching a critical point. Legislative and public attention require answers that are not available. Corrections management is going to have to consider computer technology as merely a tool and work to make it serve professional needs.

B. Training

From the vantage point of a resource office which interacted with virtually all Impact staff, two unmet training needs were apparent: 1) Field service counselors use of the CRS enhanced resource office, and 2) Field services implementation of the "team" concept anticipated in the Impact grant. Both of these matters are not consistent with the traditional parole/probation function for one understandable reason -- Counselor-officers with high caseloads work in relative isolation and receive only moral, not functional, support from each other. Independence, not interdependence, is engendered. Even with the arrival of para-professionals (HRA's etc.) the tendency is to give them their own caseload. Future efforts to experiment with modes of supervision should, if housed adjacent to the traditional operation, begin with intense training and orientation so that the experimenting staff understands its role is to be different.

C. Inter-Project Coordination

Because of the breadth of its structure, across most corrections components, Impact provided valuable experience in inter-component coordination and cooperation. The best example of this was the

Release Planning Committee (RPC). Not a new concept, the RPC was created by Impact Institutional, Field Service and CRS staffs to permit pre-release planning for Impact inmates coming up for parole or discharge. Meetings were held monthly at OSP and OSCI (OWCC preferred their own pre-planning process) for inmates being considered for parole or being discharged, in the following two months. A parole officer and CRS staff member would join institutional staff and the inmate to discuss the inmate's community plans. Through a process of examination, exploration and negotiation, a plan was devised and, if necessary, CRS resources were committed to it. When paroled or discharged, the participating parties had copies of the plan and could quickly implement it. The value of having a parole officer at the meeting cannot be overstated. The inmates responded to the concept, in many cases stating that it was the most attention they had received regarding their release plans. On occasion, potential confusion in an inmate's release plan was avoided. In whatever form it might take, the RPC experience convinced the participants that the joint parole-institutional release planning effort helped to alleviate problems in parole release.

V. CONCLUSIONS

Aside from statistical proof of Impact Program effectiveness in the reduction of Impact recidivism, it is this writer's opinion that maximum benefit was gained from the Impact experience. Although not wholly accomplishing implementation or performance objectives, the efforts that were made provide a base on which to build. Part of this

base was the interaction and cooperation of staff from components traditionally isolated from each other. Part of this base is some new competent staff from Impact who remain. Part of this base was the chance to interact with ideas and people brought to us through Impact Training and Information manager, Tony Freeman. And part of this base is the hard work that went into the program even where results are not apparent.

The Impact Program was a very ambitious effort that sorely felt the loss of its first year. The loss of this planning and implementation year was fatal to accomplishment of most objectives. The result was similar to a pick-up basketball game where none of the players knew each other -- by the time we all got acquainted, and learned our roles, the game was over.

TABLES

TABLE I-A
NEW CLIENTS BY QUARTER

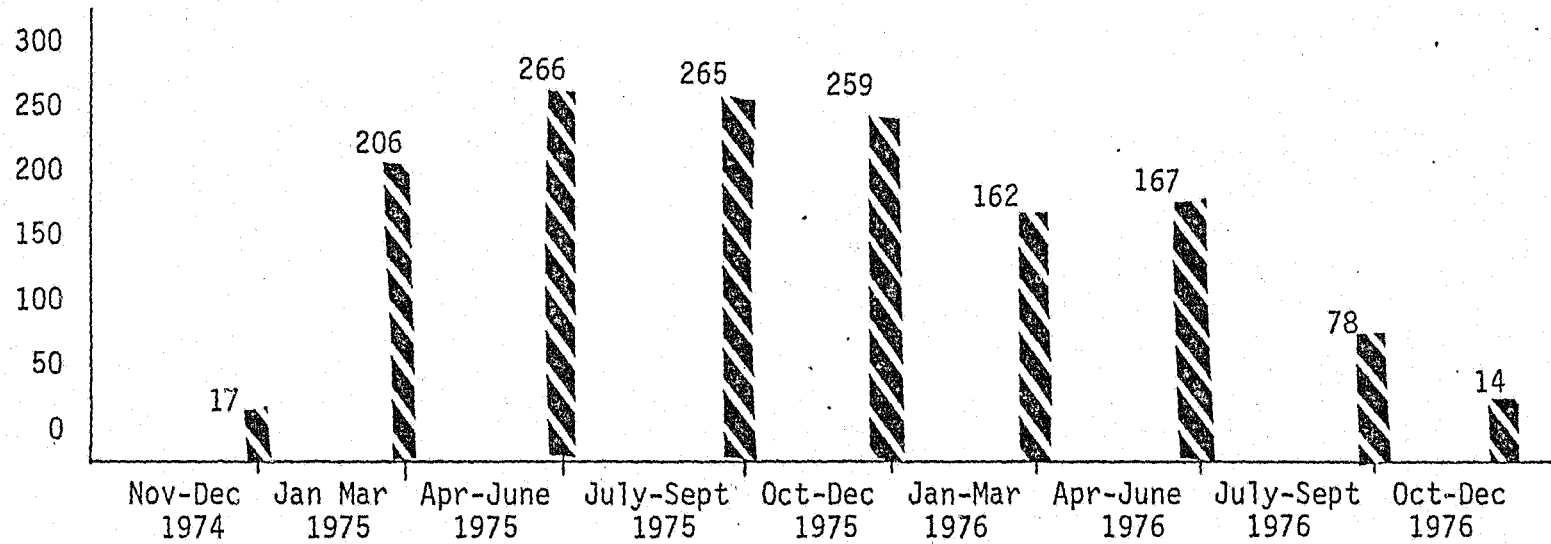


TABLE I-B
AVERAGE NUMBER OF DAILY SERVICE TRANSACTIONS BY QUARTER

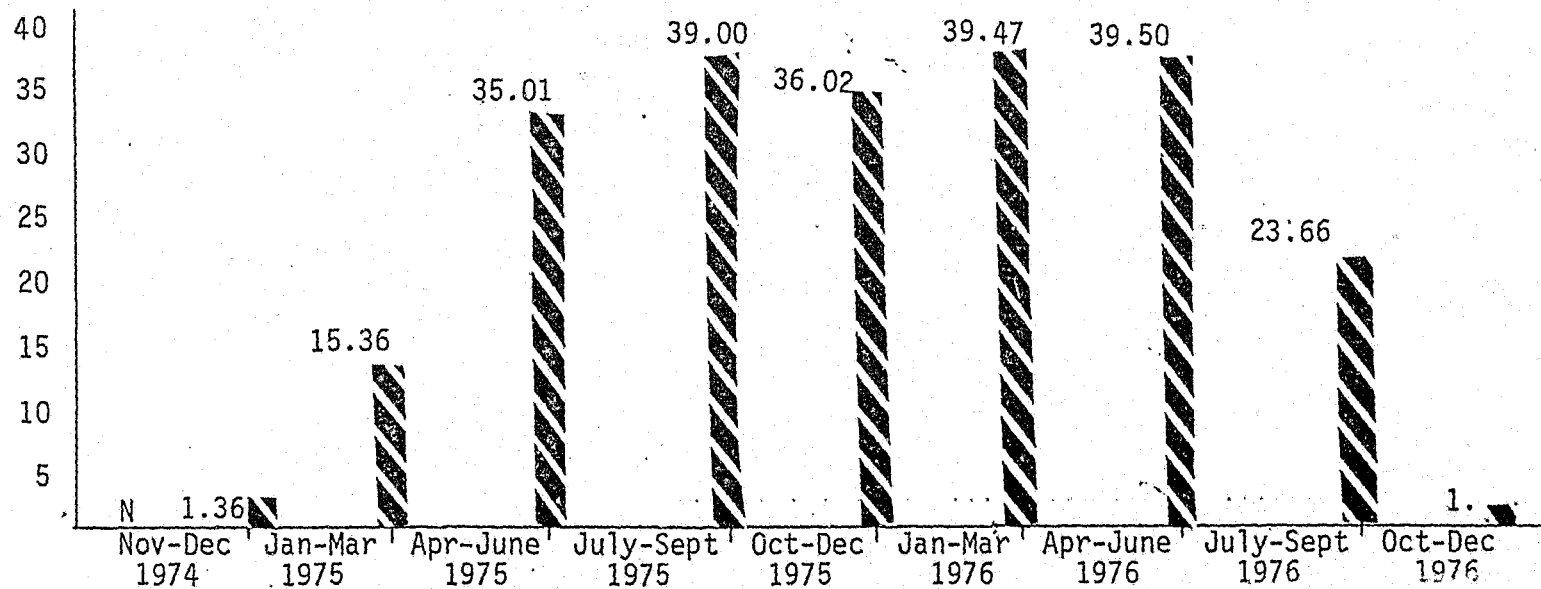
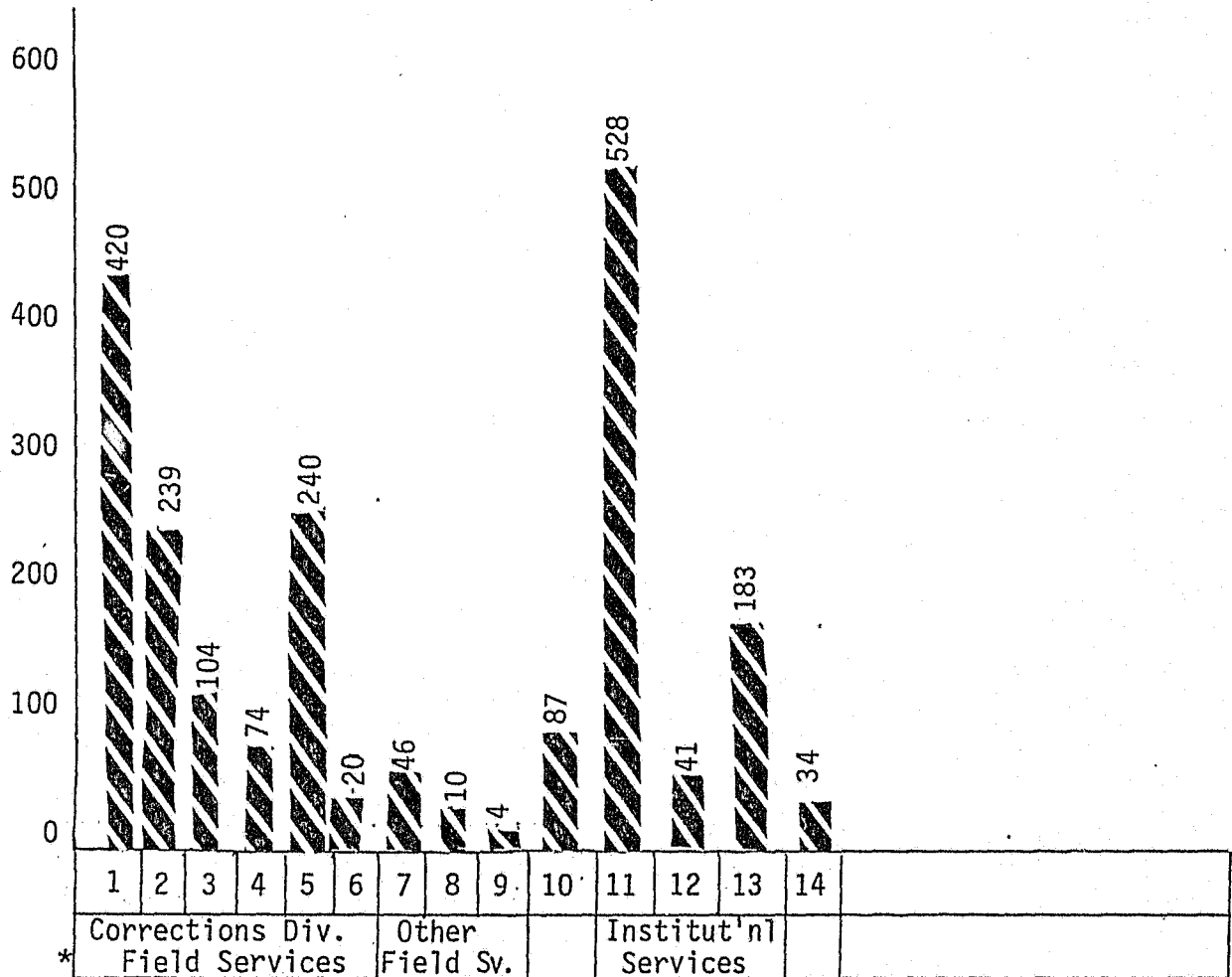


TABLE II
RANGE OF PER CLIENT EXPENDITURES

<u>Amount</u>	<u>Clients</u>	<u>\$ \$</u>	<u>Ave. Expend. Per Client</u>
\$ 0-25	175	\$ 2,394.16	\$ 13.68
26-50	91	3,213.55	35.31
51-75	63	3,860.16	61.27
76-100	59	5,322.40	90.21
101-150	94	11,783.35	125.35
151-200	72	12,792.07	177.67
201-250	52	11,725.30	225.49
251-300	43	12,273.82	285.44
301-350	82	26,482.45	322.96
351-400	57	21,473.23	376.72
401-450	75	31,755.89	423.41
451-500	58	27,608.92	476.02
501-600	85	46,609.93	548.23
601-700	54	34,595.71	640.66
701-800	46	34,457.00	749.06
801-900	46	38,948.86	846.71
901-1000	39	37,227.37	954.54
1001-1100	31	32,502.20	1,048.46
1101-1200	30	34,354.99	1,145.17
1201-1300	14	17,462.90	1,247.35
1301-1400	19	25,482.67	1,341.19
1401-1500	16	23,277.02	1,454.81
1501-2000	50	103,413.81	1,723.56
2001-2500	38	84,901.67	2,234.25
2501-3000	15	41,814.25	2,787.61
3001-3500	6	18,909.88	3,151.65
3501-4000	4	15,201.83	3,800.45
4001-4500	3	12,535.97	4,178.66
4501-5000	1	4,640.20	4,640.20
5001-6000	4	20,761.68	5,190.42
6001-7000	0	0.00	0.00
7001-8000	2	14,739.89	7,369.96

1,434

TABLE III-A
CLIENTS SERVED
BY REFERRING COUNSELORS SYSTEM ASSIGNMENT

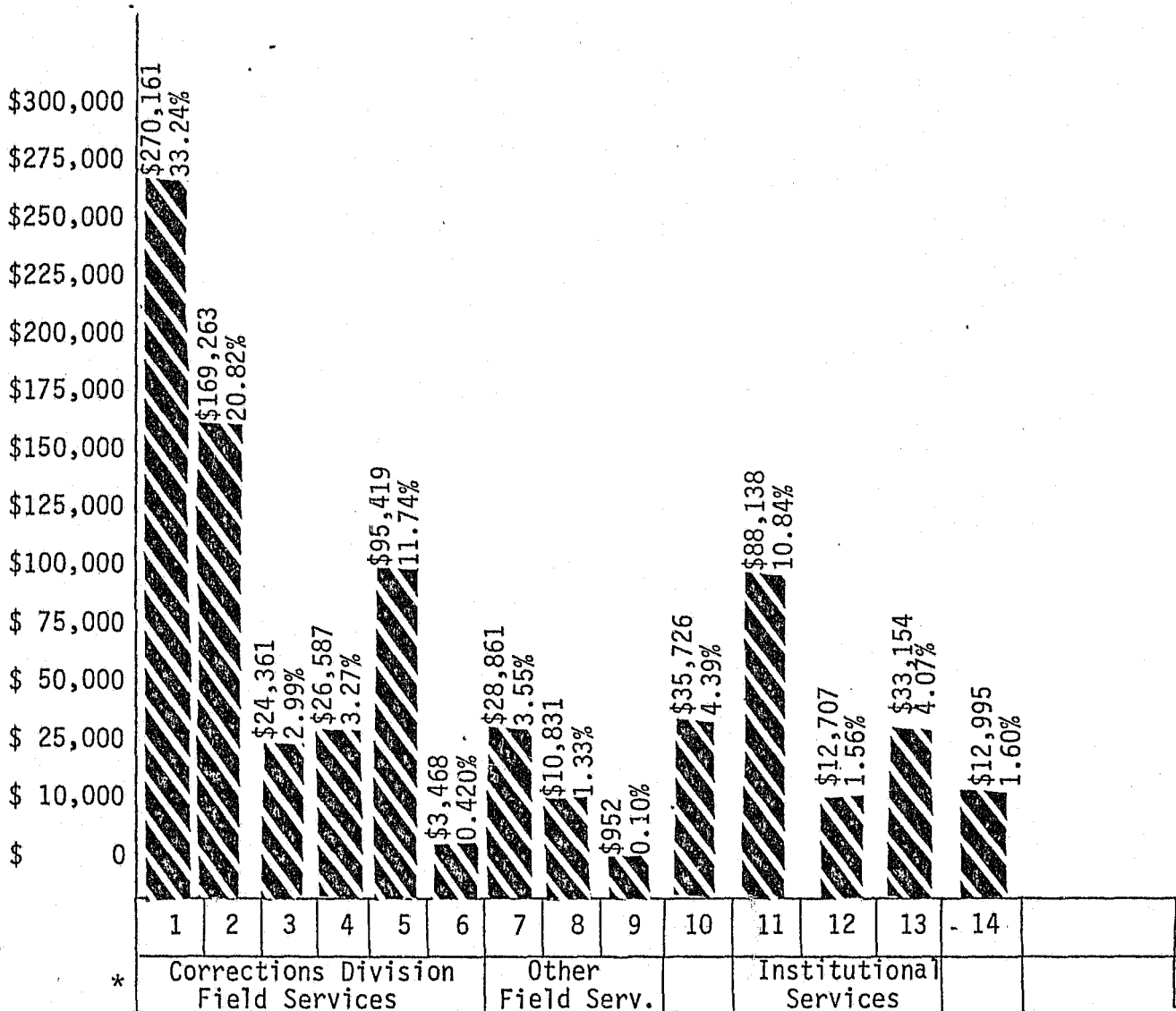


- | | |
|-----------------------------|---|
| 1. Impact Probation | 9. Juvenile Services |
| 2. Impact Parole | 10. Discharge |
| 3. General Fund Probation | 11. Oregon State Penitentiary |
| 4. General Fund Parole | 12. Oregon Women's Correctional Center |
| 5. Work/Education Release | 13. Oregon State Correctional Institution |
| 6. Diagnostic Center | 14. Other |
| 7. Multnomah County/Bench | |
| 8. Federal Parole/Probation | |

* Total number clients served higher because individuals served at more than one correctional system assignment

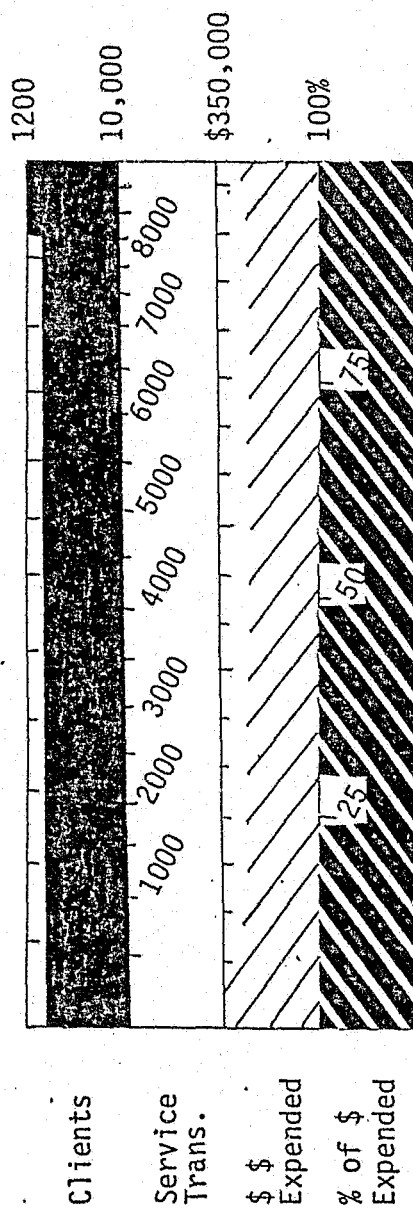
TABLE III-B

DOLLARS EXPENDED
BY REFERRING COUNSELORS SYSTEM ASSIGNMENT



- | | |
|-----------------------------|---|
| 1. Impact Probation | 9. Juvenile Services |
| 2. Impact Parole | 10. Discharge |
| 3. General Fund Probation | 11. Oregon State Penitentiary |
| 4. General Fund Parole | 12. Oregon Women's Correctional Center |
| 5. Work/Education Release | 13. Oregon State Correctional Institution |
| 6. Diagnostic Center | 14. Other |
| 7. Multnomah County/Bench | |
| 8. Federal Parole/Probation | |

* Total number clients served higher because individuals served at more than one correctional system assignment



GUIDE

TABLE IV
CRS EXPENDITURES BY PAYEE

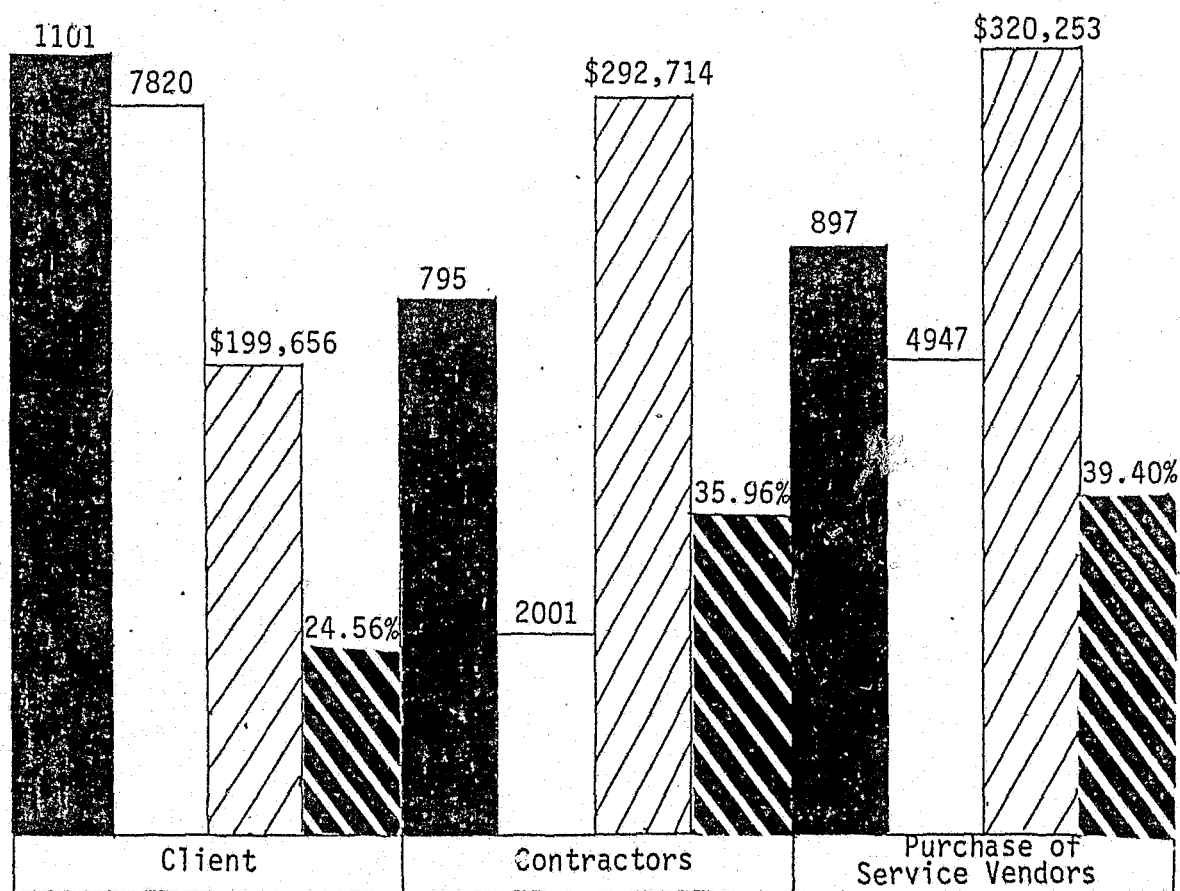


TABLE V

CRS EXPENDITURE DESTINATION
WITH BREAKDOWN BY CONTRACTOR

Payee	Clients Served	Trans- action	Amount	% of Total
<u>Client</u>	1,101	7,820	\$199,656	24.56%
<u>Contractor</u>				
Janus	154	425	72,930	8.97
Job Therapy	240	557	85,210	10.48
Lifeliners	155	393	54,672	6.72
Family Services	64	354	7,619	0.93
M-2	104	106	31,800	3.91
Alternate-Inn	23	51	10,243	1.26
St. Vincent dePaul	6	7	971	0.11
Freedom House	10	68	27,211	3.34
Harmony House	1	1	68	0.00
Boost	38	39	1,989	0.24
Non-Contract Vendors	897	4,947	320,253	39.40
Totals	1,434	14,768	\$812,623	99.99%

TABLE VI
CRS EXPENDITURES
BY REFERRAL SOURCE

Source of Referral	# Clients Referred	# CRS Trans.	\$\$\$ Expended	% total \$ Expend.	Ave # Trans. Per Client	Ave. \$\$\$ Per Trans.
OSCI	183	776	\$ 33,154	4.07%	4.24	\$42.59
OWCC	41	171	12,707	1.56	4.17	74.31
OSP	528	2,925	88,138	10.84	5.54	30.14
Work/Educ Release	240	1,557	95,419	11.74	6.49	61.29
General Fund Probation	104	286	24,361	2.99	2.75	85.18
General Fund Parole	74	391	26,587	3.27	5.28	68.00
Diagnostic Center	20	48	3,469	0.42	2.40	72.27
Impact Probation	420	4,295	270,161	33.24	10.23	62.90
Impact Parole	239	2,749	169,263	20.82	11.50	61.57
Multnomah Cnty/Bench	46	498	28,861	3.55	10.83	57.95
Federal	10	190	10,831	1.33	19.00	57.01
Juvenile	4	15	952	0.07	3.75	63.47
Discharge	87	625	35,726	4.39	7.19	57.16
Other	34	242	12,995	1.60	7.12	53.69
	1,434	14,768	\$812,623	99.99%	10.29	\$55.01

TABLE VII
CRS RECIDIVISM SURVEY

CLIENT STATUS AT CRS INTAKE	Imprisoned			Unincarcerated			TOTAL
	Technical Violation	Non-Impact Conviction	Impact Conviction	Continuing Supervision	Discharged	Left State	
Impact Parole	24	13	12	138	12	2	201
Non-Impact Parole	9	4	5	32	3	0	53
Impact Probation	90	7	21	254	33	6	411
Non-Impact Probation	11	1	2	36	0	0	50
Work/Educ. Release	32	0	1	20	1	0	54
Mult. County/Bench	0	0	4	24	2	1	31
Federal	1	0	0	7	1	0	9
Juvenile	0	0	0	1	3	0	4
Dischargees	0	15	11	0	57	5	88
TOTALS	167	40	56	512	112	14	901

TABLE VIII
CRS FUNDED VOCATIONAL TRAINING

School	# Enrolled	Completed
<u>Community Colleges</u>		
Portland Community College	36	25
Chemeketa Community College	10	10
Lane Community College	3	1
Southwestern Oregon Community College	1	1
Mt. Hood Community College	12	11
Linn-Benton Community College	1	1
Clackamas Community College	3	3
Total	66	* 52
<u>Proprietary Schools</u>		
Technical Training Service	17	6
West Coast Training Service.	1	1
Executive Barber College	1	1
Montavilla Beauty School	1	0
Moler Barber College	2	1
Western Business College	1	1
Advertising Art School	2	2
Williams School of Sales	1	1
Portland Upholstery School	1	1
Bell & Howell Schools	1	1
Truck Drivers Instructors	5	5
Commercial Driver Training	4	3
The Learning Tree	1	1
Northwest College	1	1
John Robert Powers School	1	1
Total	40	26
TOTALS	106	78

* Completion of one term is considered here as vocational training completed.

TABLE IX

VOCATIONAL TRAINING CLIENT RECIDIVISM

VOCATIONAL TRAINING PROGRAMS	Imprisoned			Unincarcerated			TOTAL
	Technical Violation	Non-Impact Conviction	Impact Conviction	Continuing Supervision	Discharged	Unknown	
Technical Training	3	0	0	12	1	1	17
West Coast Training	0	0	0	1	0	0	1
Exec. Barber College	0	0	0	1	0	0	1
Montavilla Beauty	1	0	0	0	0	0	1
Moler Barber College	0	0	0	2	0	0	2
Western Business	0	0	0	0	1	0	1
Advert. Art School	0	0	0	1	1	0	2
Williams School	0	0	1	0	0	0	1
Ptld Upholstery	0	0	0	1	0	0	1
Bell & Howell School	0	0	0	0	1	0	1
Truck Dr. Instr.	1	0	0	3	1	0	5
Comm'l Dr. Trng	0	1	0	3	0	0	4
Ore. Ready Lab	0	0	0	1	0	0	1
Learning Tree	0	0	0	1	0	0	1
N. W. College	0	0	0	0	1	0	1
John Powers School	0	0	0	0	1	0	1
TOTALS	5	1	1	26	7	1	41
Portland C.C.	7	2	2	23	2	0	36
Chemeketa C.C.	2	0	0	8	0	0	10
Lane C.C.	0	0	0	1	0	0	1
Southwestern Ore.C.C.	0	0	0	1	0	0	1
Mt. Hood C.C.	0	0	0	8	4	0	12
Linn-Benton C.C.	0	0	0	1	0	0	1
Clackamas C.C.	0	0	0	3	0	0	3
TOTALS	10	3	2	45	6	0	66
TOTALS	15	4	3	71	13	1	167

TABLE X-A
JOB PLACEMENT

Contractor	Individuals Placed	Number of Replacements	Period Employed			Contin. Employm. At Last Report
			2 mos	4 mos	6 mos+	
Job Therapy	159	27	37	14	36	46
Janus	115	41	33	20	24	31
Clients in Common	-12					
	262	68	70	34	60	77

TABLE X-B
TENURE DISTRIBUTION OF CLIENTS
EMPLOYED 6 MONTHS OR LONGER

	6-8 months	8-10 months	10-12 months	12-18 months	18 + months	TOTAL
Job Therapy	8	6	4	14	4	36
Janus	11	3	0	7	3	24
TOTALS	19	9	4	21	7	60

TABLE XI

JOB PLACEMENT CLIENT RECIDIVISM

	Imprisoned			Unincarcerated			TOTALS
	Technical Violation	Non-Impact Conviction	Impact Conviction	Continuing Supervision	Discharge	Out-of-State	
<u>JANUS</u>							
Intake Only (not placed)	5	1	1	19	5	0	31
Placed							
Employed 0-2 mos.	8	2	4	21	3	0	38
Employed 2-4 mos.	6	2	2	19	2	1	32
Employed 4-6 mos.	2	0	1	20	0	0	23
Employed 6-8 mos.	1	0	1	10	1	0	13
Employed 8-10 mos.	0	0	0	2	1	0	3
Employed 10-12 mos.	0	0	0	0	0	0	0
Employed 12-18 mos.	0	0	0	4	0	0	5
Employed 18+ mos.	0	0	0	1	2	0	3
Replaced	(-3)	(-1)	(-2)	(-24)	(-3)	(-0)	(-33)
TOTAL	22	5	9	96	15	1	148
<u>JOB THERAPY</u>							
Intake Only (not placed)	12	1	7	37	7	2	66
Placed							
Employed 0-2 mos.	14	1	5	46	5	0	71
Employed 2-4 mos.	4	2	1	27	2	0	36
Employed 4-6 mos.	4	0	1	7	0	0	12
Employed 6-8 mos.	0	0	0	7	0	0	7
Employed 8-10 mos.	0	0	0	8	0	0	8
Employed 10-12 mos.	0	0	0	5	0	0	5
Employed 12-18 mos.	0	0	1	9	1	0	11
Employed 18+ mos.	0	0	0	2	2	0	4
Replaced	(-3)	(-2)	(-0)	(-21)	(-2)	(-0)	(-26)
TOTAL	34	4	15	148	17	2	220
No. Mutual Clients	-1	-1	-4	-14	0	0	20
TOTALS	55 (6)	8 (2)	20 (2)	230 (45)	32 (4)	3 (0)	348

() indicates # of clients placed more than once

- indicates clients served by both contractors & therefore must be subtracted once to arrive at accurate totals

TABLE XII
INDIVIDUAL AND FAMILY COUNSELING BY PROVIDER

Provider	Clients	Hours	Ave. Per Client
Lifeliners	150	4,425	29.5
Family Services	21	803	38.2
Professional Counseling & Therapy	69	1,080	15.7
Totals	140	6,308	26.3

TABLE XIII

COUNSELING/PSYCHOLOGICAL SERVICE CLIENT RECIDIVISM *

Number of Therapy Sessions Provided	Imprisoned			Unincarcerated			TOTALS
	Technical Violation	Non-Impact Conviction	Impact Conviction	Continuing Supervision	Discharge	Out-of-State	
1 - 5	3	0	4	19	2	2	30
6 - 10	2	0	0	11	1	0	14
11 - 15	1	0	0	3	0	0	4
16 - 20	2	0	0	6	0	0	8
21 - 30	1	0	0	3	0	0	4
31 - 50	0	0	0	1	0	0	1
51 - 100	0	0	0	4	0	0	4
Over 100	0	0	0	1	0	1	2
TOTALS	9	0	4	48	3	3	67

* Does not include inmates served by Lifeliners and Family Services

TABLE XIV

MAN-MONTHS OF RESIDENTIAL CARE BY SERVICE PROVIDER

	MONTHS OF CARE PROVIDED															
	0-1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Total
Freedom House	0	3	1	1	0	0	1	0	1	1	0	1	0	0	1	10
Alternate-Inn	10	6	2	0	0	0	0	0	0	0	0	0	0	0	0	18
St.Vincent De Paul	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4
7th Step House	3	0	1	1	0	0	0	0	0	0	0	0	0	0	0	5
Harmony House	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gutman House	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Ingersol House	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	2
Challenge House	6	1	0	0	0	0	0	0	0	0	0	0	0	0	0	7
TOTALS	24	10	4	2	0	1	2	0	1	1	0	1	0	0	1	47
Man-Months Residential Care	24	20	12	8	0	6	14	0	9	10	0	12	0	0	15	130

TABLE XV
RESIDENTIAL CARE CLIENT RECIDIVISM

	Imprisoned			Unincarcerated			
	Technical Violation	Non-Impact Conviction	Impact Conviction	Continuing Supervision	Discharge	Out-of-State	Total
Alternate-Inn	5	0	1	12	0	0	18
Freedom House	2	0	0	8	0	0	10
Miscellaneous	7	0	4	8	0	0	19
TOTALS	14	0	5	28	0	0	47

APPENDICES

APPENDIX I

CRS CUMULATIVE CLIENT EXPENDITURES
 NOVEMBER 1, 1974 THROUGH DECEMBER 31, 1976

Type of Service	Clients Served	Service Trans.	\$\$\$ Expended	Ave \$\$ Per Client	% of Total Expend.
Vocational Training	116	347	\$ 50,219.51	\$ 432.93	6.19%
Post Sec. Education	30	56	4,524.37	150.81	0.56
Remedial Education	1	1	120.00	120.00	0.01
Basic Education	6	9	150.45	25.07	0.02
Job Development	401	1,240	203,195.88	506.72	25.03
Janus	(153)	(423)	(72,650.00)	(474.84)	(8.95)
Job Therapy	(240)	(555)	(84,910.00)	(353.79)	(10.46)
Williams School	(4)	(4)	(400.00)	(100.00)	(0.05)
On-Job-Training	(59)	(121)	(30,193.81)	(511.76)	(3.72)
Tools	(76)	(118)	(13,553.83)	(178.34)	(1.67)
Dues	(10)	(11)	(1,088.00)	(108.80)	(0.13)
Psychological	97	256	31,981.93	329.71	3.94
Medical	405	649	18,681.99	46.13	2.30
Glasses	(260)	(313)	(6,450.93)	(24.81)	(0.79)
Physical	(41)	(43)	(1,357.30)	(33.10)	(0.17)
Surveillance	(50)	(111)	(1,383.70)	(27.67)	(0.17)
Treatment	(37)	(43)	(5,443.57)	(147.12)	(0.67)
Antabuse	(29)	(50)	(625.27)	(21.56)	(0.08)
Medicine	(24)	(33)	(434.27)	(18.09)	(0.05)
Testing	(23)	(29)	(1,073.75)	(46.68)	(0.13)
Dental	(4)	(5)	(582.10)	(145.52)	(0.07)
Incidentals	602	4,501	143,502.23	238.38	17.67
Food	44	59	3,566.46	81.06	0.44
Clothing	335	477	34,821.96	103.95	4.29
Transportation	601	2,339	26,946.13	44.84	3.32
Rent	497	1,309	167,575.89	337.17	20.64
RCFs	(50)	(145)	(41,968.62)	(839.37)	(0.05)
Work/Educ. Release	(126)	(273)	(22,750.00)	(180.56)	(0.03)
Landlord	(363)	(839)	(97,722.96)	(269.21)	(12.04)
Other	(39)	(50)	(5,134.31)	(131.65)	(0.01)
Utilities	52	146	4,355.83	83.77	0.54
Stipends	486	2,455	27,006.45	55.57	3.33
Family Services	59	342	7,097.00	120.29	0.87
M-2/W-2	104	106	31,800.00	305.77	3.92
Lifeliners	154	389	53,958.00	350.38	6.65
Recreation	37	38	403.20	10.90	0.05
Boost	38	39	1,989.00	52.34	0.24
TOTALS	1,434	14,758	\$811,896.28	\$566.18	100.00%

APPENDIX II-A

CLIENT RESOURCES & SERVICES
CLIENT EXPENDITURES BY QUARTERNOVEMBER 1, 1974 THROUGH DECEMBER 31, 1974

Type of Service	New Clnts Served	Total Clnts Served	Service Trans.	\$\$ Expended	Ave \$\$ Per Client	% Qrtly Expended
Voc. Training	0	0	0	\$ 0.00	\$ 0.00	0.00%
Post Sec. Educ.	0	0	0	0.00	0.00	0.00
Remedial Educ.	0	0	0	0.00	0.00	0.00
Basic Educ.	0	0	0	0.00	0.00	0.00
Job Development	0	0	0	0.00	0.00	0.00
Psychological	2	2	5	670.00	335.00	22.91
Medical	1	1	2	36.10	36.10	1.23
Incidentals	13	13	28	1,454.50	111.88	49.74
Food	0	0	0	0.00	0.00	0.00
Clothing	1	1	1	100.00	100.00	3.42
Transportation	7	7	12	42.00	6.00	1.44
Rent	8	8	8	621.50	77.69	21.25
Utilities	0	0	0	0.00	0.00	0.00
Stipends	0	0	0	0.00	0.00	0.00
Family Services	0	0	0	0.00	0.00	0.00
M-2/W-2	0	0	0	0.00	0.00	0.00
Lifeliners	0	0	0	0.00	0.00	0.00
Recreation	0	0	0	0.00	0.00	0.00
Boost	0	0	0	0.00	0.00	0.00
Other	0	0	0	0.00	0.00	0.00
TOTALS	17	17	56	\$2,924.10	\$172.01	100.00%

APPENDIX II-B

CLIENT RESOURCES & SERVICES CLIENT EXPENDITURES BY QUARTER

JANUARY 1, 1975 THROUGH MARCH 31, 1975

Type of Service	New Clnts Served	Total Clnts Served	Service Trans.	\$\$ Expended	Ave \$\$\$ Per Client	% Qrtly Expended
Voc. Training	12	12	21	\$ 3,426.96	\$285.58	5.57%
Post Sec. Educ.	3	3	6	719.50	239.83	1.23
Remedial Educ.	0	0	0	0.00	0.00	0.00
Basic Educ.	0	0	0	0.00	0.00	0.00
Job Development	29	29	42	8,348.00	287.86	13.58
Psychological	14	14	24	3,044.00	217.43	5.20
Medical	11	11	14	593.09	53.92	1.01
Incidentals	104	111	449	15,807.30	142.41	26.99
Food	3	3	3	95.00	31.67	0.16
Clothing	22	22	23	1,505.57	68.43	2.57
Transportation	58	65	159	969.32	14.91	1.66
Rent	68	70	86	9,940.54	142.01	16.97
Utilities	15	15	24	836.20	55.75	1.43
Stipends	2	2	2	15.95	7.97	0.03
Family Services	0	0	0	0.00	0.00	0.00
M-2/W-2	0	0	0	0.00	0.00	0.00
Lifeliners	47	47	83	13,260.00	282.13	22.64
Recreation	1	1	1	4.20	4.20	0.01
Boost	0	0	0	0.00	0.00	0.00
Other	0	0	0	0.00	0.00	0.00
TOTALS	206	219	937	\$58,565.63	\$267.42	100.00%

APPENDIX II-C

CLIENT RESOURCES & SERVICES CLIENT EXPENDITURES BY QUARTER

APRIL 1, 1975 THROUGH JUNE 30, 1975

Type of Service	New Clnts Served	Total Clnts Served	Service Trans.	\$ Expended	Ave. \$ Per Client	% Qrtly Expended
Voc. Training	20	26	41	\$ 9,366.58	\$360.25	7.40%
Post Sec. Educ.	4	6	11	976.74	162.79	0.77
Remedial Educ.	0	0	0	0.00	0.00	0.00
Basic Educ.	2	2	2	109.70	54.85	0.09
Job Development	69	74	129	26,176.58	353.74	20.68
Psychological	22	25	38	5,937.35	237.49	4.69
Medical	48	50	66	3,023.55	60.47	2.39
Incidentals	143	209	1,159	38,053.20	182.07	30.03
Food	7	7	7	261.46	37.35	0.21
Clothing	55	57	88	7,015.66	123.08	5.54
Transportation	102	137	342	3,527.50	25.75	2.79
Rent	74	102	192	23,061.16	226.09	18.22
Utilities	14	19	45	1,325.73	69.78	1.05
Stipends	67	67	116	782.55	11.68	0.62
Family Services	0	0	0	0.00	0.00	0.00
M-2/W-2	9	9	9	2,700.00	300.00	2.13
Lifeliners	14	23	27	4,080.00	177.39	3.22
Recreation	0	0	0	0.00	0.00	0.00
Boost	4	4	4	204.00	51.00	0.16
Other	0	0	0	0.00	0.00	0.00
TOTALS	266	392	2,276	\$126,601.76	\$322.96	100.00%

APPENDIX II-D

CLIENT RESOURCES & SERVICES CLIENT EXPENDITURES BY QUARTER

JULY 1, 1975 THROUGH SEPTEMBER 30, 1975

Type of Service	New Clnts Served	Total Clnts Served	Service Trans.	\$\$ Expended	Ave. \$\$ Per Client	% Qrtly Expended
Voc. Training	16	27	51	\$ 6,991.57	\$258.95	5.68%
Post Sec. Educ.	9	11	15	1,047.39	95.22	0.85
Remedial Educ.	0	0	0	0.00	0.00	0.00
Basic Educ.	2	2	2	17.50	8.75	0.01
Job Development	49	90	168	32,778.91	364.21	26.62
Psychological	18	28	53	6,186.35	220.94	5.02
Medical	88	96	114	3,435.28	35.78	2.79
Incidentals	76	157	669	20,814.75	132.58	16.90
Food	3	3	4	159.00	53.00	0.13
Clothing	61	65	86	5,444.15	83.76	4.42
Transportation	95	165	355	3,733.53	22.63	3.03
Rent	71	112	181	21,269.15	189.90	17.27
Utilities	5	9	23	381.33	42.37	0.31
Stipends	85	144	393	2,938.70	20.41	2.39
Family Services	44	44	263	2,447.00	55.61	1.99
M-2/W-2	17	17	17	5,100.00	300.00	4.14
Lifeliners	13	21	79	9,282.00	130.73	7.54
Recreation	1	1	1	48.00	48.00	0.04
Boost	21	21	21	1,071.00	51.00	0.87
Other	0	0	0	0.00	0.00	0.00
TOTALS	265	573	2,495	\$123,145.61	\$214.91	100.00%

APPENDIX II-E

CLIENT RESOURCES & SERVICES CLIENT EXPENDITURES BY QUARTER

OCTOBER 1, 1975 THROUGH DECEMBER 31, 1975

Type of Service	New Clnts Served	Total Clnts Served	Service Trans.	\$\$ Expended	Ave. \$\$ Per Client	% Qrtly Expended
Voc. Training	17	26	54	\$ 7,656.52	\$294.48	6.69%
Post Sec. Educ.	2	5	6	627.45	125.49	0.55
Remedial Educ.	0	0	0	0.00	0.00	0.00
Basic Educ.	0	1	2	9.00	9.00	0.01
Job Development	56	83	133	24,295.78	292.72	21.22
Psychological	11	17	25	3,732.08	219.53	3.26
Medical	59	74	91	2,707.75	36.59	2.36
Incidentals	72	134	590	17,460.59	130.30	15.25
Food	11	12	15	755.50	62.96	0.66
Clothing	49	61	70	5,071.05	83.13	4.43
Transportation	99	164	350	4,110.25	25.06	3.59
Rent	68	118	213	25,218.84	213.72	22.02
Utilities	8	11	20	462.78	42.07	0.40
Stipends	164	270	601	7,113.55	26.35	6.21
Family Services	0	0	0	0.00	0.00	0.00
M-2/W-2	20	20	20	6,000.00	300.00	5.24
Lifeliners	31	45	55	8,568.00	190.40	7.48
Recreation	1	1	1	15.00	15.00	0.01
Boost	13	13	14	714.00	54.92	0.62
Other	0	0	00	0.00	0.00	0.00
TOTALS	259	630	2,260	\$114,518.14	\$181.77	100.00%

APPENDIX II-F

CLIENT RESOURCES & SERVICES CLIENT EXPENDITURES BY QUARTER

JANUARY 1, 1976 THROUGH MARCH 31, 1976

Type of Service	New Clnts Served	Total Clnts Served	Service Trans.	\$\$ Expended	Ave. \$\$ Per Client	% Qrtly Expended
Voc. Training	32	43	83	\$ 11,628.22	\$270.42	9.84%
Post Sec. Educ.	4	6	8	655.18	109.20	0.55
Remedial Educ.	1	1	1	120.00	120.00	0.10
Basic Educ.	0	0	0	0.00	0.00	0.00
Job Development	48	94	163	24,841.78	264.27	21.03
Psychological	10	21	31	4,308.60	205.17	3.65
Medical	80	108	131	3,253.04	30.12	2.75
Incidentals	79	160	692	21,446.60	134.04	18.16
Food	12	13	19	1,602.75	123.29	1.36
Clothing	53	59	76	5,406.06	91.63	4.58
Transportation	75	183	460	5,005.64	27.35	4.24
Rent	64	122	193	22,951.66	188.13	19.43
Utilities	5	9	23	923.38	102.60	0.78
Stipends	67	244	512	6,071.25	24.88	5.14
Family Services	0	0	0	0.00	0.00	0.00
M-2/W-2	11	11	11	3,300.00	300.00	2.79
Lifeliners	31	33	33	6,528.00	197.82	5.53
Recreation	11	11	11	82.50	7.50	0.07
Boost	0	0	0	0.00	0.00	0.00
Other	0	0	0	0.00	0.00	0.00
TOTALS	162	658	2,447	\$118,124.66	\$179.52	100.00%

APPENDIX II-G

CLIENT RESOURCES & SERVICES CLIENT EXPENDITURES BY QUARTER

APRIL 1, 1976 THROUGH JUNE 30, 1976

Type of Service	New Clnts Served	Total Clnts Served	Service Trans.	\$ Expended	Ave. \$ Per Client	% Qrtly Expended
Voc. Training	14	25	70	\$ 7,479.45	\$299.18	5.46%
Post Sec. Educ.	1	1	1	10.00	10.00	0.01
Remedial Educ.	0	0	0	0.00	0.00	0.00
Basic Educ.	2	2	3	14.25	7.12	0.01
Job Development	92	148	266	35,594.51	240.50	25.97
Psychological	14	27	46	4,161.00	154.11	3.04
Medical	80	106	146	4,127.90	38.94	3.01
Incidentals	62	144	586	17,911.66	124.39	13.07
Food	4	6	7	521.75	86.96	0.38
Clothing	51	58	73	5,572.48	96.08	4.07
Transportation	86	184	340	4,746.05	25.79	3.46
Rent	81	149	244	35,689.47	239.53	26.04
Utilities	3	5	7	335.07	67.01	0.24
Stipends	81	260	645	8,198.20	31.53	5.98
Family Services	9	13	22	1,326.00	102.00	0.97
M-2/W-2	21	21	22	6,600.00	314.29	4.82
Lifeliners	8	38	38	4,692.00	123.47	3.42
Recreation	12	12	12	73.50	6.12	0.05
Boost	0	0	0	0.00	0.00	0.00
Other	0	0	0	0.00	0.00	0.00
TOTALS	167	716	2,528	\$137,053.29	\$191.42	100.00%

APPENDIX II-H

CLIENT RESOURCES & SERVICES CLIENT EXPENDITURES BY QUARTER

JULY 1, 1976 THROUGH SEPTEMBER 30, 1976

Type of Service	New Clnts Served	Total Clnts Served	Service Trans.	\$\$ Expended	Ave. \$\$ Per Client	% Qrtly Expended
Voc. Training	5	10	19	\$ 2,513.21	\$251.32	2.53%
Post Sec. Educ.	2	2	4	388.11	194.05	0.39
Remedial Educ.	0	0	0	0.00	0.00	0.00
Basic Educ.	0	0	0	0.00	0.00	0.00
Job Development	50	128	242	37,010.09	289.14	37.25
Psychological	6	26	33	3,892.55	149.71	3.92
Medical	35	60	81	1,347.13	22.45	1.36
Incidentals	52	98	310	10,003.63	102.08	10.07
Food	4	4	4	171.00	42.75	0.17
Clothing	42	49	58	4,616.01	94.20	4.65
Transportation	75	156	282	4,569.84	29.29	4.60
Rent	58	116	160	19,773.57	170.46	19.90
Utilities	2	3	4	91.34	30.45	0.09
Stipends	20	156	186	1,886.25	12.09	1.90
Family Services	3	15	33	1,752.00	116.80	1.76
M-2/W-2	12	12	12	3,600.00	300.00	3.62
Lifeliners	10	74	74	7,548.00	102.00	7.60
Recreation	11	12	12	180.00	15.00	0.18
Boost	0	0	0	0.00	0.00	0.00
Other	0	0	0	0.00	0.00	0.00
TOTALS	78	567	1,514	\$ 99,342.73	\$175.21	100.00%

APPENDIX II-I

CLIENT RESOURCES & SERVICES CLIENT EXPENDITURES BY QUARTER

OCTOBER 1, 1976 THROUGH DECEMBER 31, 1976

Type of Service	New Clnts Served	Total Clnts Served	Service Trans.	\$\$ Expended	Ave. \$\$ Per Client	% Qrtly Expended
Voc. Training	0	0	0	\$ 1,157.00	\$385.67	3.66%
Post Sec. Educ.	5	5	5	100.00	20.00	0.32
Remedial Educ.	0	0	0	0.00	0.00	0.00
Basic Educ.	0	0	0	0.00	0.00	0.00
Job Development	8	74	97	14,150.23	191.22	44.75
Psychological	0	1	1	50.00	50.00	0.16
Medical	3	4	4	158.15	39.54	0.50
Incidentals	1	7	18	550.00	78.57	1.74
Food	0	0	0	0.00	0.00	0.00
Clothing	1	2	2	90.98	45.49	0.29
Transportation	4	15	39	242.00	16.13	0.77
Rent	5	17	32	9,050.00	532.35	28.62
Utilities	0	0	0	0.00	0.00	0.00
Stipends	0	0	0	0.00	0.00	0.00
Family Services	3	19	24	1,572.00	82.74	4.97
M-2/W-2	14	15	15	4,500.00	300.00	14.23
Lifeliners	0	0	0	0.00	0.00	0.00
Recreation	0	0	0	0.00	0.00	0.00
Boost	0	0	0	0.00	0.00	0.00
Other	0	0	0	0.00	0.00	0.00
TOTALS	14	141	245	\$ 31,620.36	\$224.26	100.00%

Job Therapy of Oregon, Inc.

1535 NE 17th Avenue ☐ Portland, Oregon 97232 ☐ 503/288-5525

January 25, 1977

Mr Larry Rutter
620 S. W. 5th Room 720
Portland, Oregon 97204

Dear Larry:

This letter summarizes the activity for the Impact contract for last year.

The contract period covered February 7th to December 31st, 1976. The contract called for 90 first time placements. 95 placements were made. This represented a 62% placement rate (95 placements, 152 referrals.)

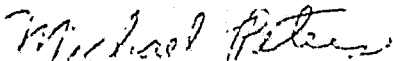
The average starting wage of all Impact placements (118) was \$3.40/hr. with a range from \$2.30/hr to almost \$7.00/hr. The contract required \$2.00/hr minimum (federal minimum \$2.30/hr) for each placement. The average non-impact wage was \$3.13/hr for 43 placements.

There was a potential of 120 days on the job during the tracking period for each client placed. Of the 72 clients eligible for a 120 day follow-up as of Jan. 20th, 1977, 20 actually worked 120 days or more, 38 worked 30 days or more with an average stay on the job of 58 days per client.

The 1975 Impact contract called for a 50% retention after six months. Experience showed the 50% figure was arbitrary and unrealistic. Therefore, the 1976 agreement was changed to a one and four month follow-up contact requirement with no percentage set for retention. However, to do a proper job and fulfill the intent of the new contract more than the minimum number of follow-up contacts were made. The follow-up contacts were required with the employer and / or client.

The attached page of statistics is a summary relative to contract requirements in all categories. As you will notice the services rendered exceed the contract requirements.

With Best Wishes,



Michael Peters, Jobstart Supervisor

MP/tc



Job Therapy is a community based, non-profit corporation which offers the following programs for ex-offenders:
job placement services (Jobstart) and Man-to-Man (M-C) and Woman-to-Woman (W-2) citizen sponsorship.



SUMMARY
IMPACT JOB PLACEMENT CONTRACT
FEB. 7, 1976-DEC.31, 1976
JOB THERAPY OF OREGON, INC.

	<u>CONTRACT PROJECTION</u>	<u>IMPACT SERVICES</u> <u>BILLED FOR</u> *	<u>IMPACT SERVICES</u> <u>ACTUALLY RENDERED</u>	<u>NON-IMPACT CLIENTS</u> <u>SERVED AT NO CHARGE</u>
INTAKES	90	138	152	108
PLACEMENTS	90	95	118 **	43
0-30 DAY FOLLOW-UP				
CONTACTS	90	76	235	Not computed
31-120 DAY FOLLOW-UP				
CONTACTS	90	46	141	Not computed

* TOTAL CONTRACT AMOUNT WAS BILLED FOR BY DEC. 31, 1976.

** INCLUDES 23 REPLACEMENTS AT NO CHARGE.

APPENDIX III
 (continued...)

MENTAL HEALTH RESEARCH PROJECT

IMPACT, Client Resources and Services

Completed by

Sylvia Hearing
and
Peter Brown

August 13, 1976

I. METHODOLOGICAL TECHNIQUE

All IMPACT clients who received psychological services beyond initial evaluations by Mental Health Vendors were to form the population for this research project. These names were drawn from the IMPACT computer bank and each individual client's Mental Health Vendor and Parole or Probation Officer determined. Separate survey forms were designed for distribution to the Mental Health Vendors and Parole and Probation Officers. The survey designed for reporting use by Mental Health Vendors measured treatment progress behaviorally and dynamically, the client's self-reported changes, and the clinicians overall impression of the client's changes on seven point scales. The survey designed for use by Parole and Probation Officers requested the same measurements with the exclusion of the dynamic treatment progress scale. Additional data was requested on both forms but will not be analyzed in this portion of the research project.

The survey forms were mailed to the Mental Health Vendors with letters of explanation. The survey forms for the Parole and Probation Officers were delivered to their respective offices with letters of explanation. (See Appendix A for examples of survey forms and letters).

Of the 46 original survey forms mailed to Mental Health Vendors, 31 were returned. Of the 46 original survey forms delivered to Parole and Probation Officers, 39 were returned and an additional 6 extra forms on clients whose names did not appear on the computer print-out. The total survey return count was as follows:

- 1) 31 Mental Health Vendors
- 2) 45 Parole and Probation Officers
- 3) 24 Forms returned on the same client

Survey participants who did not return forms were contacted by phone once and in some cases twice and requested to return forms.

II. RESULTING DATA

See following pages.

Parole and Probation

All Returned Data

Client Number	Treatment Progress	Client Self-Report	Overall Impression of Change
1	3	5.5	3
2	5.5	5	6
3	5	5	6
4	4	5	3
5	6	7	6
6	5	6	5
7	5	7	6
8	6	7	6
9	5	5	5
10	5	5	5
11	5	5	5
12	4	4	4
13	5		5
14	4	5	4
15	5	4	
16	5	6	5
17	6	5	7
18	6	5.5	5
19	3	4	4
20	7	7	7
21	7	6	7
22	6	7	5
23	5	6	7
24	7	7	
25	6	6	6
26	5	5	6
27	6	7	4
28	5	4	4
29	6	6	6
30	4	4	4
31	6	6	6
32	4	4	4
33	4	4	4
34	5	5	5
35	4	4	4
36	6	6	6
37	7	7	7
38	6	6	6
39	4	4	4
40	5	5	5
41	6	6	6
42	1	1	1
43	6	6	6
44	4	4	4
45	6	6	6

Mental Health Vendors

All Returned Data

Client Number	Behavioral Treatment	Dynamic Changes	Client Self-Report	Overall Impressions
1	6	6	6	6
2	4	4		4
3	4	4	4	4
4	7	7	7	7
5	6	6	6	6
6	5	5	5	5
7	5	5	5	5
8	4	4	4	4
9	5	5	5	5
10	5	5	5	5
11	6	6	6	6
12	5	5	5	5
13	5	5	5	5
14	5	5	5	5
15	5	5	5	5
16	7	6	6	6
17	5	5	5	5
18	5	5	6	5
19	4		4	4
20	6		5	5
21	6		3	6
22	6	6	7	7
23	4	4	4	4
24	6	5	6	6
25	6	5	5	5
26	7	7	7	7
27	7	7	6	7
28	6	6	7	6
29	7	6	7	7
30	5	5		5
31	6	6	6	6

III. DATA ANALYSIS

All data, with the exception of the tests for significant difference between means for all returned scores, was analyzed on the Portland State University IBM 1130 computer. The tests for significant difference between means were completed by calculator. This process was not repeated for complete data on individual clients (the 24 complete sets) due to the small size and repetitive nature of the operation. (See Appendix B for all computer print-outs).

A. Analysis Incorporating All Returned Data

The following means, standard deviations, and means tests utilized the 39 original Parole and Probation forms as well as the 6 additional forms returned. These tests also include 29 of the 31 forms returned by Mental Health Vendors. Two sets of data were omitted from statistical computation by experimental error.

OVERALL MEANS

	Parole & Probation	Mental Health Vendors
Objective Behavioral Changes	Mean: 5.079 *STD: 1.21014	Mean: 5.551 STD: 1.02072
Dynamic Factors	Not Requested	Mean: 5.413 STD: .90700
Client's Self-Reported Changes	Mean: 5.386 STD: 1.09896	Mean: 5.344 STD: 1.04457
Overall Impression of Changes	Mean: 5.00 STD: 1.39767	Mean: 5.448 STD: .98511

* Standard Deviation

All scales indicate that the mean change for all clients fell on or slightly above "slight positive change" on the seven point scale.

When reported values were missing, the mean was calculated without these values, substituted in the place of the missing values and recalculated. The above data reflects the adjusted means.

DIFFERENCE BETWEEN MEANS

The resulting data on the three scales that appeared on both survey forms, when tested for significant difference between means, showed no significant difference between means. (See Appendix C for hypotheses tests).

B. Analysis of Complete Data on Individual Clients

The data analyzed in this section refers to all 24 sets of complete data.

	Parole & Probation	Mental Health Vendors
Objective Behavioral Changes	Mean: 4.93750 STD: 1.35383	Mean: 5.45833 STD: 1.02062
Client's Self- Reported Changes	Mean: 5.10416 STD: 1.06300	Mean: 5.29166 STD: 1.12207
Overall Impression of Changes	Mean: 4.66666 STD: 1.63299	Mean: 5.37500 STD: 1.01349

All scales indicate that the mean changes fell half-way between "No change" and "Slight positive change," and "Slight positive change" and "Moderate positive change" on the seven point scale.

Again when reported values were missing, the mean was calculated without these values, substituted in the place of the missing values and recalculated. The above data reflect the adjusted means.

SIMPLE CORRELATION

The following correlation coefficient matrix indicates all possible correlation combinations. The Mental Health scales all correlated highly with one another as do the Parole and Probation scales. When comparing Mental Health scales with Parole and Probation scales, the following statistics result.

<u>Variables</u>	<u>Correlation Coefficient</u>
Objective Behavioral Changes	.32055
Client's Self-Report	.21035
Overall Impression of Changes	.39405

CANONICAL CORRELATION

Canonical correlation calculates the highest possible correlation possible when looking at all variables. The data resulting from survey forms returned by both the Mental Health Vendors and the Parole and Probation Officers on 24 individual clients has a canonical correlation of .73295.

IV. INTERPRETATION OF DATA

The overall result of the survey is more accurately reflected by looking first at the calculated means of all the scores returned. The sample size is considerably larger (45 and 29 as compared with 24). The means fell between 5.0 and 5.551 indicating that on the whole, both the Mental Health Vendors and the Parole and Probation Officers saw the psychological treatment for the clients in question as a positive process with positive results. This assessment is given further validity by the high correlation between the two independent observations. While the simple correlations were low, .32055, .21035, and .39405, the canonical correlation figure, .73295 must be given more weight as this test is not only more powerful than simple correlation but more discriminatory as well.

The calculated standard deviations as reported on the chart for all returned data shows that the majority of the variability between what the Mental Health Vendors reported and what the Parole and Probation Officers reported occurs within the third variable, or overall impression of changes. There was not a significant difference between the two means on this variable, but this can be identified as the largest point of disagreement between the two reporting sources.

The high correlations indicated on the correlation matrix within reporting sources, indicates that the Mental Health Vendors and Parole and Probation Officers were consistent in their reporting practices.

V. CONCLUSION

Psychological treatment programs for IMPACT clients have been reported as having results in a positive direction when assessed independently by treatment vendors and Parole and Probation Officers on a seven-point rating scale. The following factors were weighed

equally in the survey: Objective behavioral changes, client's self-reported changes, and overall impression of changes. The independent observations, as offered by the treatment vendors and Parole and Probation Officers, were highly correlated. This statistic indicates high agreement between the two reporting sources on the value of the treatment programs.

As a result of this survey, I would recommend continuation of psychological services for IMPACT clients. However, several biasing factors have acted upon the survey results and must be considered in the acceptance of the results.

Survey research techniques are particularly susceptible to an overwhelming positive or negative bias. Many times people return surveys because they have strong feelings about a subject in one direction or another. Similar to this bias is the problem of surveying treatment vendors about the effects of their own treatment programs. One would not expect a treatment vendor to say that their program was not of value, and as indicated in this survey, no response from a treatment vendor fell below a four or "No change."

Surveys often do not get returned, further biasing a sample. In the present case, 22 of the 92 forms sent out were not returned. This forced the population to become a sample. Only 24 forms were returned by both observers on the same client. This is a very low sample size to draw conclusions from.

The final problem with the survey was with the instrument itself. "Objective behavioral changes" was not defined objectively and neither were the terms describing the points on the corresponding scales. Certainly one person's criteria for "slight positive change" will be different than others. The instrument, while appearing to be objective, was in fact subjective, and this factor alone could have biased the survey results beyond the point of acceptance.

APPENDIX A

Job Therapy of Oregon, Inc.

1535 NE 17th Avenue □ Portland, Oregon 97232 □ 503/288-5525

Dec. 22, 1976

Larry Rutter
Impact Program
620 S.W. 5th Room 720
Portland, Ore. 97204

Dear Larry,

Enclosed is the final report on the M-2 contract. The report includes all sponsor inmate-matches made since the beginning of the Impact program.

At OSP and OSCI the average length for each match has been seven months. (Total number of monthly visits divided by total number of sponsors.) The contract calls for 60% of the matches to succeed for six months. At O.W.C.C. the inmates have been released on an average of four months from the date of the first sponsor visit disallowing a six month average.

The effective beginning date for each match is calculated as the month in which the first visit took place.

In all cases where a match was terminated a re-match was made if either participant so desired--at no charge.

The following is a statistical summary relative to contract requirements:

Number of matches:

Potential 113

Actual 113 (Includes three pending matches
which will be made before Dec. 31)

Number of visits:

Possible 560

Actual 513

Ratio of possible visits to actual visits:

Required: 90%

Actual 91.6%



Job Therapy is a community based, non-profit corporation which offers the following programs for ex-offenders: job placement services (Jobstart) and Man-to-Man (M-2) and Woman-to-Woman (W-2) citizen sponsorship.



Letters and other contacts:

Required: Frequency at option of participants.

Actual: 355

Matches terminated at the request of either
participant: 19 22

Rematches at no-charge: 14

Forty-two Non-Impact matches are currently active inside of the
three institutions.

Larry, our staff is very pleased with the manner in which you have
handled both the M-2 and Jobstart contracts. You have shown a real
sensitivity to the particular needs of the private agencies.

Our Best Wishes for the Holiday Season!

Sincerely,


Lou Kaufer, Director

*Revised
12-11-76*

APPENDIX VI

December 10, 1976

To: Larry Rutter
From: Peggy Tomlin
Director Freedom House

Subject: Summary report, Impact clients since funding

Name: Bailey, Thomas Lee
Age: 25
Entered program: 11-11-74
Status: Graduated 11-11-75
Personal Evaluation:

Tom successfully completed the program, and remained at Freedom House employed as Assistant Director. Tom worked for us approximately eleven months. Tom has since moved out of Freedom House and is presently employed as stock clerk here in Portland. Tom continues to maintain contact with the program and appears to be doing very well in his drug-free life.

Name: Allen, Donnell
Age: 24
Entered program: 12-16-74
Status: left program 12-1-75
Personal Evaluation:

Donnell left the program at the end of one year, unemployed and by his own decision. He has since been employed at two different jobs to our knowledge. Donnell maintained contact with the program for a while, and then evidently decided it was no longer necessary. We are not in any consistent contact with Donnell at this time.

Name: Kinney, Paul David
Age: 24
Entered program: 1-16-75
Status: Graduated 1-16-76
Personal Evaluation:

David successfully completed the program and though he was initially employed as night House Manager at St. Vincent DePaul Residence, he has since advanced to Councillor at the residence. David maintains consistent contact with the program, and appears to be doing quite well in his new life.

CONTINUED

1 OF 2

Name: Ronistal, Roger Arthur

Age: 36

Entered program: 12-30-74

Status: Left program 6-23-75 re-entered 7-1-75 left 9-22-75

Personal Evaluation:

Roger left the program without completing to graduation (split). Roger went from Portland to San Francisco and after a short period of time checked into the Delancey St. Program there.

Roger was returned to Portland and appeared before Judge Crookham 11-12-75, at which time Judge Crookham decided to let Roger return to the Delancey St. Program.

Name: Boggs, Ricky L.

Age: 19

Entered program: 2-13-76

Status: Graduated 12-1-76

Personal evaluation:

Ricky first left the program on out-patient status, and eventually stabilized his situation first through the gaining of a G.E.D. diploma and then proceeding to find full time employment. Ricky is currently working full time and continues to maintain regular contact with the program. Ricky appears to be finding a balance in his new drug-free life and we feel quite satisfied with his progress.

Name: Duggan, Clark E.

Age: 24

Entered program: 2-25-76

Status: Current member

Personal Evaluation:

Clark is responding to the program and appears to be recognizing who he really is, and why he is here. Clark has recently become more actively involved in group sessions and is obviously benefitting from valuable input. Clark's progress at this time is good.

Name: White, Christine Rae

Age: 25

Entered program: 3-10-76

Status: Left program 4-28-76 (split)

Personal evaluation:

Christine decided after 48 days that this program was too hard. Christine had a hard time being real. We have since been informed that Judge Dooley decided to give Christine another (out-patient program). However the most recent news is that Christine is now serving a sentence in O.W.C.C.

Name: Pimental, Oswaldo

Age: 30

Entered program: 5-14-76

Status: Left program (split) 6-23-76

Personal evaluation: Oswaldo left the program after 31 days. At the time he left it appeared that Ozzie was beginning to respond to treatment. At this time we have no information on Oswaldo's whereabouts.

Name: Clem, Paul

Age: 29

Entered program: 8-10-76

Status: Current member

Personal Evaluation:

Paul has revealed a strong desire to be a better man, almost from the first day he arrived in the program. Paul continues to keep sight of this goal and as a result is definitely growing in the program.

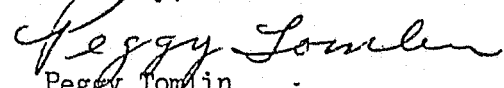
I feel very satisfied with Paul's progress at this time.

As you can see by the evaluation of these Impact Clients, we can honestly say that we have had a very successful alliance with the Impact program.

The relationship has been a most rewarding one to us in more ways than one. It has been a beautiful experience being associated with you, one of the "happy" memories in Freedom House history.

From all the people at Freedom House we give a Heartfelt Thanks.

Sincerely,


Peggy Tomlin
Freedom House Director

APPLICATION FOR IMPACT SERVICES (VRD or CRS)

CLIENT: _____ OSPBI: _____ DATE _____

ADDRESS: _____ SSN: _____ REF. SOURCE: _____

PHONE: _____ I.D.: _____ D.O.B. _____

☐ CHECK HERE IF THIS REQUEST WAS MADE PREVIOUSLY BY TELEPHONE

*Complete for Initial Request Only

IMPACT CERTIFICATION: The record indicates that _____
is eligible for IMPACT services. (Client's Name)

CERTIFIED BY: _____ DATE: _____ IMPACT UNIT: _____

NEEDS:

Employment: _____

Voc. Training: _____

Education: _____

Medical: _____

Mental Health: _____

Counseling: _____

Residence: _____

Transportation: _____

Incidental Exps: _____

Other: _____

SITUATION:

Urgency/Priority: _____

Special Problems: _____

Not Job Ready: _____

Disabilities: _____

I hereby request IMPACT services for the purpose(s) stated in this application.

Assigned: _____

Date: _____ Initial: _____

APPLICANT: _____

COUNSELOR: _____

RETURN ORIGINAL TO: David J. Mair, Coordinator
 Client Resources and Services; Project Transition/VRD
 Room 720, 620 S.W. 5th Avenue
 Portland, Oregon 97204

OREGON CORRECTIONS DIVISION

CASE PLAN REPORT

FORM # 4

Client Identification

Date of Intake M _ _ D _ _ Y _ _

OSPBI # _ _ _ _ _

Primary Assignment: (Check ONE)

04 ☐ Wr/Ed Release 71 ☐ OSCI
 05 ☐ Regular Parole 72 ☐ OWCC
 06 ☐ Regular Probation 73 ☐ OSP
 10 ☐ IMPACT Parole 16 ☐ OOS Parole
 11 ☐ IMPACT Probation 17 ☐ OOS Probation

True Name: (Last), (First) (Middle)

Date of Birth M _ _ D _ _ Y _ _

GOAL: (Purpose) (#1, #2, etc.)	Goal Description	Date Goal Specified
# _____	_____	M _ _ D _ _ Y _ _
# _____	_____	M _ _ D _ _ Y _ _
# _____	_____	M _ _ D _ _ Y _ _
# _____	_____	M _ _ D _ _ Y _ _
# _____	_____	M _ _ D _ _ Y _ _

OBJECTIVES: (Who, What, Where, When)

Goal #	(Subject)	(Action Verb)	(Object)	(Time Frame)	(Measurement Criteria)	(As Evidenced By)
A	_____	_____	_____	_____	_____	_____
B	_____	_____	_____	_____	_____	_____
C	_____	_____	_____	_____	_____	_____
D	_____	_____	_____	_____	_____	_____
E	_____	_____	_____	_____	_____	_____
F	_____	_____	_____	_____	_____	_____
G	_____	_____	_____	_____	_____	_____

FORM # 4

Activities (How)

Estimated CRS-TS
Funds Required
(If Any)

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper appears slightly aged or off-white. There is no handwriting or other markings on the page.

Goal #	Names and Classification of Participants in Case Plan Development:
1	1. Client: A 35-year-old male with a history of substance use disorder, currently in treatment for alcohol use.
2	2. Family: Client's wife and two children (ages 10 and 12).
3	3. Community: Local support group for individuals with substance use disorders.
4	4. Healthcare: Primary care physician, psychiatrist, and addiction counselor.
5	5. Legal: Public defender.
6	6. School: Client's children's school.
7	7. Employer: Client's current employer.
8	8. Social Services: Local social services agency.
9	9. Religious: Local church community.
10	10. Peer Support: Peer support group for individuals with substance use disorders.

[illegible]

(Specify)

APPROVED BY:

END