

Project Review

Klamath County Community Corrections
&
Community Counseling Service Co-Location and Service
Integration: Relationships Work

Prepared for

Klamath County Board of Commissioners

By

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Klamath County Community Corrections

In Collaboration with:

Klamath Alcohol and Drug Abuse

&

Consortium

August 22, 2005

Executive Summary

Well before the State Legislature crafted SB 267, requiring all corrections programs be evidence based and cost effective, the Klamath County Board of Commissioners initiated an annual review of the relationship between Klamath County Community Corrections (KCCC) and the Consortium (substance abuse treatment provider). Evidence based practices are defined as practices that have been scientifically proven to reduce offender recidivism (National Institute of Corrections [NIC], 2004).

This review process is unique in many ways. First, this review attempts to capture the cumulative effect of probation and parole supervision, substance abuse treatment, and an evidenced based sanctioning continuum seeking to enhance offender behavior change – opposed to a simple punitive response. The relationship between KCCC and Consortium is also unique in that both agencies operate within the same facility and both administrations are committed to co-case management and creating the supervision and treatment plans in a collaborative process.

While the review process has been in place for two years, this is the first opportunity to report outcomes one year after the offender participated in the treatment. This review documents the progress of 118 offenders and compares the outcomes to the year preceding treatment. Further, this review is not intended to be a science based research project but in simple terms share the information collected and results of behavior changes noted over the time of the project.

The following data will be reviewed in detail within the body of the review:

- **New criminal arrests dropped 84.9% in comparing participating clients ($n=99$) from one year before treatment to one year after treatment.**

- **95.8% decrease in arrests by clients ($n=44$) that were successful in treatment.**
- **\$978,438 net savings for taxpayers in arrests, jail, and victimization costs in comparing the year prior to treatment and the year after treatment.**
- **31% reduction in unemployment rate upon completing treatment (from 45% to 14%).**
- **Clients that successfully completed treatment resulted in a 73.1% reduction of days in jail from the year prior to the year following treatment.**
- **Of the 44 clients that successfully completed treatment, only 2 went back to jail after treatment for committing a new criminal offense.**

Introduction:

This is a two-year study prepared for the Klamath County Commissioners, Rodney Roadrunner Clarke, Esq., Chief Executive Officer for KADA and Consortium, and the Methamphetamine Task Force. This study documents the positive outcomes resulting from the relationship (co-location and co-case management) between Klamath County Community Corrections (KCCC) and KADA - Consortium.

I would like to acknowledge that this project would have not been possible without the dedicated staff at the aforementioned agencies. Staff from each of these organizations spent many hours in data collection, analysis, research and reporting, and this is just one example of many partnerships in action. These staff include: Steve Hauge, Consortium Director, Doris Hunt, Consortium Office Manager, Richard Rose, MBA, KADA Administrative Director, Roland Gangstee, KCCC Assistant Director, Kiki Parker-Rose, KCCC Supervisor, Nicki Hill, KCCC Program Specialist, and Lisa Sparks, KCCC Research Intern from Southern Oregon University.

The following data collection and analysis is not to be considered a science based research project or purported as such. We, in an attempt to maintain credibility, will provide the information we collected and the results of behavior changes we noted over the time of the project. We fully understand the conclusions in this report may be subject to other variables affecting change in our clients. However, we believe this project will initiate interest for a science based research undertaking and/or a grant funded demonstration project in the future.

Based on this data, we have concluded the relationship between the Consortium and KCCC is significantly successful for our clients, enhances public safety, and benefits taxpayers through substantial cost savings. KCCC and the Methamphetamine Task Force

identified that a large number of corrections clients are chronically using drugs and alcohol prior to their crime of conviction. National statistics agree “approximately 68% of new arrestees test positive for one or more illicit drugs” (Department of Justice [DOJ], 1996, p. 3). According to the Department of Justice in a later study, two-thirds of convicted jail inmates were actively involved with drugs prior to their admission to jail (2000, p. 44). Furthermore, there is evidence that treatment of substance abuse leads to a reduction in criminal behavior. For individuals receiving substance abuse treatment, the National Treatment Improvement Evaluation Study found significant declines in criminal activity between the 12 months prior to treatment and the 12 months subsequent to treatment. Arrests for any crime dropped 64% in the research group (Koenig, Denmead, Nguyen, Harrison &, Harwood, 1999).

It is our goal to make a paradigm shift from a ‘custody and control’ methodology of corrections to changing behavior through evidence-based practices. Research on intensive supervision programs and other supervision enhancements based on custody, control, and/or deterrence has failed to show promise in reducing recidivism of offenders supervised in the community (Cullen, Wright &, Applegate, 1996).

Recent research and our professional experience indicate jail sanctions alone are ineffective in changing behavior. However, utilizing treatment and sanctions together increases the offender’s ability to be successful. The emphasis in combining treatment and supervision is offender accountability, i.e. taking responsibility for thinking and behavior. It is far more difficult for corrections clients to follow a case plan and complete treatment than spending time in jail.

The recent challenge facing KCCC is promoting philosophical changes from the previous methods of supervision that encompass the ‘tail em, nail em, and jail em’ approach. This approach does not garner or assist in setting up the client for success. It just keeps the

jails and prisons at full capacity and does not assist in changing behavior with the ultimate goal of creating law-abiding contributors within our community. Our two primary missions are to ensure our community is safe and provide the tools for corrections clients to change their criminal thinking behaviors.

The State of Oregon, through House Bill 267, mandates that KCCC follow evidence based practices in the corrections profession. Supervision, sanctions, and services must be research based and cost effective. This will not be possible without the cultivation, development, and maintenance of community partners.

This study began evaluating the efficacy of our relationship and co-location with Consortium over two years ago. Based on the initial results of that study, we expanded the tracking of clients from 50 to 118. In tracking these 118 clients we monitored and examined Law Enforcement Data System (LEDS), Corrections Information System 400, Jail Data System, and Client Process Monitoring System. The information from these data base programs were collected and placed in a numeric format into a Microsoft Excel spreadsheet. The spreadsheet was transferred into Statistical Program for Social Scientists (SPSS) for cross tabulation and analysis. To say the least, we are very pleased with the results of this study. The results of this study paralleled outcomes of other studies cited in this report. In some cases, we had better outcomes than other research projects.

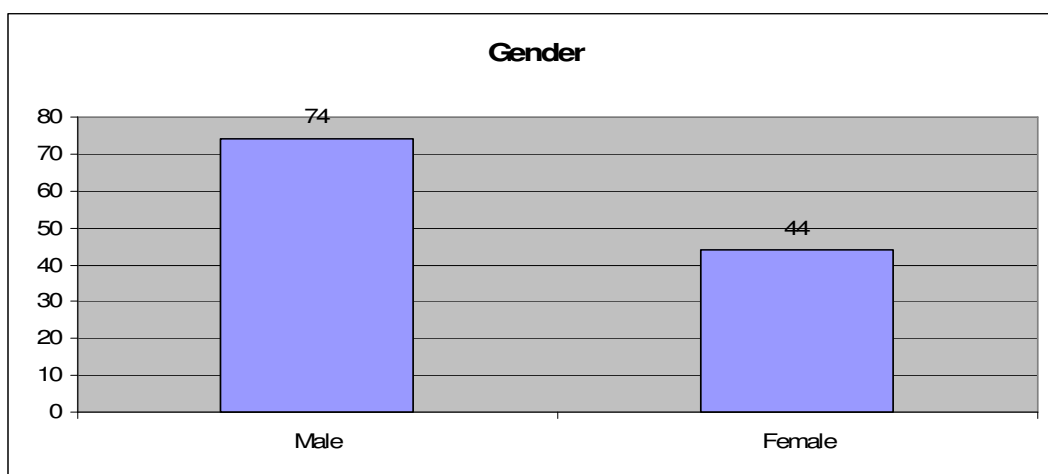
Demographics: Stakeholder and Clients

The Consortium is located on the first floor of the Community Corrections Center. Their primary interest is in public safety through treatment services for repeat criminal offenders. These services are predicated on holding the offender accountable for their behaviors through cognitive restructuring and alcohol and drug treatment. All clients

illustrated in this study have demonstrated felony criminal behaviors, ranging from kidnapping to possession and delivery of controlled substances, and failed at least one other treatment program. In other words, these are clients for whom the possibility for failure is highly probable.

Of the 118 clients, 74 (62.7%) are male and 42 (37.3%) are female. Their ages range from 21 to 57. Seventy-two percent of these clients require high-risk supervision, while the remaining 28 percent are classified as medium.

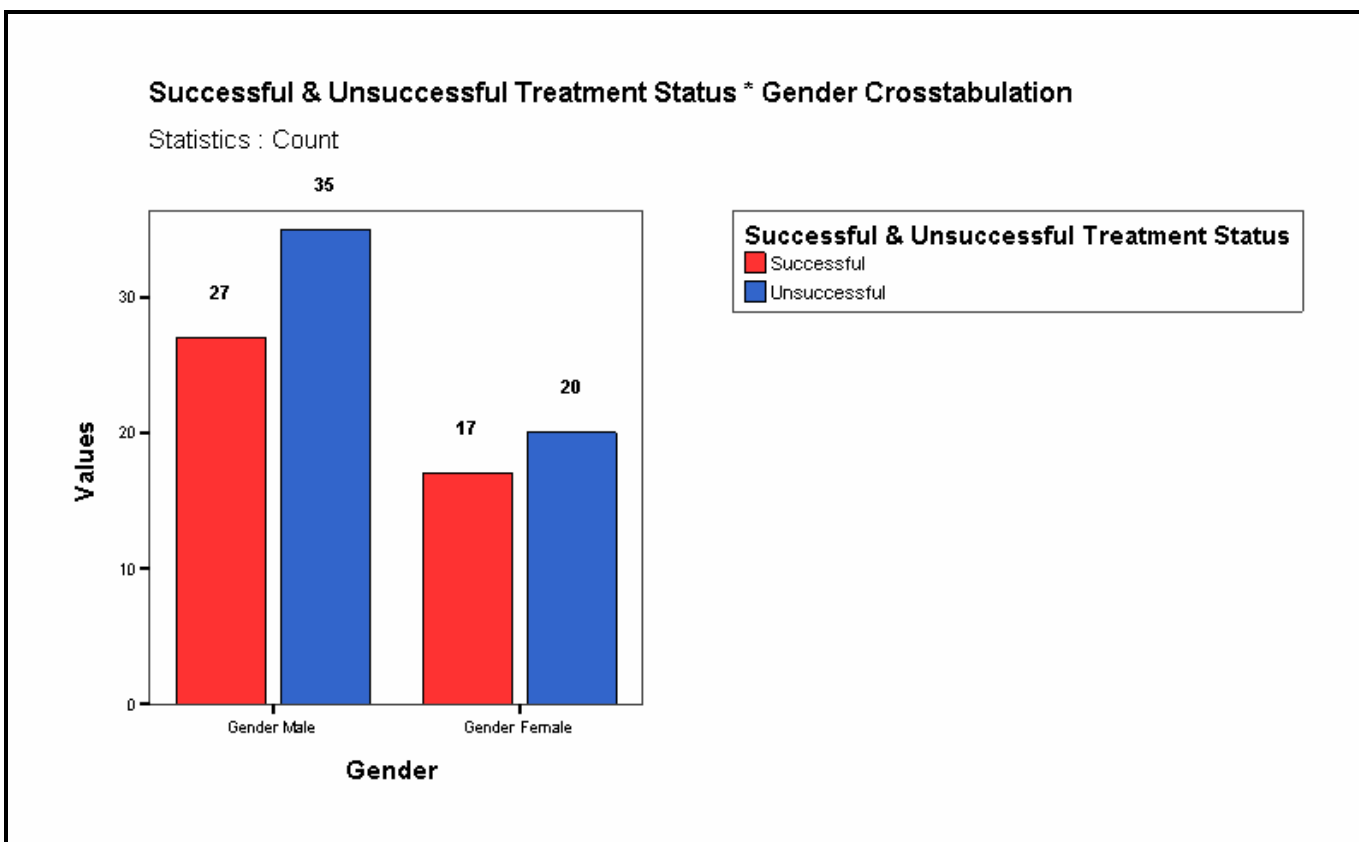
Age Categories		Gender		Total
		Male	Female	
18 - 27		30	19	49
28 - 37		19	16	35
38 - 47		21	7	28
48 - 57		4	2	6
Total		74	44	118



Approximately 44% of the males and 46% of the females successfully completed treatment.

Successful & Unsuccessful Treatment Status * Gender Crosstabulation

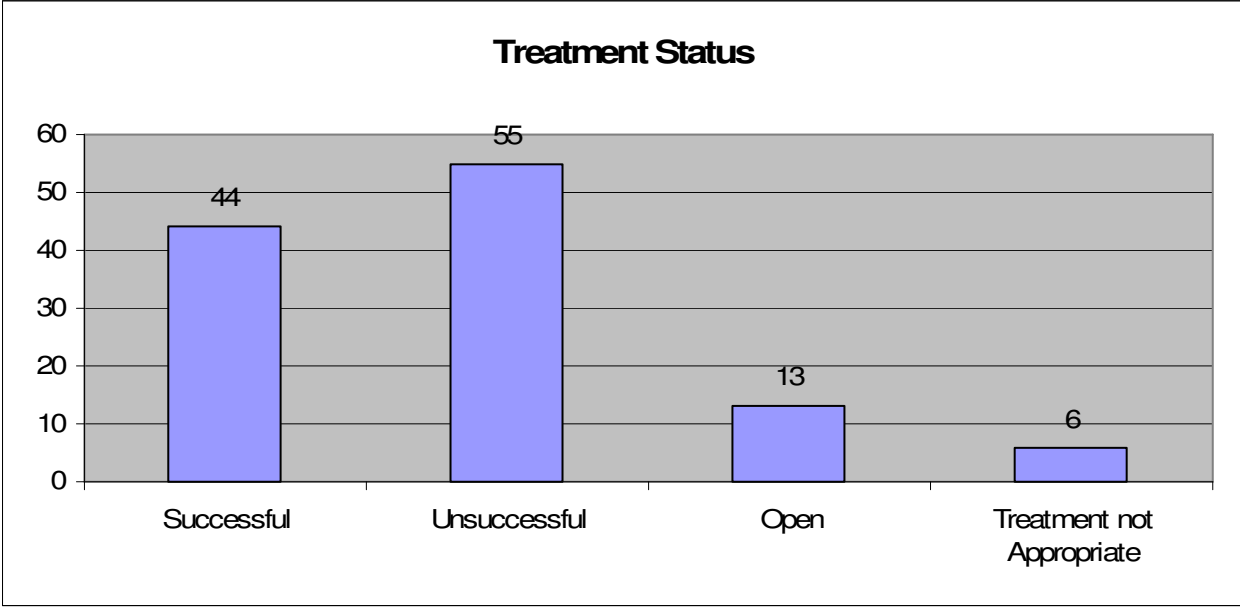
Count		Gender		Total
		Male	Female	
Successful & Unsuccessful Treatment Status	Successful	27	17	44
	Unsuccessful	35	20	55
Total		62	37	99



The clients' treatment status is important to identify in this report and they were tracked throughout the duration of this project. Successful clients are those offenders that completed and/or graduated from the Consortium. Unsuccessful clients are those offenders that were not successful in treatment. There are still 13 clients that are receiving treatment or have not reached the one-year post treatment classification, and six clients that are classified

as 'not appropriate.' The 'not appropriate' clients are serving time in prison or were not appropriate to receive services through the Consortium.

		Treatment Status				
		Successful	Unsuccessful	Open	Treatment not Appropriate	Total
Age Categories	18 - 27	19	23	6	1	49
	28 - 37	14	15	4	2	35
	38 - 47	7	15	3	3	28
	48 - 57	4	2	0	0	6
Total		44	55	13	6	118



New Arrests

In this section, we will examine the behavior changes of those clients that were successful and unsuccessful in treatment (*n=99*). This will provide an 'apples to apples' approach for comparison in this report of criminal activity one year prior to treatment and one year after treatment. We will also examine criminal activity that occurred while these same

clients were in treatment. 'New arrests,' for this purpose, is defined as a new criminal offense that resulted in an arrest.

One Year Prior to Treatment: Of the 99 clients, nine had not been arrested one year prior to treatment. Of these nine clients, seven spent most of the year prior to treatment in jail or prison. Ninety of the 99 clients were arrested 166 times for new criminal activity. To provide some indication of this type of population, over 77% of the clients had at least two arrests during the year prior to treatment.

The cost of an arrest, for the purposes of this report, include the actual investigation time and arrest procedure on the street by a police officer, including booking process at the jail, and arraignment in court. That cost to taxpayers is \$2,107.29 per arrest (Carey & Finigan, 2003, p. 41). These costs do not include expenses associated with the District Attorney, Public Defender, jail time, probation, or victimization costs. We will address these costs later in the report. The total arrest cost of these 90 clients is \$349,810.

The table below shows the total successful and unsuccessful clients and their respective total arrests, arrest ratios, and cost to taxpayers for the year preceding treatment. We noted little difference in the arrest ratios between the successful clients compared to the unsuccessful clients.

1 Yr Prior New Arrests (Criminal Activity) * Treatment Status Crosstabulation							
# of Arrests 1 yr. prior	Successful Clients	Un-successful		All Clients	Grand Total Arrests		
		Total Arrests	Clients				
0	4	0	5	0		9	0
1	18	18	20	20		38	38
2	16	32	17	34		33	66
3	4	12	11	33		15	45
4	1	4	2	8		3	12
5	1	5	0	0		1	5
Total	44	71	55	95		99	166
Ratios		1.61		1.73			1.68
Total Cost @ \$2,107.29 per Arrest		\$ 149,618		\$ 200,193			\$ 349,810

During Treatment: After these same 99 clients entered treatment, 23 committed 28 new criminal offenses resulting in an arrest. These clients were in treatment an average of 9.5 months. This does not provide an adequate comparison of the one-year prior, but shows a dramatic 83.1% reduction in criminal activity during treatment.

Treatment New Arrests (Criminal Activity) * Successful & Unsuccessful Treatment Status Crosstabulation

Count

		Successful & Unsuccessful Treatment Status		Total
		Successful	Unsuccessful	
Treatment New Arrests (Criminal Activity)	0	34	42	76
	1	9	9	18
	2	1	4	5
Total		44	55	99

Successful & Unsuccessful Treatment Status * Time in Tx. Categories Crosstabulation

Count

		Time in Tx. Categories				Total
		1 - 3 Months	4 - 6 Months	7 - 9 Months	10 - 12 Months	
Treatment Status	Successful	0	0	4	40	44
	Unsuccessful	2	12	7	34	55
Total		2	12	11	74	99

One year after treatment: In tracking these same clients one year after treatment, we noted a remarkable decrease in criminal (arrests) activities from the year prior to treatment, dropping from 166 to 25 arrests (84.9% reduction). One interesting point to these data is that 36 (65.5%) of the 55 unsuccessful clients committed no new offenses one year after treatment. The cost of the 25 arrests committed by these 99 clients is \$52,682.

0-12 Months after Tx. New Arrests (Criminal Activity) * Treatment Status Crosstabulation							
# of Arrests 1 yr. prior	Successful Clients	Total Arrests	Un-successful Clients	Total Arrests		All Clients	Grand Total Arrests
0	42	0	36	0		78	0
1	1	1	17	17		18	18
2	1	2	1	2		2	4
3	0	0	1	3		1	3
Total	44	3	55	22		99	25
Ratios		0.07		0.40			0.25
Total Cost @ \$2,107.29 per Arrest		\$ 6,322		\$ 46,360			\$ 52,682

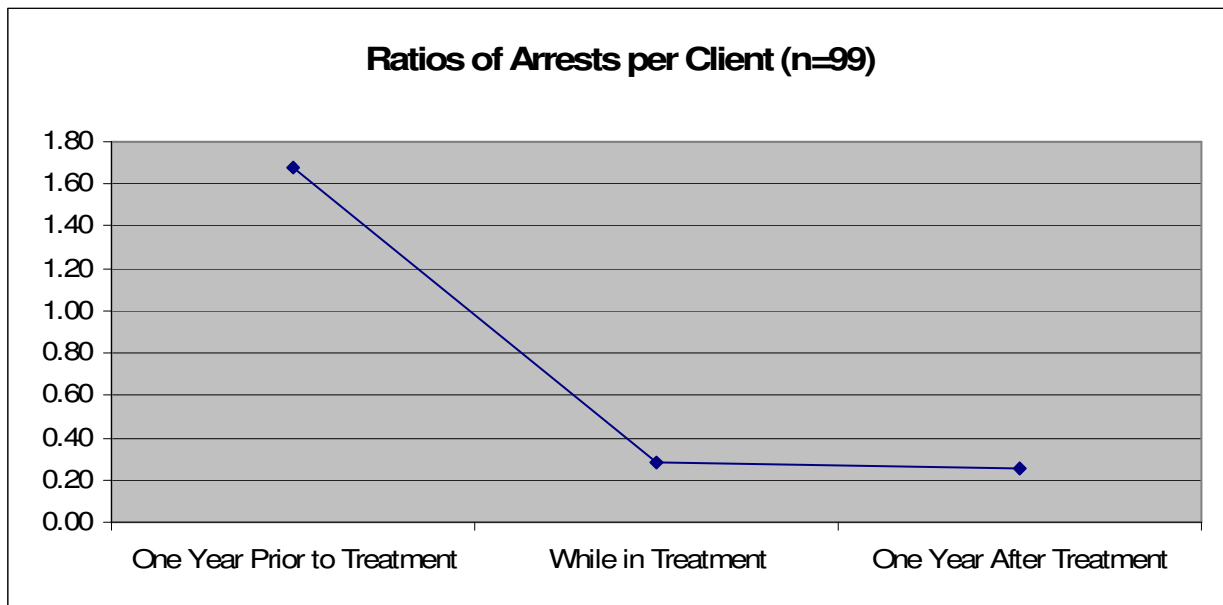
Arrests Conclusion: As noted above, the arrests ratio per client dropped from 1.68 to .28 while in treatment. The arrest ratio dropped to .25 one year after treatment for all clients. We noted a 68.1% decrease, over an average 21.5 month duration, when combining the arrest rates during treatment and one year after treatment compared to the year prior. We also discovered in this study the successful clients (n=44) were arrested 71 times the year before treatment. Of those same clients, only two were arrested a total of three times. That is a 95.8% decrease in arrests.

Ratios of Arrests (n=99)		
	Total # of Clients	Ratio of Arrest / Client
One Year Prior to Treatment	99	1.68
While in Treatment	99	0.28
One Year After Treatment	99	0.25

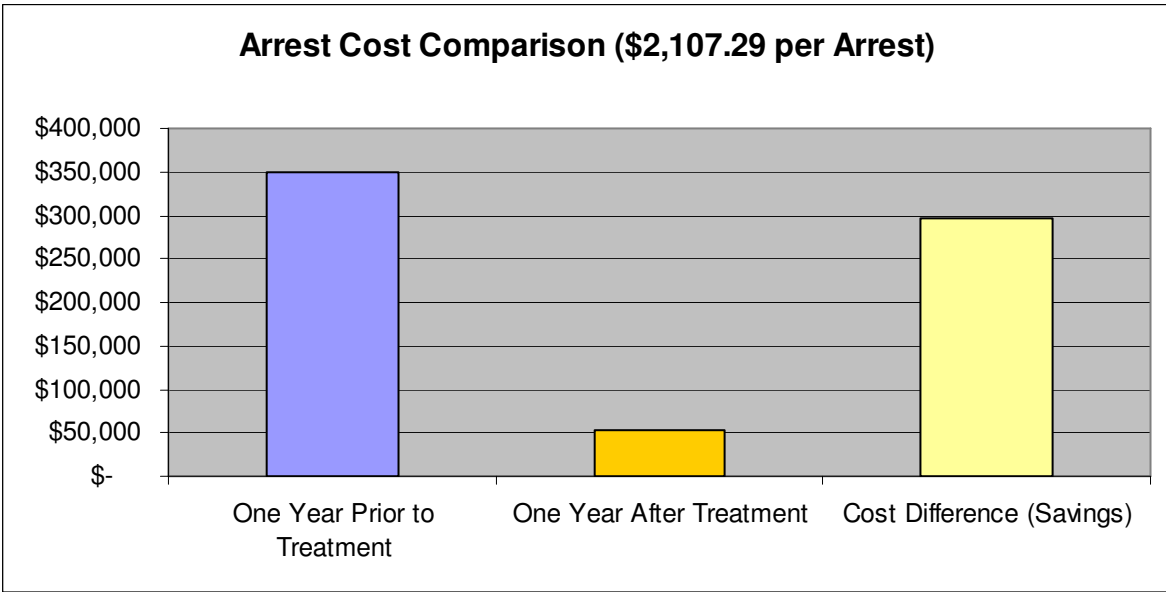
Ratios of Arrests (n=99)		
	Total # of Clients	Ratio of Arrest / Client
One Year Prior to Treatment	99	1.68
While in Treatment + One Yr. After Treatment	99	0.54
Differential		-68.1%

1 Yr Prior New Arrests (Criminal Activity) * Treatment Status Crosstabulation							
# of Arrests 1 yr. prior	Successful Clients		Un-successful Clients		All Clients	Grand Total Arrests	
	Successful Clients	Total Arrests	Un-successful Clients	Total Arrests			
0	4	0	5	0	9	0	
1	18	18	20	20	38	38	
2	16	32	17	34	33	66	
3	4	12	11	33	15	45	
4	1	4	2	8	3	12	
5	1	5	0	0	1	5	
Total	44	71	55	95	99	166	
Ratios		1.61		1.73		1.68	
Total Cost @ \$2,107.29 per Arrest		\$ 149,618		\$ 200,193		\$ 349,810	

0-12 Months after Tx. New Arrests (Criminal Activity) * Treatment Status Crosstabulation							
# of Arrests 1 yr. prior	Successful Clients		Un-successful Clients		All Clients	Grand Total Arrests	
	Successful Clients	Total Arrests	Un-successful Clients	Total Arrests			
0	42	0	36	0	78	0	
1	1	1	17	17	18	18	
2	1	2	1	2	2	4	
3	0	0	1	3	1	3	
Total	44	3	55	22	99	25	
Ratios		0.07		0.40		0.25	
Total Cost @ \$2,107.29 per Arrest		\$ 6,322		\$ 46,360		\$ 52,682	



As part of this study, we also examined the fiscal impacts of the collaboration between Consortium and KCCC. In comparison from one year prior to one year after treatment, taxpayers ultimately saved \$297,128 for reductions in new criminal arrests.



Probation Jail Sanctions:

Probation officers have different options in leveraging sanctions on offenders. Generally, these include jail and community service sanctions. Jail sanctions must be approved by the Supervisor and average between 1 to 30 days in jail.

In looking at the probation violation jail sanctions one year prior to treatment, it was noted that not all the same clients would qualify. This is simply because they had not been placed on probation one year prior to treatment (See below table for time under probation supervision strata). However, for informational purposes, we will still show the comparisons.

In comparing jail sanctions a year prior to treatment to a year after treatment, there was a 58.2% decrease. As noted in the 'Total Jail Time' section (on page 17 of this report), six unsuccessful offenders' behavior warranted revocation from probation.

1 Yr. Prior P&P Jail Sanctions * Successful & Unsuccessful Treatment Status Crosstabulation

Count

		Successful & Unsuccessful Treatment Status		Total
		Successful	Unsuccessful	
Number of Arrests	0	34	35	69
	1	3	11	14
	2	5	5	10
	3	2	2	4
	4	0	1	1
	6	0	1	1
Total		44	55	99

Treatment P&P Jail Sanctions * Successful & Unsuccessful Treatment Status Crosstabulation

Count

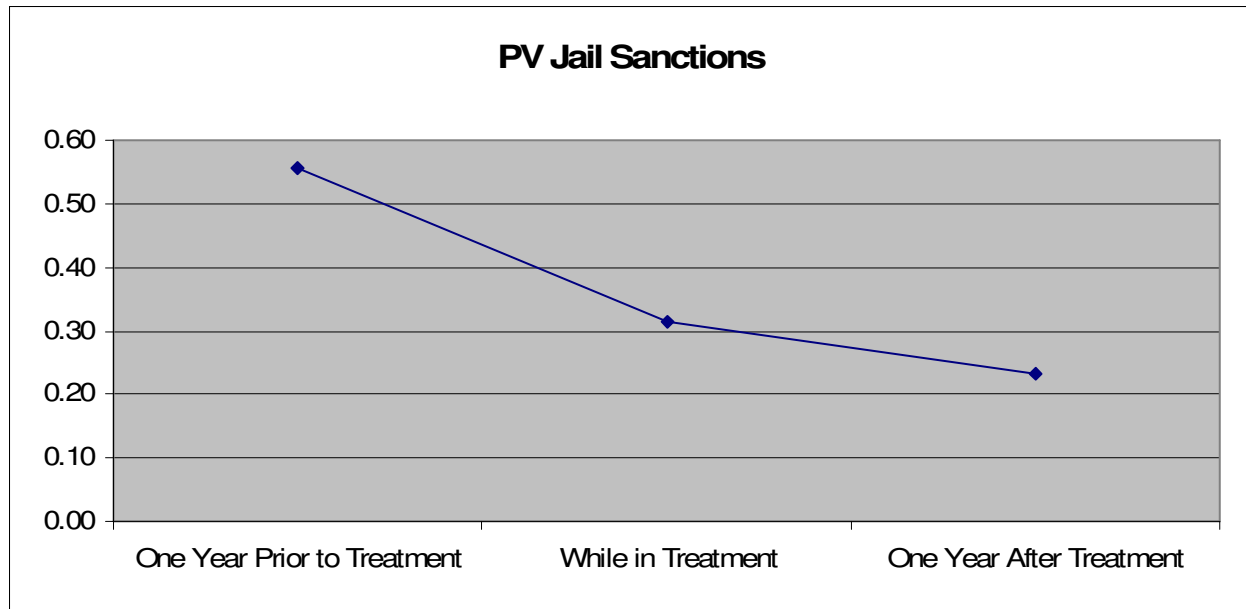
		Successful & Unsuccessful Treatment Status		Total
		Successful	Unsuccessful	
Number of Arrests	0	37	38	75
	1	5	12	17
	2	2	5	7
Total		44	55	99

0-12 Months P&P Jail Sanctions * Successful & Unsuccessful Treatment Status Crosstabulation

Count

		Successful & Unsuccessful Treatment Status		Total
		Successful	Unsuccessful	
Number of Arrests	0	42	40	82
	1	1	12	13
	2	1	1	2
	3	0	2	2
Total		44	55	99

Ratios of PV Jail Sanctions (n=99)		
	Total # of Clients	Ratio of Arrest / Client
One Year Prior to Treatment	99	0.56
While in Treatment	99	0.31
One Year After Treatment	99	0.23



Time in Jail:

Clients that successfully completed treatment had a 73.1% reduction of days in jail from the year prior to the year subsequent to treatment. The reduction of jail days for unsuccessful clients is 28.1%, with an overall reduction of 44.7%.

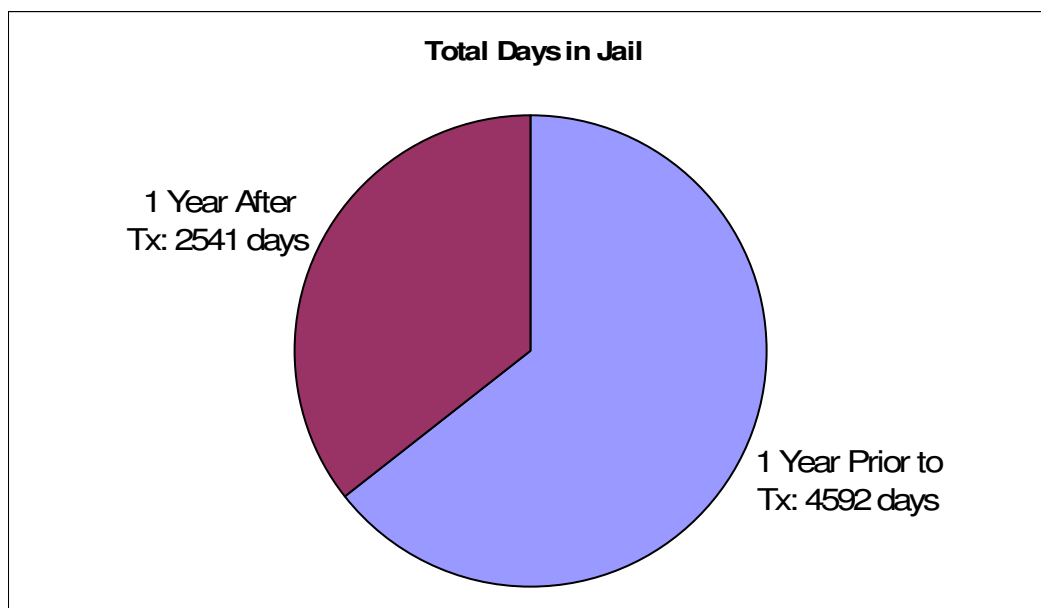
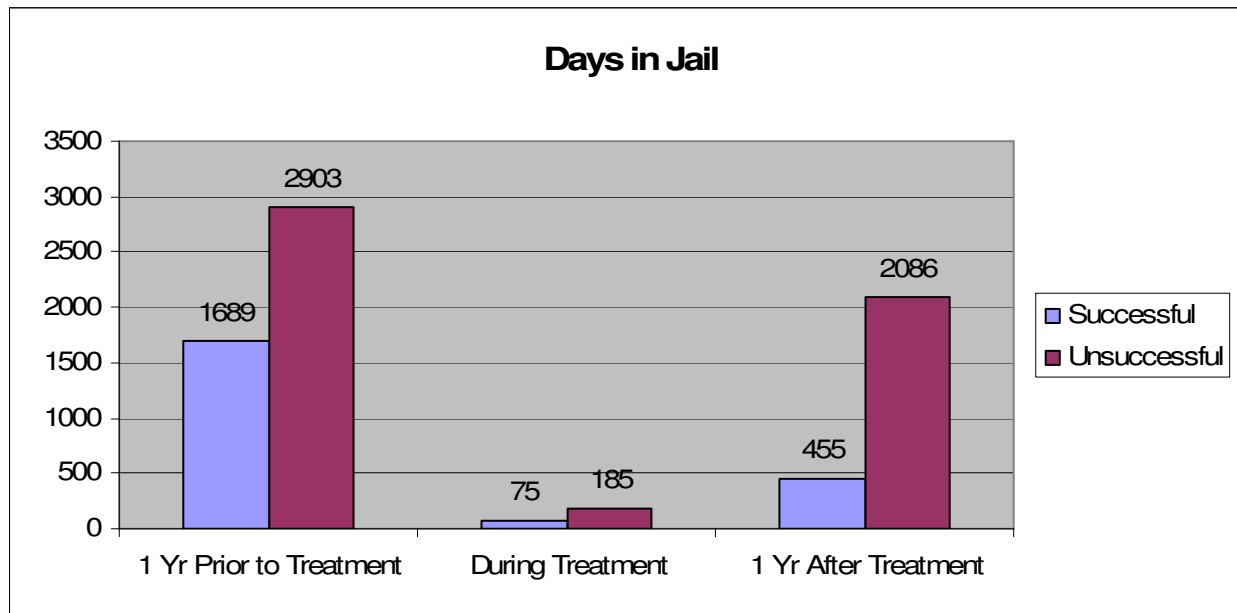
Total Days in Jail					
	Successful	Unsuccessful	Total	Cost	Ratio
1 Yr Prior to Treatment	1689	2903	4592	\$ 359,370	46.4
During Treatment	75	185	260	\$ 20,348	2.6
1 Yr After Treatment	455	2086	2541	\$ 198,859	25.7
Differential	-73.1%	-28.1%	-44.7%		

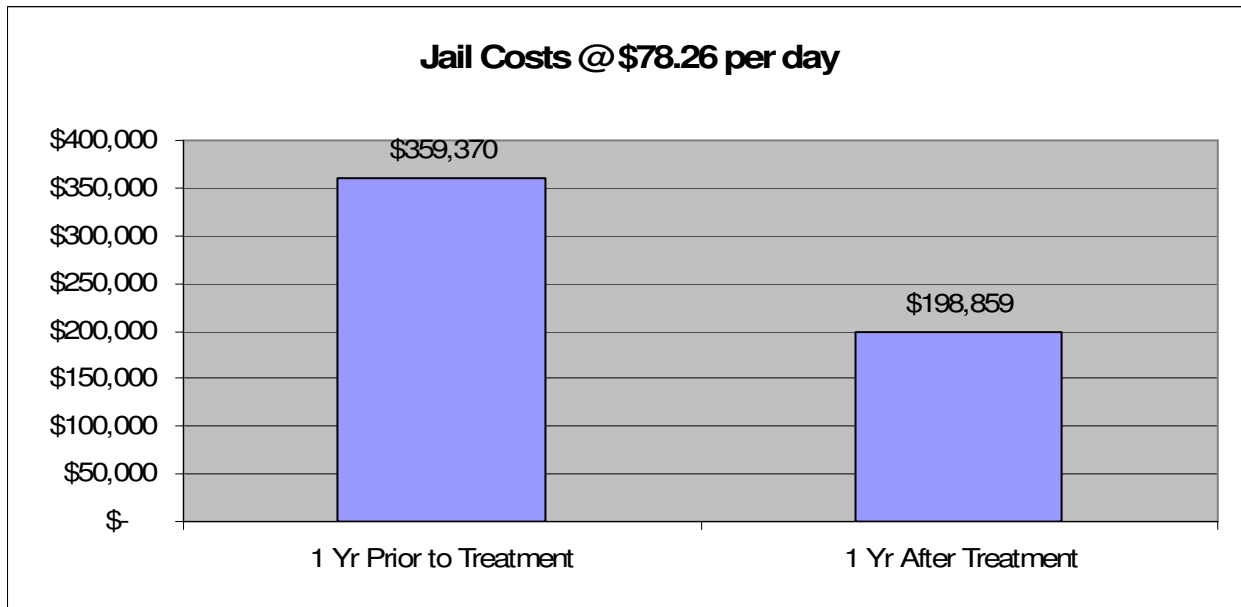
It should be noted, as shown below, that six unsuccessful clients accounted for 1,607 days in jail one year after treatment. This jail time was attributed to behavior that warranted a revocation of their probation status. If we were to exclude these six clients from the differential, the reduction in jail time would be approximately 80%.

**0-12 Months Total Time in Jail * Successful & Unsuccessful
Treatment Status Crosstabulation**

Count		Successful & Unsuccessful Treatment Status		Total
		Successful	Unsuccessful	
0-12	0	40	29	69
Months	1	0	3	3
Total	5	1	0	1
Time in	7	0	2	2
Jail	10	0	1	1
	12	0	1	1
	14	0	1	1
	18	0	2	2
	25	0	1	1
	26	1	1	2
	27	0	1	1
	30	0	1	1
	33	0	2	2
	48	0	1	1
	50	0	1	1
	51	0	1	1
	59	1	0	1
	67	0	1	1
	147	0	1	1
	180	0	1	1
	185	0	1	1
	365	1	3	4
Total		44	55	99

Jail time served during treatment indicates the collaboration of probation officers and treatment providers using custody, when necessary, to impact behavior change.





Overall Cost:

There is a general belief in the community that criminals should pay their debt to society through rigid sentences and lengthy incarceration. However, this 'get tough' belief has not been proven successful in changing behavior. Incarceration does take criminals off of the street, but current research shows incarceration alone does not change behavior. Evidence based practices in the corrections profession is moving in a different direction that is more cost effective and successful in changing criminal behavior. These corrections practices utilize programs and methodologies that challenge offenders' criminal thinking and seek to teach pro-social thinking skills. Those programs executed in close coordination with parole and probation supervision, sanctions, and other services, truly hold offenders accountable and have been documented to achieve positive behavior change. The table below provides the cost summary for providing supervision, jail sanctions, and treatment for these offenders.

One factor of cost that we did not identify earlier in this report is victimization cost. Victimization costs are those tangible and intangible costs resulting from a crime. A National

study by the Department of Justice identified the costs of crimes against persons and property and determined the average monetary loss to victims ([DOJ], 1996). These costs include lost productivity from work, medical care, mental health counseling, property loss and or damage, and quality of life. For example, the average vehicle theft cost the victim \$3,300 in time loss from work, cost for alternative transportation, repairs to their vehicle upon recovery, etc. Based on the types of criminal activities of these individuals, we followed the same methodology of comparison with other similar studies in Oregon, placing the cost at \$6,675.69 per arrest. Over 90% of the 166 arrests associated in this study had more than one offense listed, which makes for a conservative comparison.

The table below shows the cost for providing supervision to the 99 clients we tracked. The rates listed were obtained from the Oregon Department of Corrections and are the current recognized rates throughout the state. Of the 99 clients, 30 were identified as high-risk offenders. High-risk offenders are required to have a minimum of four contacts per month, which includes home, office and collateral visits. Minimum risk offenders are required to have at least three contracts per month, with at least one home visit every 90 days.

The average cost per client receiving treatment is based on the average of eight contact hours per week. These contact hours are when the client receives both alcohol and drug treatment and follow a required criminal thinking behavior-restructuring curriculum. The average length of time these clients received services is approximately nine months. These services are individually based, and treatment services are generally provided in group settings. These costs are generally offset by client fees. The \$892.02 is an estimate of cost to taxpayers for services and overhead.

Jail sanctions during treatment are included in this fiscal analysis. Jail sanctions are a key component utilized by both the probation officer and Consortium provider in changing criminal behaviors.

Total Cost for Supervision and Treatment of Offenders (n=99)					
	Cost		Client per year	Sub-Total	Total
Supervision	High Risk Supervision (n=30)	*\$11.28/day	\$ 4,117	\$ 123,516	
	Medium Risk Supervision (n=69)	*\$6.08/day	\$ 2,219	\$ 153,125	
					\$ 276,641
Jail	Jail Sanctions in Tx.				
		*\$78.26 per day		\$ 55,486	
					\$ 55,486
Treatment	Average Cost per Client	**\$892.02 per client		\$ 88,310	
					\$ 88,310
Total					\$ 420,437

**(Oregon Department of Corrections [ODC], 2005, p. 1)*
*** (Carey, S. & Finigan, M., 2003)*

On this cost analysis we did not include the savings for Department of Human Services for expenses related to public assistance, children protective services, etc. There have been researchers that have conducted this analysis, but this information was not readily available.

The table below provides the comparison from the year before treatment to the year after treatment. The costs associated with these clients are taken from science-based studies from the Department of Justice and an Oregon based research firm.

Cost Summary Comparison of 1 Year Before and 1 Year After Treatment

Cost for 1 Year Prior to Treatment

	Each	Cost per year	Sub-Total	Total
Arrests	\$ 627.88	\$ 104,228		
Bookings	1058.96	\$ 175,787		
Court Time (280 Seconds per Arrest)	420.45	\$ 69,795		
			\$ 349,810	
Jail Cost	*\$78.26 per day	\$ 359,370		
			\$ 359,370	
Victimization Costs	\$ 6,675.69	\$ 1,108,165		
			\$ 1,108,165	
Total Cost to Tax Payers				\$ 1,817,345

Cost for 1 Year After Treatment

	Each	Cost per year	Sub-Total	Total
Arrests*	\$ 627.88	\$ 15,697		
Bookings*	\$ 1,058.96	\$ 26,474		
Court Time (280 Seconds per Arrest)*	\$ 420.45	\$ 10,511		
			\$ 52,682	
Jail Cost	*\$78.26 per day	\$ 198,895		
			\$ 198,895	
Victimization Costs*	\$ 6,675.69	\$ 166,892		
			\$ 166,892	
Total Cost to Tax Payers				\$ 418,470

*(Carey, S. & Finigan, M., 2003, p. 46)

The overall savings to tax payers for one year based on the results of this study is **\$977,729**.

Cost Comparison/Differential

Cost for 1 Year Prior to Treatment	\$ 1,817,345	
Cost for 1 Year After Treatment	\$ 418,470	
Total Difference (1 year prior - 1 year after Tx.)		\$ 1,398,875
Total Cost of Supervision, Sanctions and Treatment	\$ 420,437	
Net Savings to Tax Payers		\$ 978,438

Conclusion

When the Klamath County Board of Commissioners approved the concept of community counseling service co-location and integration, KCCC initiated an annual review process. This is the second review after 24 months and the first report documenting the results of clients that have been out of treatment for a year.

This reports highlights significant outcomes worthy of recognition. First, answering the question of cost effectiveness is \$978,438 in savings identified within this report. These savings are a result of reduction in arrests, jail beds used, and victimization costs.

The 84.9% reduction in criminal arrests is also noteworthy in that the reduction included all successful and unsuccessful clients. This program shows remarkable benefits even when the clients fail to complete the full program. Another remarkable outcome is the 97.8% reduction in arrests of the clients successful in completing treatment.

With the reduction in criminal arrests noted above, there is a direct correlation in reduced jail days. Jail is the most costly form of custody within the sanctioning continuum when compared to work release, work crews, or community service. The fiscal savings of \$160,475 is only one factor included in the total savings noted above. One additional factor must also be considered when evaluating the significance of the financial savings; the fiscal savings are significantly compounded when evaluated by the system impact of unused jail bed days.

Employment rates are a significant benchmark in determining success for offenders transitioning back into the community. This report documents a 31% reduction in unemployment; marking improvement from a 45% unemployment rate prior to treatment to 14% following treatment. This is a basic foundation necessary for all offenders becoming self-sufficient.

KCCC will continue to evolve through review, evaluation, and improvement. It is my goal for this organization to identify and develop long-term relationships with our customers: the citizens of our community, treatment providers, and partners in the criminal justice system. We have spent so much time focused on our clients (the offenders) that the community we serve is often unaware of the services we provide. Routinely, the only time we communicate with the public is in response to a problem such as a sex offender's residence in a certain neighborhood, or when an offender commits a heinous crime drawing media attention.

I would like to take a proactive approach in developing a relationship with your constituency (our customers). I hope to accomplish this task through a variety of medium including additional research and program reviews, regular press releases, and open public forums. This approach will allow KCCC to open a dialog with the community, listening to their concerns and evaluations of our services.

Further, after considering our experiences thus far, the following recommendations are suggested for continued review:

- Offender arrest and sanction rate for two years following admission to treatment and probation or parole supervision.
- Arrest and sanction rate for two years following successful and unsuccessful termination from treatment, and
- Employment rates.

Lastly, I would like to acknowledge the overall importance of community treatment programs in Klamath County. I have colleagues all over the state that do not have near the resources we have in Klamath County. I strongly urge Klamath County Government continue

their support of the treatment programs within our community who have proven to be significant partners in the criminal justice system.

As we observed through by this study, there is significant value in our relationships with community partners. The key to our success is combining resources and utilizing the community professionals with similar goals of creating a safe and healthy community. A community where silos are prevalent and rigid territory boundaries established creates a dysfunctional service infrastructure. I feel fortunate to be part of this community and KCCC. We will continue to track these clients and begin to look at other components of KCCC for continuous quality improvement and evaluation.

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Foot Notes

Time in Jail Strata (1 Yr Prior to Tx.)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Jail Time	4	3.4	3.4	3.4
	Less than 1 Month	71	60.2	60.2	63.6
	1-6 Months	36	30.5	30.5	94.1
	7-12 Months	5	4.2	4.2	98.3
	More than 1 year	2	1.7	1.7	100.0
	Total	118	100.0	100.0	

Time in Jail Strata (While in Tx.)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Jail Time	68	57.6	57.6	57.6
	Less than 1 Month	42	35.6	35.6	93.2
	1-6 Months	8	6.8	6.8	100.0
	Total	118	100.0	100.0	

Time in Jail Strata (1 Yr after Tx.)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Jail Time	85	72.0	72.0	72.0
	Less than 1 Month	18	15.3	15.3	87.3
	1-6 Months	10	8.5	8.5	95.8
	7-12 Months	5	4.2	4.2	100.0
	Total	118	100.0	100.0	

Successful & Unsuccessful Treatment Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Successful	44	37.3	44.4	44.4
	Unsuccessful	55	46.6	55.6	100.0
	Total	99	83.9	100.0	
Missing	System	19	16.1		
Total		118	100.0		

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	74	62.7	62.7	62.7
	Female	44	37.3	37.3	100.0
	Total	118	100.0	100.0	

Statistics

		Gender	Time in Tx. Categories	Successful & Unsuccessful Treatment Status	Age Categories	Time in Treatment Strata
N	Valid	118	110	99	118	118
	Missing	0	8	19	0	0

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Treatment Status * Age Categories	118	100.0%	0	.0%	118	100.0%

Treatment Status * Age Categories Crosstabulation

Count

		Age Categories				Total
		18 - 27	28 - 37	38 - 47	48 - 57	
Treatment Status	Successful	19	14	7	4	44
	Unsuccessful	23	15	15	2	55
	Open	6	4	3	0	13
	Treatment not Appropriate	1	2	3	0	6
Total		49	35	28	6	118