

Allen County Community Corrections

2005-2006 Fiscal Year Annual Report

*Presented to the Allen County Community Corrections
Advisory Board on January 25, 2007*

by

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Statement of Purpose

The mission of Allen County Community Corrections is to operate a community based program that provides services to offenders, persons charged with a crime or an act of delinquency, persons sentenced to imprisonment, or victims of crime or delinquency to meet the needs of the individual criminal offender, victims of crime and the community at large.

Adopted by Advisory Board, July, 2001

Introduction

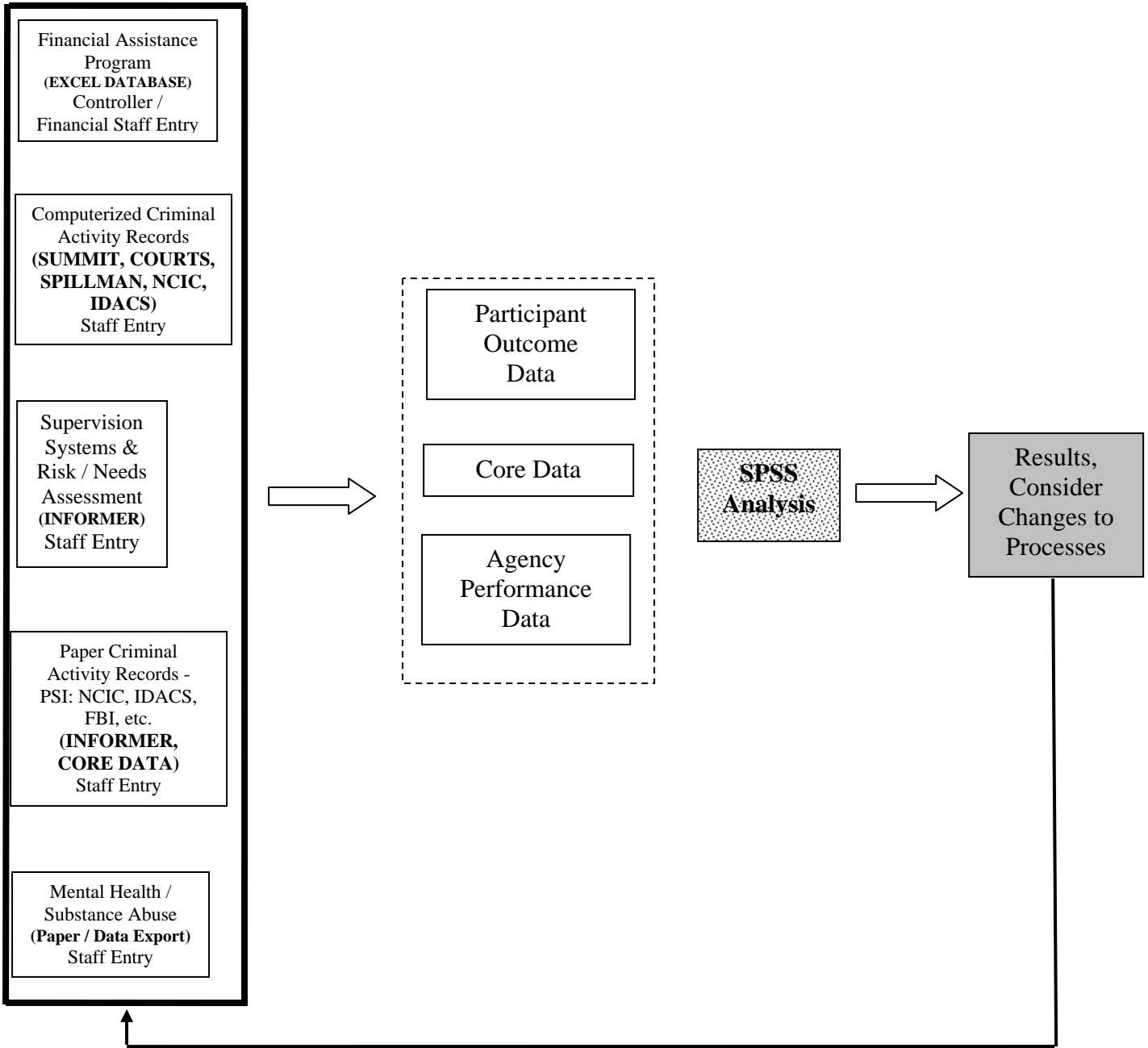
The logic model diagram on the following page represents Allen County Community Corrections' (ACCC) system for evaluating a process performance and monitoring the agency's impact on the desired outcome of reducing recidivism and thus supporting the agency's mission. The information contained in these data bases is then compiled into the annual report.

The model attempts to represent, at the center, a focus on the analysis of the output data that has resulted from the activity of the various agency components. Also part of the model focus is the determination of an outcome product from analysis and a representation of how this outcome may feed back into, and have an effect on, agency component inputs and activities.

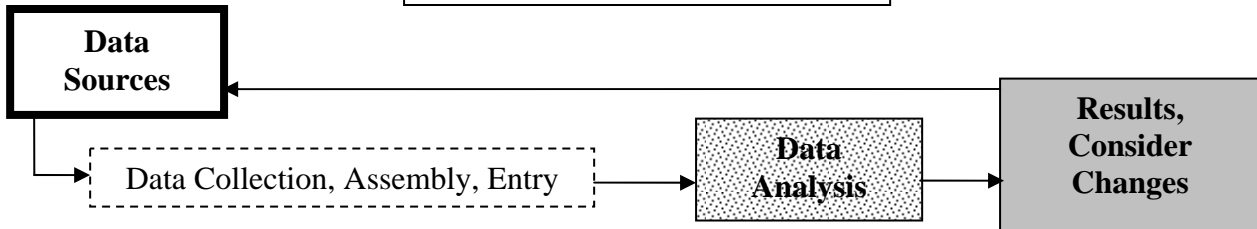
To enable the ability to conduct a systems performance analysis at any time, a minimum set of core data that is relatively reliable is maintained in a spreadsheet that is imbedded in the same software that is also used for the software's statistical analysis application features. The confidence in the reliability of this software is ensured by a highly controlled system for the collection, entry, and maintenance of the selected core data in this independent spreadsheet. To enhance performance analysis, data and output measures may be imported from other databases used within ACCC, whether the database source is onsite or not, to add to an analysis using the core data or to complete an analysis using only the imported data. As represented in the model as additional output data on the perimeter of the core data, other database sources are listed according to the location of the data and according to a role for feeding the analysis of core data or apply directly to an analysis of data from these other sources. The other sources may include Allen County Community Corrections' main case management information tool, Informer 2000 (a customized version of Microsoft Access), locally or nationally networked law enforcement database software, such as Spillman in Allen County, or division specific databases maintained on Microsoft Excel spreadsheets such as that for mental health (separate due to confidentiality concerns) and financial management (i.e. Financial Assistance Program, Project Income Revenue tracking). The output data stored in these databases is processed in analyses by SPSS, Inc. statistical software.

Out come indicators resulting from the SPSS analysis may then be evaluated and organized in ways that may then inform and effect changes in the activities of ACCC operations.

Data Continuity Map



Process Legend



Section 1: Electronic Monitoring Program Data

The data contained in the section below describes individuals referred to or intaked onto electronic monitoring (home detention) at Allen County Community Corrections. The terms “front end” and “back end” are used frequently throughout this section. The term, “front end” refers to individuals who are referred for supervision prior to serving time in prison on their current case. The only exception to this definition is individuals whose sentence has been modified after serving time at the state department of correction for the current case. Individuals who have been referred via early release through the Community Transition statute for electronic monitoring supervision are referred to as “back end” cases.

Part A: Supervision Program Data (July 1 to June 30)

Active Cases by Component as of July 1*

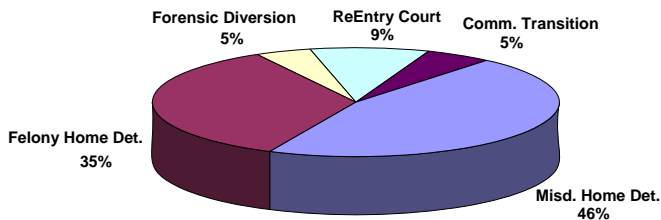
Component	Misd. / Fel. Home Det.	Forensic Diversion	ReEntry Court	Parole	Community Transitions	Comm. Service	Total
2004 # Active Cases	277	0**	38	81	19	351	766
2005 #Active Cases	359	27	71	76	3	107	643

*These numbers do not include individuals who were active in specific programs such as the Employment Academy, Intensive Outpatient Treatment, Choices, etc.

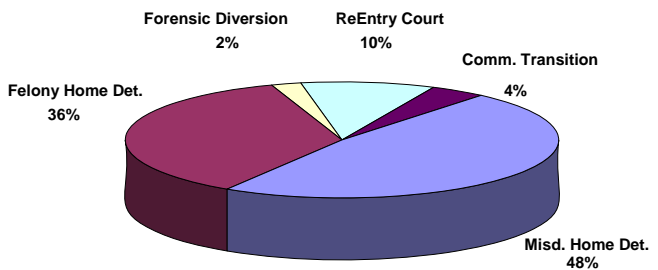
** The number of active cases on the Forensic Diversion Program was zero due to the fact that the program had not been initiated as of July 1, 2004.

Referrals July 1 to June 30

Total Referrals 2004-2005 by Component



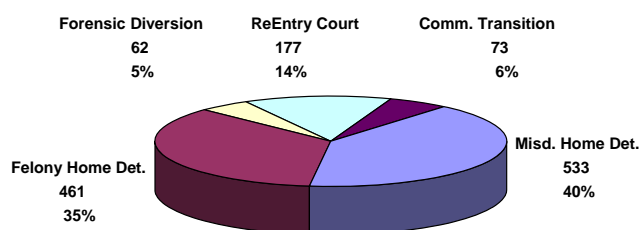
Total Referrals 2005-2006 by Component



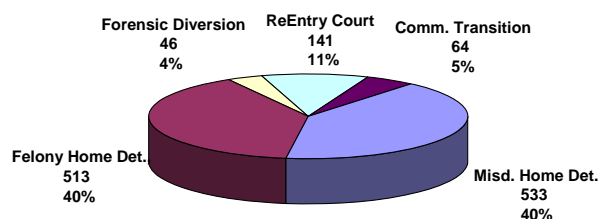
Program Intake Data (July 1 to June 30)

The following charts depict the numbers and percentages of individuals who were intaked on to electronic monitoring supervision during the last two fiscal years. The Forensic Diversion Program continued to represent approximately five percent (5%) of the intakes. The front end cases, both Misdemeanor and Felony participants, account for nearly three-fourths of all individuals intaked onto the program while participants being intaked onto the program after serving a portion of their sentence in the Indiana Department of Correction accounted for nearly twenty percent (20%) of the individuals intaked on to the program.

**2004-2005 Intakes
by Component**



**2005-2006 Intakes
by Component**



The table below provides an additional breakdown of the length of time to which participants in the Misdemeanor Home Detention component were sentenced. Two-thirds of the participants in the component served a sentence of eleven (11) to eighty-nine (89) days. An additional quarter (25%) of the participants served a sentence of ten days under electronic monitoring supervision.

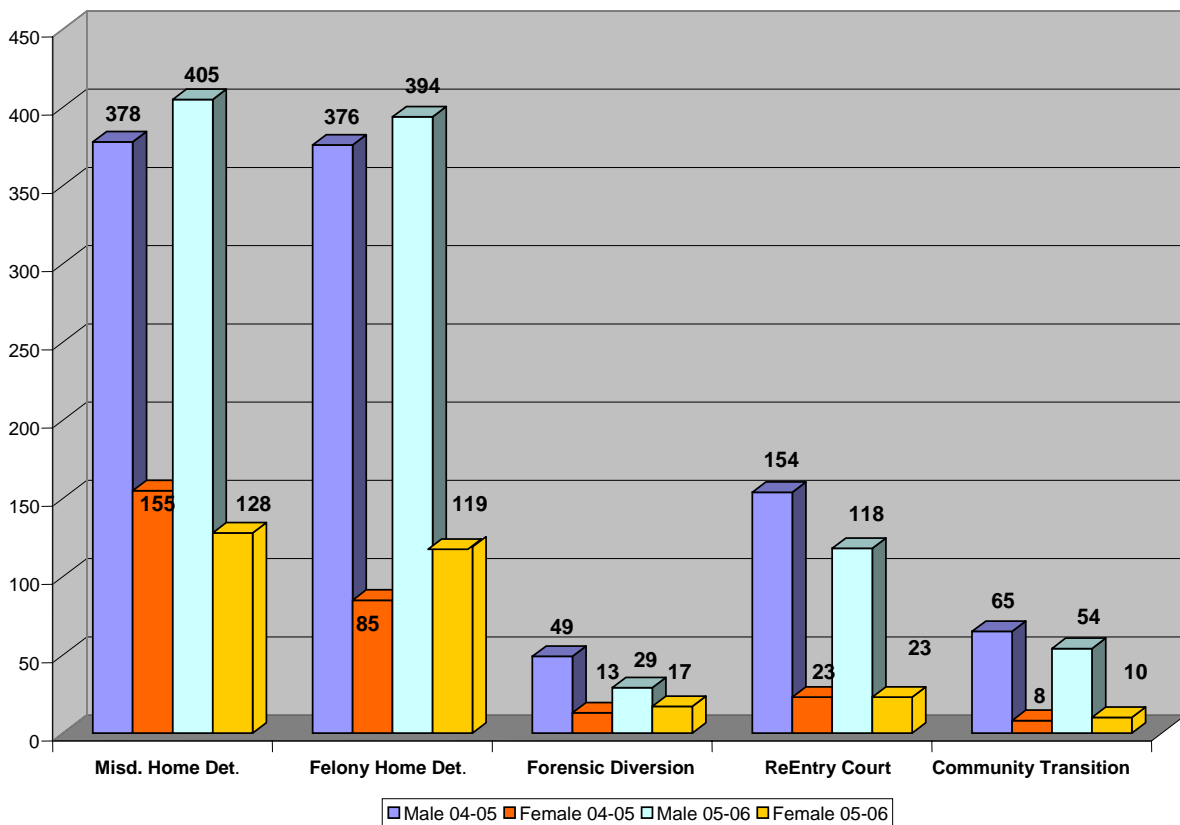
Misdemeanor Home Detention Intakes

	10-Day Sentence	11-89 Day Sentence	90+ Day Sentence	Total
2004-2005	108	380	45	533
2005-2006	143	351	39	533

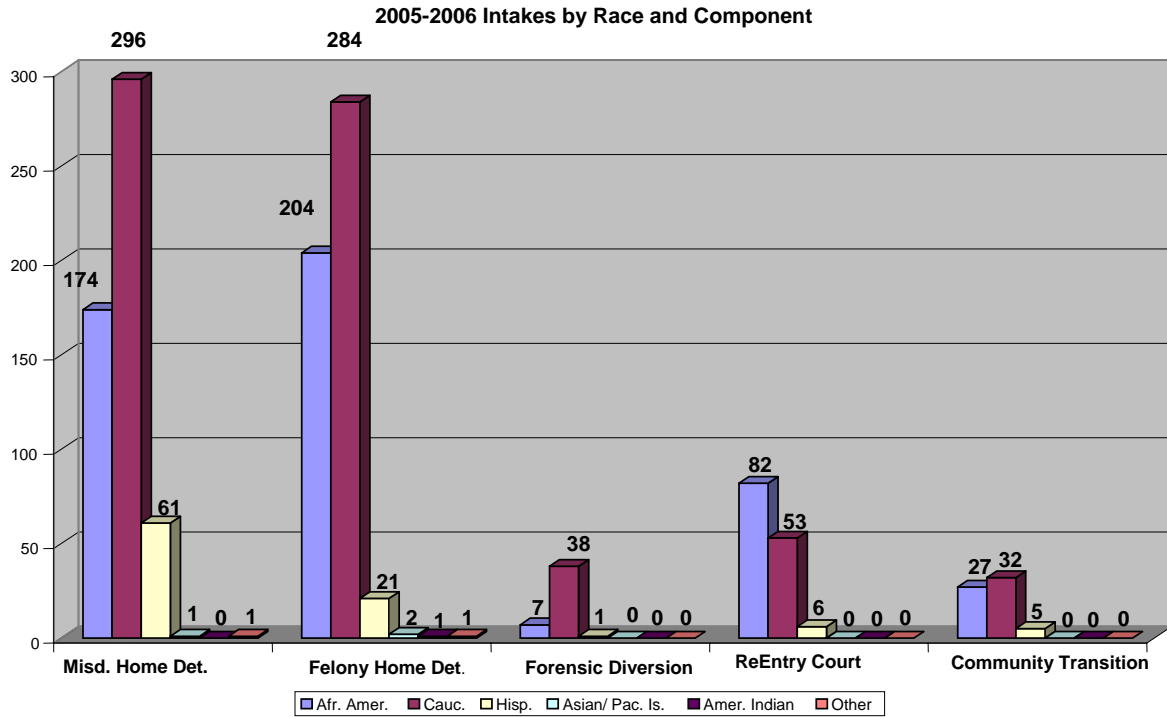
Part B: Participant Demographic Data (Intaked July 1 to June 30)

The following series of charts depicts demographic information about the participants of each of the components. A composite of this information is useful to generate a profile of individuals under electronic monitoring supervision at Allen County Community Corrections. Across all components, the majority of individuals are Caucasian males in the 21-30 year age range. In 2005-2006 nearly half of the participants in all of the components either graduated from high school or had a GED.

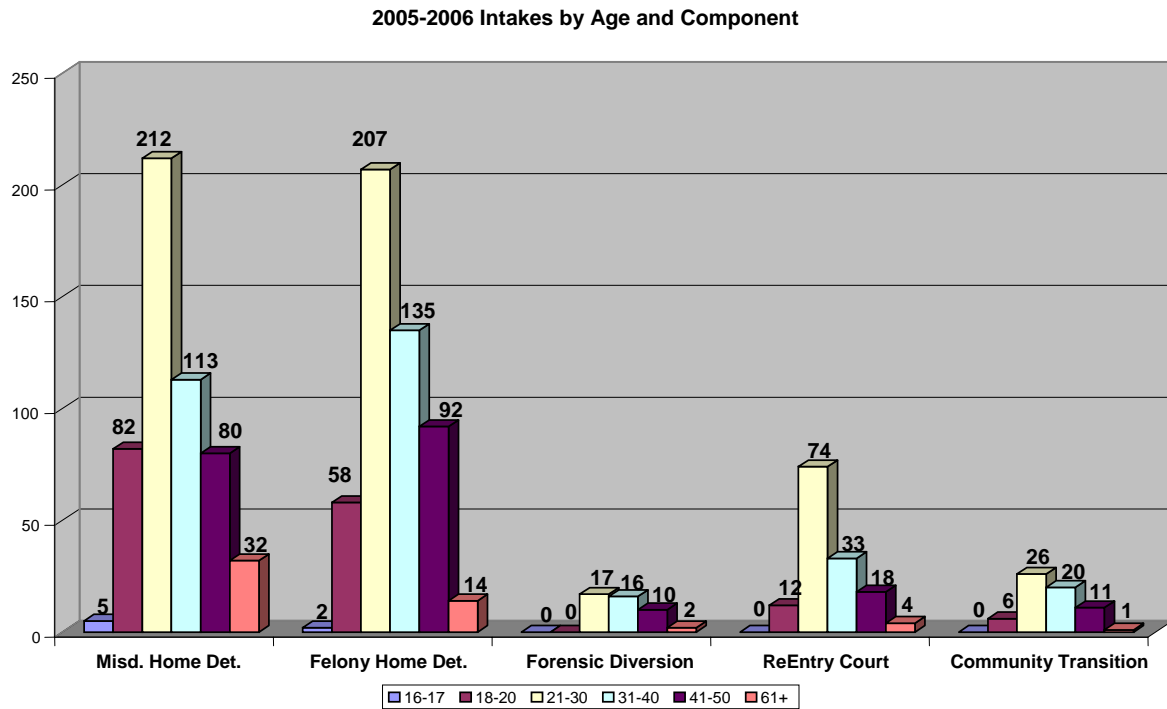
Gender



Race

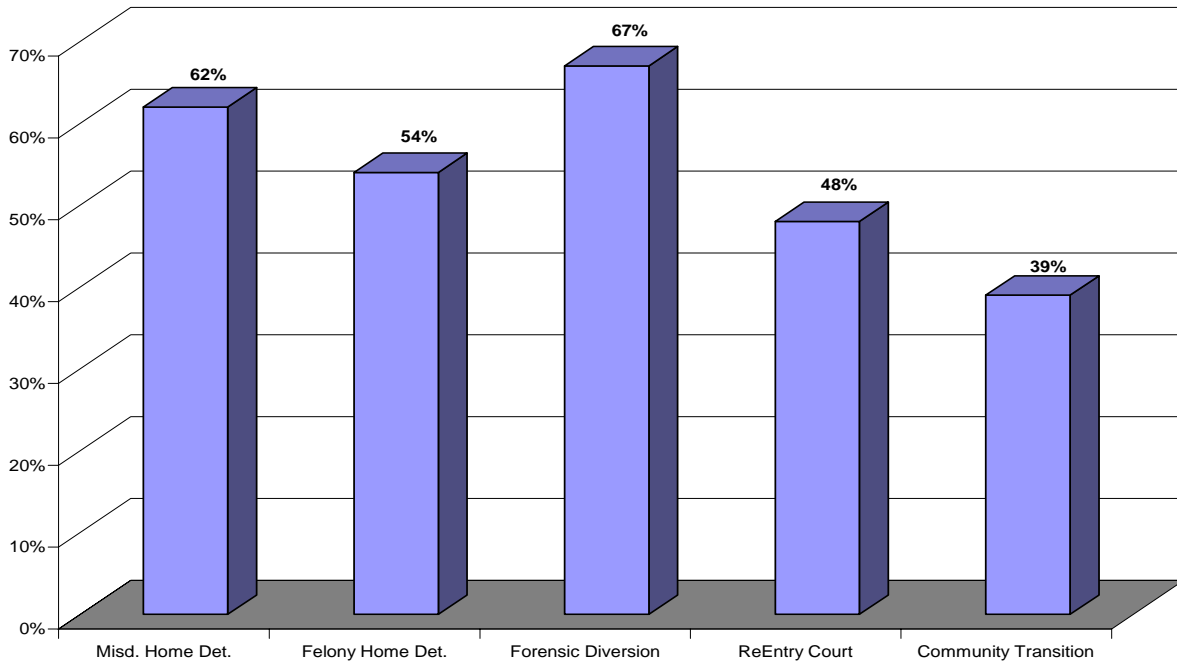


Age



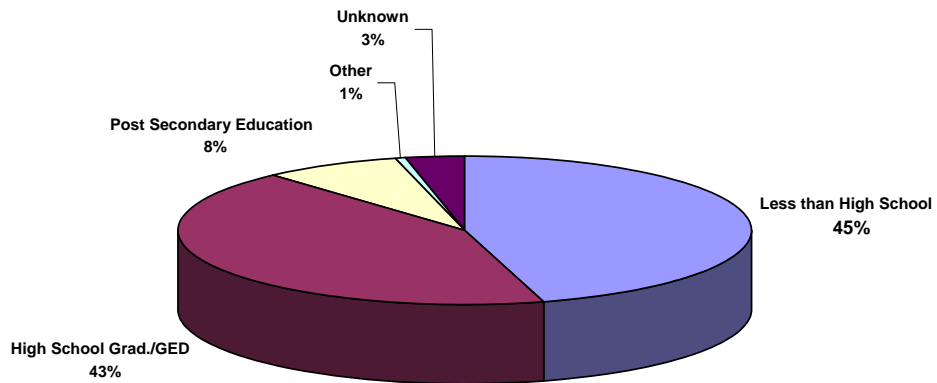
Employment Status at Intake

Percent Employed at Intake by Component



Education Level at Intake

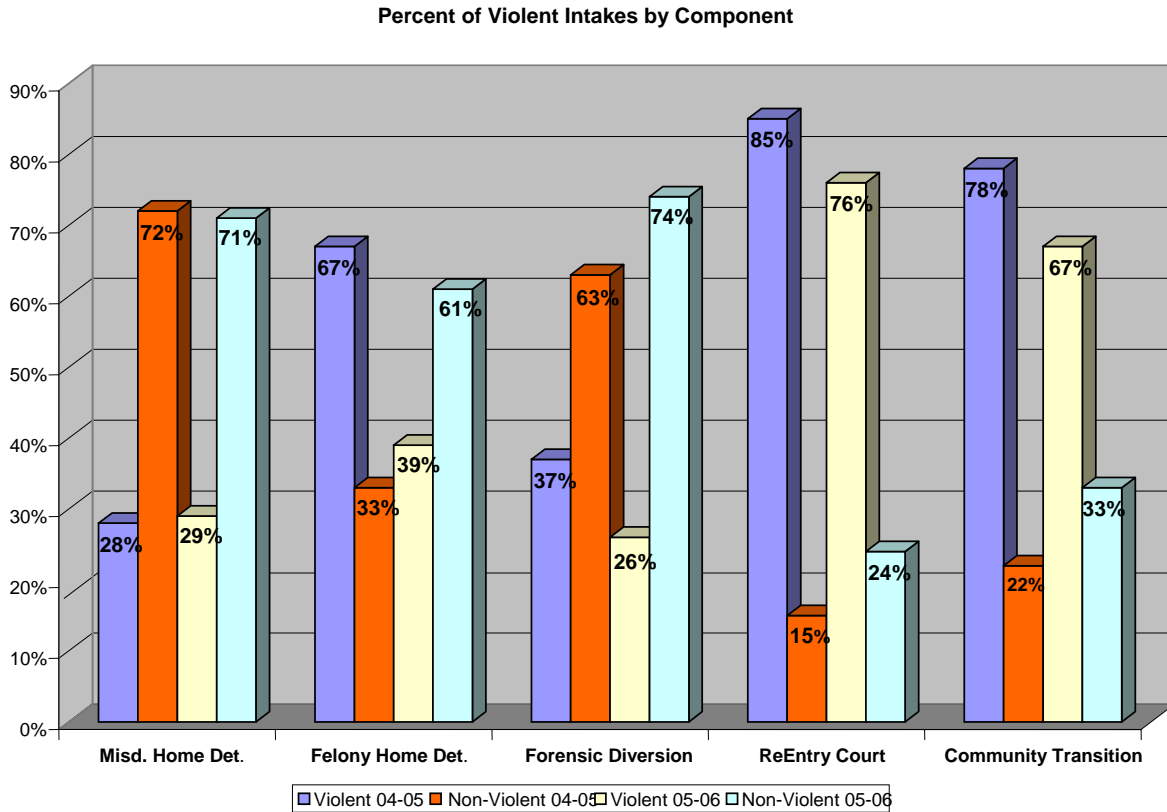
2005-2006 Intakes by Education Level



■ Less than High School
 ■ High School Grad./GED
 ■ Post Secondary Education
 ■ Other
 ■ Unknown

Classified as Violent Offender

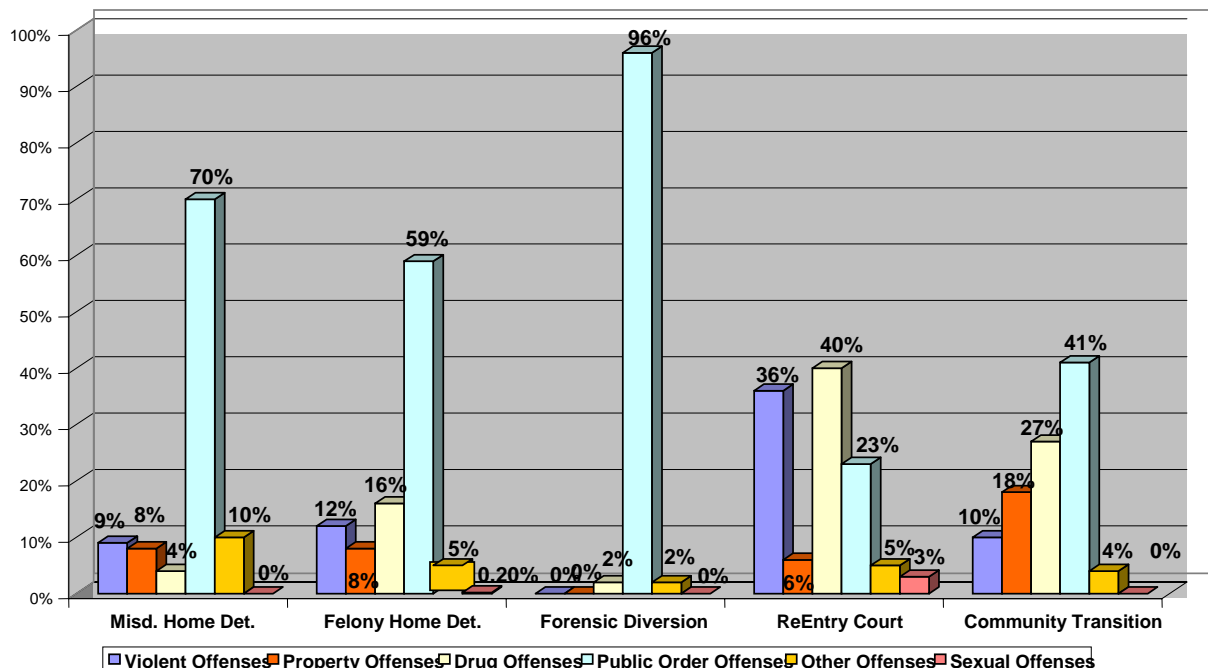
There are noticeable differences between the percentage of individuals who are violent and under electronic monitoring supervision on the various components. During the past two years over two-thirds of the individuals intaked onto the Felony Home Detention, ReEntry Court and Community Transition components were classified as violent offenders. Non-violent offenders have comprised the majority of the individuals supervised under the Misdemeanor Home Detention and Forensic Diversion components.



Most Serious Instant Offense

The chart below depicts the type of charge for which a participant was sentenced to Allen County Community Corrections. If a participant was sentenced to the program for more than one offense, only the most serious offense is shown here. It is worthy to note that individuals under electronic monitoring supervision on the “front end” of the program are most likely to be serving a sentence for a “Public Order Crime.” Nearly all (96%) of the referrals to Forensic Diversion component are referred for a public order crime, usually operating while intoxicated. Public Order crimes also include but are not limited to offenses such as public intoxication, disorderly conduct, prostitution, etc. Nearly three-fourths (3/4) of the individuals referred for supervision under the ReEntry Court component are referred for a drug-related offense or violent offense. The ReEntry Court component has the largest percentage of violent offenders, nearly three times more than any of the other components. The Community Transition component is largely comprised of individuals who have committed a public order or drug offense.

Percent of Intakes by Most Serious Offense and Component



Part C: Participant Mental Health Data

Public Safety is promoted by using a comprehensive assessment that includes mental health instruments and prior history to identify the offender’s risk to the community and by monitoring the offender population according to that risk level.

Psychopathy (PCL-R Score)*

	Misd. Home Det.		Felony Home Det.		Forensic Diversion		ReEntry Court		Comm. Trans.	
Gender	M	F	M	F	M	F	M	F	M	F
Very Low	N/A	N/A	11.2%	29.6%	21.1%	16.7%	3.5%	15.8%	50.0%	0.0%
Low	N/A	N/A	39.6%	29.6%	26.3%	41.7%	23.0%	47.4%	16.6%	0.0%
Moderate	N/A	N/A	28.4%	25.9%	47.4%	41.7%	49.4%	31.6%	16.6%	100.0%
High	N/A	N/A	20.9%	14.8%	5.3%	0.0%	21.8%	5.3%	16.6%	0.0%
Very High	N/A	N/A	0.0%	0.0%	0.0%	0.0%	9.2%	0.0%	0.0%	0.0%

***Psychopathy** is a personality pattern characterized by manipulative behavior, a lack of empathy, very difficult in programs with others. Strategy is selective program placement with intense supervision.¹ Shaded area designates individuals classified as psychopathic (PCL-R score of 25 or more).

¹ Hare, R.D. (2003). Hare Psychopathy Checklist-Revised (PCL-R): 2nd edition: Technical Manual. Multi-Health Systems: North Tonawanda, NY.

Violence Risk Assessment Guide (VRAG Score)

	Misd. Home Det.		Felony Home Det.		Forensic Diversion		ReEntry Court		Comm. Trans.	
	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06
Low Risk	N/A	N/A	65.2%	68.6%	80.0%	N/A	55.8%	47.1%	N/A	N/A
High Risk	N/A	N/A	34.8%	31.4%	20.0%	N/A	44.2%	52.9%	N/A	N/A

- Administered to any male offender who has a history of some violent act.
- Dark shaded area indicates a 55% to 100% probability of violence within 7 years and 64% to 100% within 10 years.

Sex Offender Risk Assessment Guide (SORAG Score)

	Misd. Home Det.		Felony Home Det.		Forensic Diversion		ReEntry Court		Comm. Trans.	
	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06
Low Risk	N/A	N/A	75.0%	80.0%	N/A	N/A	20.0%	40.0%	N/A	N/A
High Risk	N/A	N/A	25.0%	20.0%	N/A	N/A	80.0%	60.0%	N/A	N/A

- Administered only to male offenders who have a history sex-offending behavior.
- No Forensic Diversion Participants were Sexual Offenders.
- Dark shaded area indicates a 58% to 100% probability of sexual violence within 7 years and 76% to 100% within 10 years.

Spousal Abuse Risk Assessment (SARA)

	Misd. Home Det.		Felony Home Det.		Forensic Diversion		ReEntry Court		Comm. Trans.	
	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06
Low Risk	N/A	N/A	80.8%	91.6%	N/A	N/A	50.0%	95.4%	N/A	N/A
High Risk	N/A	N/A	19.2%	8.3%	N/A	N/A	50.0%	4.5%	N/A	N/A

- Administered only to male offenders who have a current or previous charge of domestic battery.
- No Forensic Diversion participants were charged with Domestic Battery.
- Dark shaded area indicates a high risk of spousal abuse.
- Small number of subjects may skew percentages.

Axis I Diagnoses

	Misd. Home Det.		Felony Home Det.		Forensic Diversion		ReEntry Court		Comm. Trans.	
	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06
Alcohol* Disorder	N/A	N/A	50	124	72	33	97	61	N/A	N/A
Other Drug* Disorder	N/A	N/A	58	145	72	45	173	115	N/A	N/A
Depressive* Disorder	N/A	N/A	20	31	15	11	20	17	N/A	N/A
Anxiety* Disorder	N/A	N/A	17	33	10	14	10	13	N/A	N/A
Conduct* Disorder	N/A	N/A	3	3	3	0	6	2	N/A	N/A
Thought* Disorder	N/A	N/A	3	3	5	1	6	1	N/A	N/A

Axis I Diagnoses – Refers to disorders or conditions that are, for the most part, treatable. The strategy is to alleviate the condition through treatment.

Axis II Diagnoses

	Misd. Home Det.		Felony Home Det.		Forensic Diversion		ReEntry Court		Comm. Trans.	
	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06
Antisocial* Personality Disorder	N/A	N/A	21	60	17	8	79	68	N/A	N/A
Borderline* Personality Disorder	N/A	N/A	4	5	7	5	8	4	N/A	N/A
Other* Personality Disorder	N/A	N/A	3	10	4	1	10	8	N/A	N/A
Borderline* Intellect Function	N/A	N/A	0	0	2	2	9	2	N/A	N/A

Axis II Diagnoses – Refers to disorders that are long-term, chronic conditions. Strategy is to manage the condition to keep it from deteriorating and to supervise client to preserve public safety and protect the client.

*Categories may total more than the number of individuals intaked on that program during the year due to the fact that categories contain multiple diagnoses.

Comparison of Prevalence to General Population

The following chart compares the percentages of individuals diagnosed with selected diagnoses with the percentage of the general population being diagnosed with that same disorder. No comparison is made with individuals participating in the Community Transition or Misdemeanor Home Detention programs due to the fact that they do not typically receive a full mental health assessment since they will only be on the program for a short time.

	General Population	Home Detention	Forensic Diversion	ReEntry Court
Antisocial Personality Disorder	1-3%	9.3%	27.4%	44.6%
Borderline Personality Disorder	2%	1.8%	11.3%	4.5%
Depressive Disorders	.4 to 9%	7.0%	20.9%	10.2%
Thought Disorders	.5 to 2%	1.3%	8.1%	2.8%
Other Disorders	.5 to 3%	0.0%	2.2%	1.1%

Section 2: Program Completion Data

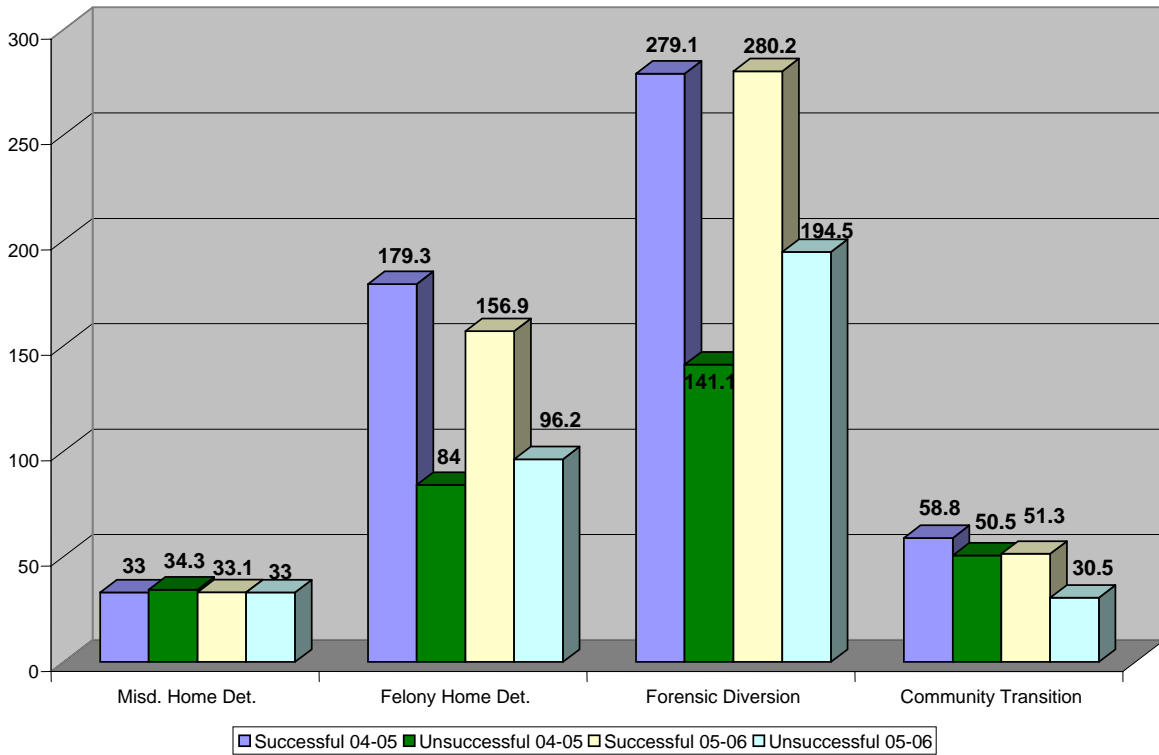
Part A: Program Completion Data

Program Completion Status by Component

	Misd. Home Det.		Felony Home Det.		Forensic Diversion		ReEntry Court		Community Transition	
	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06
Active as of 06/30	10	15	267	344	44	27	130	147	6	3
Satisfactorily Released	176	207	280	285	38	20	15	10	71	55
Terminated Tech. Viol. Only	12	11	149	131	26	15	27	16	15	5
Terminated New Charge Only	2	4	26	26	5	1	2	4	0	1
Terminated Tech. Viol. & New Charge	1	0	0	0	0	0	3	1	0	0
Escaped	0	2	22	30	8	6	0	8	1	2
Participant Deceased	0	0	0	1	0	0	0	1	0	0
Transferred Other Juris.	0	1	0	2	0	0	0	0	0	0

The chart on the next page shows the average number of days that participants were under supervision in each component. The average number of days is calculated separately for individuals who successfully completed the supervision period and those who were terminated from the program. With the exception of the Misdemeanor Home Detention component, there were significant differences between the average number of days that successful and unsuccessful participants spent under supervision. This exception is easily explained by the fact the individuals participating in the Misdemeanor Home Detention component are on supervision for a brief period of time, thereby creating very little variance in the average number of days they spent on the program.

Average Program Length (# Days) by Component



Due to the ReEntry Court Program having multiple components to the program, the average number of days on each component of the program is broken down in the next table.

ReEntry Court Average Program Length (# Days)

	Elec. Mon. During Early Release Time		Elec. Mon. During Parole / Probation		No Elec. Mon. During Parole / Probation	
	04-05	05-06	04-05	05-06	04-05	05-06
Parole Successful	112.2	98.7	84.0	92.9	242.1	175.8
Parole Unsuccessful	72.3	91.0	83.4	76.1	167.0	133.3
Probation Successful	112.2	98.7	143.4	94.9	250.5	166.9
Probation Unsuccessful	72.3	91.0	34.0	86.7	187.2	133.2

Part B: Participant Contact Data

For the purposes of this portion of the report, the following definitions explain the types of contacts contained in the charts below:

Daily Log – refers to any telephone calls or times when a participant checks in with the Communications Division via the telephone on the outside of the Day Reporting Center building.

Face to Face with Client – refers to all contacts in person by an individual staff member and a program participant. The vast majority of these contacts occur between participants and their case managers at the Day Reporting Center.

Field Visit – is any contact between an officer from the Field Division and a participant that does not occur in the participant’s residence. This category includes employment checks and monitoring of pass locations.

Group Setting – denotes any contact between multiple program participants and a staff member(s). These contacts almost always occur at the Day Reporting Center and would include attendance for screening, intake and orientation.

Home Visit – refers to any contact between an officer from the Field Division and program participants that take place in the participant’s residence.

Telephone Contact – is any contact between a staff member and program participant via 0 telephone excluding those contacts mentioned in the Daily Log category.

Treatment – includes any contacts between staff and program participants in a classroom setting. This would include all substance abuse treatment sessions, educational classes and cognitive behavioral groups.

Participant Contact Data by Component

	Misd. Home Det.		Felony Home Det.		Forensic Diversion		Community Transition	
	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06
Daily Log	2043	8243	22,109	68,778	4867	9266	2961	6426
Face to Face w/ Client	573	799	6557	7334	917	1028	1448	1057
Field Visit	96	39	960	406	108	57	176	37
Group Setting	2579	3182	19,782	21,214	3022	2329	4664	3181
Home Visit	438	721	3799	5091	519	669	741	561
Telephone Contact	161	397	1590	2984	210	722	332	431
Treatment	36	49	691	601	89	77	143	61

ReEntry Court Participant Contact Data by Component

	Elec. Mon. During Early Release Time		Elec. Mon. During Parole / Probation		No Elec. Mon. During Parole / Probation	
	04-05	05-06	04-05	05-06	04-05	05-06
Daily Log	6579	16,898	4028	9864	5914	25,479
Face to Face w/ Client	3917	3431	2156	1934	3481	2995
Field Visit	306	99	178	57	277	76
Group Setting	12,524	11,414	6867	6594	11,223	9904
Home Visit	1428	1428	819	746	1218	1184
Telephone Contact	845	1288	523	797	736	1086
Treatment	375	298	180	146	314	243

Section 3: Evidence-Based Programming

Part A: Total Program Referrals and Intakes

	Internal		External		Total	
	04-05	05-06	04-05	05-06	04-05	05-06
Referrals	1338	2685	4468	4743	5806	7428
Intakes	984	906	2750	2574	3734	3480

Part B: Individual Program Statistics

Choices

	Internal		External		Total	
	04-05	05-06	04-05	05-06	04-05	05-06
Referrals	298	390	848	752	1146	1142
Intakes	195	297	552	382	747	679

Community Service

	Internal		External		Total	
	04-05	05-06	04-05	05-06	04-05	05-06
Referrals	N/A	N/A	1436	846	1436	846
Intakes	N/A	N/A	927	664	927	664

Employment Academy

	Internal		External		Total	
	04-05	05-06	04-05	05-06	04-05	05-06
Referrals	433	643	332	538	765	1181
Intakes	364	370	239	49	603	419

The Employment Academy Program was discontinued at Allen County Community Corrections in May of 2006. That service was then provided by Blue Jacket, Incorporated, a local non-profit organization. Allen County Community Corrections began referring participants to Blue Jacket, Inc. in July of 2006.

English as a Second Language

	Internal		External		Total	
	04-05	05-06	04-05	05-06	04-05	05-06
Referrals	N/A	N/A	37	52	37	52
Intakes	N/A	N/A	34	48	34	48

For A Change

	Internal		External		Total	
	04-05	05-06	04-05	05-06	04-05	05-06
Referrals	155	436	294	386	449	822
Intakes	113	277	232	79	345	356

Adult Basic Skills

	Internal		External		Total	
	04-05	05-06	04-05	05-06	04-05	05-06
Referrals	90	204	69	206	159	410
Intakes	40	131	53	55	93	186

Intensive Out Patient Substance Abuse Treatment

	Internal		External		Total	
	04-05	05-06	04-05	05-06	04-05	05-06
Referrals	362	860	533	763	895	1623
Intakes	272	421	325	128	597	549

PIP (Program Identification and Placement)

	Internal		External		Total	
	04-05	05-06	04-05	05-06	04-05	05-06
Referrals	N/A	N/A	813	1191	813	1191
Intakes	N/A	N/A	412	871	412	871

Section 4: Management and Control of Offenders

Part A. Law Enforcement Supervision

Offenses Charged

Description	2004-2005 # Charges	2005-2006 # Charges
Alcohol Offense	9	6
Assault Police, Simple	1	2
Assault, Simple	0	1
Warrant Arrest	31	47
Computer Crime	1	0
Controlled Substance/Possession by Subterfuge	1	0
Controlled Substance/Possession of Cocaine	4	3
Controlled Substance/Possession of Marijuana	12	16
Controlled Substance/Possession	2	0
Controlled Substance/Possession of Paraphernalia	9	12
Controlled Substance/Sale of Cocaine	1	0
Driving While Suspended	20	13
Escape	51	20
Family Fight (non violent)	1	3
False Information or Reporting	2	3
Failure to Return to Lawful Detention	5	2
Intoxicated Person	28	30
Juvenile Problem	1	0
Minor Consuming Alcohol	4	4
DUI Alcohol or Drugs	2	1
Pornography/Obscene Material	5	2
Probation/Parole Violation	312	320
Possession/Use of Device Interfering w/ Drug Test	1	2
Resisting/Interfering with Police	3	4
Sex Offense	1	0
Sex Offender Registration Violation	0	1
Stalking	0	1
Threats	2	3
Traffic Offense	4	6
Trespass of Real Property	0	2
Unauthorized Absence from Home Detention	24	12
Violation of a Restraining Order	5	10
Violation of Executed Order of Home Detention	132	91
Weapons Offense	2	1
Total Offenses Charged	676	618

Officer Assignments

Description	FY 03-04	FY 04-05	FY 05-06
Meet	12	3	2
Pick-up Prisoner	289	261	196
Cage Transport Prisoner	39	69	107
Warrant	5	2	4
Warrant Service	27	55	30
Assist	36	52	28
Assist-Urgent	0	0	1
Assist-At Once	0	1	0
Pick-up Item	49	48	88
Escort	0	2	0
Juvenile Neglect/Abuse Investigation	0	2	0
Vandalism	0	2	1
Traffic Accident	1	1	1
Traffic Accident-Municipal Property	0	0	1
Traffic Accident-Injuries	0	0	1
Special Assignment	14	6	48
Traffic Stop	14	16	2
Disabled Vehicle/Traffic Hazard	2	2	1
Party Locked Out	1	0	1
Parked Vehicle Occupied	1	2	1
Parking Violation	0	1	0
Stolen Vehicle	0	0	1
Audible Alarm	2	0	0
Man-Down	0	1	0
Intoxicated Person	16	16	17
Disturbance	3	3	2
Disturbance/Party Armed	0	1	0
Nuisance (Noise, Smoke, etc)	1	0	0
Domestic Disturbance/Battery	3	7	14
Removal of Articles	0	2	3
Suspicious Person	6	4	1
Theft	3	2	1
Molesting	0	0	1
Attempt to Contact	415	728	560
Suicide Attempt	0	0	1
Suicide Threats	0	1	4
Mentally Ill	1	3	0
Unruly Crowd	1	0	0
Pursuit	1	0	1
Bomb Threat	0	0	1
Battery	2	0	1
Found Items	1	0	0

Lost Items	1	0	0
Narcotics Investigation	3	9	8
Open Door	0	0	1
Threats	4	4	3
Unwanted Person	0	1	1
Follow-up Investigation	46	89	32
Home Detention Assignment	7964	8403	8948
911 Hang-up	0	0	1
Total Assignments	8963	9799	10115

During the past fiscal year, officers assigned to the Field Division at Allen County Community Corrections responded to over ten-thousand calls for service. This represented a three percent (3%) increase over the calls for service over the previous year and a thirteen percent (13%) increase over the 2003-2004 fiscal year.

Part B. Urine Drug Testing

	Negative		Positive		Adulterated		Dilute		Other	
	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06	04-05	05-06
Number	5148	5877	945	1237	2	2	163	229	72	16
% of Total	81.36	79.89	14.89	16.78	0.00	0.00	2.58	3.11	1.14	0.22

Allen County Community Corrections conducted over seven thousand urine screens during the last fiscal year as part of its efforts to monitor participants' compliance with the requirement of the program that participants remain free from the use of drugs and alcohol. Nearly eighty percent (80%) of these tests were negative. The table below shows the breakdown of those tests for which a participant did test positive for alcohol or controlled substances. Positive results for marijuana and cocaine accounted for over two-thirds of all positive test results.

Positive Drug Test Results

Drug Classification	# Tests	% of Positive Tests	# Tests	% of Positive Tests
Marijuana	484	51.2	637	51.5
Cocaine	235	24.9	325	26.3
Opiates	39	4.1	51	4.1
Ethanol (Alcohol)	32	3.4	20	1.6
Benzodiazepines	25	2.6	60	4.9
Barbiturates	13	1.4	17	1.4
Amphetamines	9	1.0	12	1.0
Multiple Positives	108	11.4	115	9.2

Section 5: Program Effectiveness Evaluation

Part A. Recidivism Statistics

The most basic analysis of the effectiveness of any program that supervises criminal offender includes a study of the proportion of individuals who are re-arrested within a given time frame after successfully completing the program. Analysis is limited to successful participants due to the fact that their successful completion indicated that they received the full benefit the program has to offer. The table below shows the recidivism (re-arrest) rates for individuals in the Felony Home Detention and Forensic Diversion components. Misdemeanor re-arrest rates are not examined because the brief period of time for which they are under supervision precludes them from receiving any programming along with the supervision. Data for the ReEntry Court and Community Transition components are contained in Part B of this section of the report.

The percentage of individuals who were intaked during the 2004-2005 fiscal year, who subsequently successfully completed the Felony Home Detention and Forensic Diversion components and were rearrested within the first year of their completion of the program was 12.6% (32 out of 254) for the Felony Home Detention component and 6.1% (2 out of 33) for the Forensic Diversion component. The table below further analyzes the re-arrest rates by the type of sentence, referral source and intake classification.

	Home Detention		Forensic Diversion	
	Total (% of Total)	# Individuals Re-Arrested Within 1 Yr (Within Row %)	Total (% of Total)	# Individuals Re-Arrested Within 1 Yr (Within Row %)
Population	254	32 (12.6%)	33	2 (6.1%)
Intake Classification				
Condition of AADP	26 (10.2%)	1 (3.8%)	27 (81.8%)	2 (7.4%)
Executed Sentence	155 (61.0%)	18 (11.6%)	5 (15.2%)	0 (0.0%)
Formal Probation	47 (18.5%)	10 (21.3%)	1 (3.0%)	0 (0.0%)
Community Control Probation	26 (10.2%)	3 (11.5%)	0 (0.0%)	0 (0.0%)
Referral Source				
Circuit Court	83 (32.7%)	2 (2.4%)	32 (97.0%)	2 (6.3%)
Direct Placement	98 (38.6%)	17 (17.3%)	0 (0.0%)	0 (0.0%)
Probation	73 (28.7%)	13 (17.8%)	1 (3.0%)	0 (0.0%)
Sentence Type				
Executed	154 (60.6%)	18 (11.7%)	6 (18.2%)	0 (0.0%)
Suspended AADP	26 (10.2%)	1 (3.8%)	26 (78.8%)	2 (7.7%)
Suspended	74 (29.1%)	13 (17.6%)	1 (3.0%)	0 (0.0%)

The table below shows the frequency of arrests for the various charges committed by individuals arrested within the year following their release. The total number of charges may exceed the number of individuals who were arrested if one or more individuals were arrested for multiple offenses.

Arrest Type	Frequency	Frequency
Common Assault	1	0
Domestic Battery	5	1
Driving while Intoxicated	6	0
Driving while Suspended	1	0
Fraud	1	0
Loitering at Night	1	0
Non-Support of Dependant	1	0
Possession of Narcotics	5	0
Possession of Paraph.	4	0
Public Intoxication	4	1
Resist Arrest	1	0
Robbery	1	0
Shoplifting	1	0
Trafficking in Narcotics	2	0

Part B. Summary of the Four-Year ReEntry Study

The following material was taken from the Executive Summary portion of the *Cost Effectiveness of Controlled ReEntry: Inmates Returning to Allen County, Indiana Four-Year Study 2001-2005*. This study was funded by the Indiana Criminal Justice Institute and builds upon the previous study that evaluated the impact of the first two years of the Allen County, Indiana ReEntry Court Program that was released on September 9, 2004.

Executive Summary

The goal of both of the two-year ReEntry Court projects was to demonstrate a cost effective approach to significantly lowering the rates of recidivism among returning offenders through gradually decreasing their levels of supervision and enhancing the delivery of services while maintaining public safety. Bureau of Justice Statistics indicated that the average three-year re-offense rate exceeded 67% and 52% of returning offenders were back in prison. The National Crime Victimization survey found that the United States cost more than \$17 billion in direct costs because of crimes committed in 1982. In 1999 David Anderson published data indicating that the total cost of crime in the United States exceeded more than \$1 trillion per year. Therefore, aggressive programs to reduce recidivism and reduce victimization costs are a significant priority for policy makers within the United States.

This report reviews two consecutive two-year Allen County ReEntry Court projects. The Phase I ReEntry Court project was conducted from July 1, 2001 through June 30, 2003 and focused on inmates released to the southeast quadrant of the city of Fort Wayne and who had parole supervision after serving their prison sentence. The Phase II ReEntry Court project was conducted from July 1, 2003 to June 30, 2005. The Phase II project focused on all inmates released to the entire county who had either parole or probation supervision after serving their prison sentence.

Both of the two-year projects supervised returning offenders for twelve months, with the first three to six months of their release under electronic monitoring while also providing direct access to assistance with issues facing returning offenders such as housing and job training. Returning offenders were also assigned to treatment programs based on needs assessment conducted during their first two weeks on either program. During the Phase I project, the offender's reintegration plan was developed by the mental-health team with input from other staff. During the Phase II project, after a forensic assessment was completed (with recommendations) by a mental health professional, the offender's reintegration plan was jointly developed by the case manager and the offender to increase offender participation in the planning and implementation of their return to the community.

The current report reviews data from two ReEntry experimental conditions (Phase I and Phase II). The comparison conditions were Community Transition (a short term early release program followed by probation) and Community Transition with parole. A detailed explanation of the differences between the two experimental groups and the two comparison groups is contained in table 1 in a later section of this report.

The twelve month arrest rate for those subjects in the Phase II ReEntry group was significantly lower than the arrest rate for those in the Phase I ReEntry group ($p < .01$), the Community Transition with parole group ($p < .001$), and the Community Transition with probation group ($p < .001$). The arrest rate for those subjects in the Phase I ReEntry group was significantly lower than the arrest rate for those in the Community Transition with parole group ($p < .02$). However, there was not a significant difference between the Phase I ReEntry group and the Community Transition with probation group ($p < .4$).

A primary goal of the multiyear project was to examine the cost effectiveness or cost benefit for any observed reductions in re-offense rates. The Phase I ReEntry group resulted in a total cost savings for crimes prevented of \$2,505,794. The Phase I ReEntry group had 209 offenders. Therefore, the savings per offender was \$11,989. The Phase II ReEntry group resulted in the total cost savings for crimes prevented of \$3,086,511. The Phase II ReEntry group had 221 offenders with complete data. Therefore, the savings per offender was \$13,966 in the Phase II ReEntry group.

The results from both of the 2-year ReEntry Court projects are very encouraging due to the significant impact on recidivism and subsequent increase in cost savings. The results from the Phase II project demonstrated a significant improvement over the Phase I project's results. The Phase II project had a more theoretically driven comprehensive intervention strategy. Furthermore, the Phase II ReEntry project implemented a comprehensive case management approach including motivational interviewing and cognitive behavioral theory driven intervention skills training. Based on these results, the Phase II ReEntry group project strongly supported further research on motivational case management and utilization of the cognitive behavioral theoretical model for comprehensive interventions to reduce recidivism rates of returning offenders.

The four year effort identified several shortfalls in the area of services available to returning offenders. Across all four years, lack of suitable housing was a frequent concern for the returning offenders. Although significant efforts were applied to develop more housing options, housing continued to remain a significant issue at the end of the most recent project. Initially, integration with local community mental health services was lacking. However, by the end of the Phase I project and throughout the Phase II project, a mental health liaison member was integrated with the ReEntry team to address the mental health needs of the returning offenders.

Overall, both of the 2-year ReEntry projects were very successful multi-agency collaborative efforts. The Phase I project was seen as a pilot project of sorts: not theoretically driven and resulting in many lessons learned. The Phase II project included a refinement of methodology, a comprehensive theoretical approach, and more inclusion of the returning offender in their reintegration plan. The Phase II project demonstrated significant improvements in recidivism rates and cost benefit per offender.

Section 6:

Budget Summary

DEPARTMENT OF CORRECTION
COMMUNITY CORRECTION GRANT PROGRAM
SECTION D
TOTAL BUDGET SUMMARY

Program: Allen County Community Corrections

	A State <u>Funds</u>	B User <u>Fees</u>	C Matching <u>Funds</u>	D <u>Total</u>
I. <u>100 Series</u>				
Salary & Wages	<u>1,255,115</u>	<u>1,324,707</u>	<u>0</u>	<u>2,579,822</u>
Fringe Benefits	<u>312,668</u>	<u>339,919</u>	<u>0</u>	<u>652,587</u>
II. <u>200 Series</u>				
Supplies	<u>76,685</u>	<u>19,500</u>	<u>0</u>	<u>96,185</u>
III. <u>300 Series</u>				
Building Rental	<u>0</u>	<u>50,000</u>	<u>0</u>	<u>50,000</u>
Professional Contracts	<u>22,150</u>	<u>0</u>	<u>0</u>	<u>22,150</u>
Travel	<u>13,701</u>	<u>1500</u>	<u>0</u>	<u>15,201</u>
Other Services	<u>57,285</u>	<u>40,027</u>	<u>0</u>	<u>97,312</u>
IV. <u>400 Series</u>				
Equipment	<u>68,000</u>	<u>53,000</u>	<u>0</u>	<u>121,000</u>
V. <u>Total Proposed Budget</u>	<u>1,805,604</u>	<u>1,828,653</u>	<u>0</u>	<u>3,634,257</u>

DEPARTMENT OF CORRECTION

VI. COMMUNITY CORRECTIONS GRANT BUDGET SUMMARIZED
BY PROGRAM COMPONENT

<u>Component</u>	<u>A</u> State <u>Funds</u>	<u>B</u> User <u>Fees</u>	<u>C</u> Matching <u>Funds</u>	<u>D</u> <u>Total</u>
<u>Administrative</u>	413,248			413,248
<u>Day Reporting Ctr.</u>	677,240	1,828,653		2,505,893
<u>Community Transition Program</u>	568,582			568,582
<u>Prevention</u>	19,178			19,178
<u>Forensic Diversion</u>	127,356			127,356
TOTAL REQUEST:	1,805,604	1,828,653	0	3,634,257

VII. ESTIMATED CASH POSITION
PROJECT INCOME/USER FEE FUND

A.	Account Balance as of December 31, 2004	-92,109
B.	Projected receipts between January 1, 2005 and June 30, 2005	950,000
C.	Projected funds to be raised during fiscal year of application	1,850,000
D.	TOTAL FUNDS	807,891
E.	Projected expenditures from January 1 to June 30	870,000
F.	Projected expenditures during fiscal year of application	1,828,653
G.	TOTAL PROJECTED EXPENDITURES	2,698,653
H.	PROJECTED NET FUND BALANCE	9,238

As mentioned in the comments by the Executive Director in the early portion of this report, a major goal of the Financial Division of Allen County Community Corrections in the coming fiscal year is to continue to refine and formalize the process by which financial assistance is granted to those individuals who are in the most need, while at the same time being able to provide the funding necessary to sustain the operations of the agency.

Section 7: Future Directions

Quality Assurance

The administrative staff at Allen County Community Corrections became aware of a document that was developed as part of a multi-year cooperative agreement between the National Institute of Corrections (NIC) and the Crime and Justice Institute (CJI) for an initiative entitled Implementing Effective Correctional Management in the Community. According to the introduction section of that manual,

The purpose of this initiative is to assist state systems in applying an integrated approach to the implementation of evidence-based principles in community corrections. The project model, designed by a National Project Team of researchers, consultants, and practitioners, maintains an equal and integrated focus on three domains: evidence-based principles, organizational development, and collaboration. The project vision is to build learning organizations that reduce recidivism through systemic integration of evidence-based principles in collaboration with community and justice partners.

The Integrated Model incorporates eight evidence-based principles that, when implemented with fidelity, have been shown to reduce offender recidivism. One of the greatest challenges in implementing evidenced-based practices is ensuring program fidelity. Ensuring that the assessments and other tools are reliable and valid and that programs are accurately replicated requires the same level of planning and staff commitment as program implementation. All too often agencies put systems and programs in place that have proven efficacy but because of implementation flaws, these same systems and programs fail to deliver projected results. This can result in the “baby being thrown out with the bathwater.” Agency staff becomes disheartened because they have changed their systems and programs but see little difference in outcomes.

Quality assurance programs are designed to support implementation efforts and to ensure accurate replication and implementation. This manual provides a simple and straightforward approach to implementing a quality assurance plan. An overview of the principles and components of a quality assurance plan is provided below. Because each jurisdiction has different goals and capacities, this is not a rigid, step-by-step formula for quality assurance. Rather, it presents the basic components of a quality assurance plan and provides options for developing and implementing the plan. Each jurisdiction can tailor its quality assurance plan to meet its own unique needs.

A comprehensive quality assurance plan is an invaluable tool in implementing evidence-based practice. The plan provides a clear blueprint of the organization’s goals and how they will be achieved. Quality assurance should be incorporated into the implementation of evidence-based practice from the outset, with the goal of creating a “culture of quality” in the organization.

During the next fiscal year, a major goal of Allen County Community Corrections is to develop and implement a quality assurance plan throughout the agency that follows the principles outlined in the Quality Assurance Manual referenced above. Material from that manual copied below describes the basic principles and components of this plan as:

Principles of a Quality Assurance Plan:

All key stakeholders must be committed to ongoing quality assurance, with the goal of creating a “culture of quality.”

The process of quality assurance requires a great deal of collaborative effort to succeed. Staff at all levels of the organization must be committed to the process of measuring and maintaining quality on an ongoing basis.

Specific measurable outcomes and their indicators must be precisely defined.

To accurately measure progress, everyone must be on the same page about what quality means and how it will be measured. To compare data over periods of time, definitions must remain consistent. Therefore, it is important that precise, constant, and useful measures are carefully defined at the outset.

Appropriate information management systems must be in place.

Staff members who are expected to report data need the means to do so quickly and easily. This includes an efficient system for maintaining records on individual offenders, as well as an efficient reporting system. In order for the data collected to be useful, qualified staff and appropriate technology must be in place to compile and analyze data, and present it in a concise, comprehensible format to stakeholders and decision-makers.

Data should be incorporated into ongoing practice.

Quality can only be improved if procedures are in place to incorporate quality assurance data into quality improvement practice. Once data is collected and analyzed, timely decisions must be made about how this data will impact policies, procedures, and expectations at all organizational levels.

Components of a Quality Assurance Plan:

Convene a program steering committee.

Many individuals and programs are impacted by the decision to implement and monitor evidence-based practices in community corrections. Each affected individual will have different needs, concerns, and ideas related to implementation and monitoring of processes. To be sure those diverse viewpoints are represented and diverse ideas are brought to the table, the quality assurance process should be overseen by a committee rather than an individual. It will not be possible to involve every stakeholder in the decision making process. However, steering committee members should be carefully chosen for their ability to represent the viewpoints of various constituents, and to exercise leadership in implementing various phases of the project. In addition, a project lead should be chosen to manage the quality assurance efforts. The quality assurance process is a substantial project in and of itself, and an experienced manager and leader is required to see it through.

Develop a program logic model.

A logic model is a schematic diagram that outlines what resources are being put into a program, what is expected to happen in a program, and what outcomes are expected in the program. Creating a logic model compels decision makers to clearly define the steps of the program, and also to answer the questions of why the program should work (i.e. why would a job training program likely lead to more jobs for offenders?) and how the outcomes would be measured (i.e. how will we know if more offenders are employed?). Once completed, a logic model provides a quick reference of “the big picture” for all stakeholders, a guideline for program implementation, evaluation and a benchmark for program success. Logic models are discussed in more detail in the Program Evaluation section of this manual.

Determine the program’s outcomes, and the indicators of outcome achievement.

Stakeholders cannot know if they’ve achieved quality without a definition of what quality is. It is important to define the goals of the program (outcomes), and then to define how those goals will be measured (outcome indicators). For example, is a successful outcome for offenders with substance abuse problems staying clean, not recidivating, or both? If the chosen outcome is recidivism, then will that be measured only during probation, or for a period of time after probation? Will recidivism include new arrests, or only new charges? These definition decisions must be made before any data can be collected.

Develop an action plan for measuring key indicators.

Implementing a data system for measuring indicators is a complex, multi-step task that will only be successful with careful planning and accountability for implementation. Once indicators have been chosen, an action plan should be created to measure each indicator. The action plan should include steps for creating, implementing, and maintaining the data collection system, including who is in charge of each step and a timeline for completion.

Educate stakeholders on the program’s desired outcomes, and the processes that will be used to achieve those outcomes.

Organizational change can be a time of confusion and stress as well as pride and excitement, and the atmosphere in the organization is heavily dependent on how the process is managed. Everyone who will be participating in the process must be kept informed on the changing organizational process and goals, and what their roles are. These stakeholders must be given the opportunity to learn the new information, ask questions, and express their opinions if they are ultimately expected to commit to the process.

Develop a procedure for peer review of staff performance and progress towards outcomes.

Peer review provides a supportive environment to assess the progress of individual officers and departments, and to provide feedback and coaching to promote quality improvement. For the process to work effectively and efficiently, procedures must be in place for the selection and training of peer reviewers, and for regular review and feedback for officers.

Develop a procedure for assessing customer satisfaction.

Interventions intended to reduce recidivism are only useful if the offenders involved benefit from the supervision and treatment that is provided. For example, if an offender did not find a substance abuse group relevant to his or her addiction issues, then it is unlikely that he or she will incorporate any information or skills from the group into his or her lifestyle. (This is true whether the lack of interest is a result of the program content or the offender's lack of motivation. Either way, there is something that is preventing the offender from benefiting from the program.) Therefore, it is important to survey offenders to determine their satisfaction with probation services and the extent to which they benefited. This survey data offers one measure of the effectiveness of service provision.

Conduct ongoing program evaluation.

Program evaluation encompasses the measurement of outcome indicators, discussed above, as well as process measures, which measure program implementation. The two types of data taken together determine whether a program is meeting its goals, and which components of the program are operating effectually or ineffectually in pursuit of that goal. Both types of measures are important in the implementation of existing evidence-based practice or the creation of new evidence-based practice.

Conduct ongoing appraisals of staff performance.

The performance of individual staff has a significant effect on the quality of services that are being provided. Ongoing staff appraisal keeps both staff and supervisors informed on the level of an employee's performance, areas of strength and weakness, and ongoing training needs. When appraisal is ongoing, supervisors have the ability to provide regular feedback and coaching to the benefit of the employee and the department.

Incorporate quality assurance data into practice.

A key role of the steering committee or a designee must be to determine how the data will be used. For example, if data indicates that less than half of offenders who should be referred to substance abuse treatment are receiving treatment, does that mean that officers need more training on determining treatment needs, or policies on referral follow-up need to be revised, or that more partnerships with treatment providers need to be developed? Decisions must be made about how to determine what the root cause of the issue is, and what steps will be taken to remedy it.