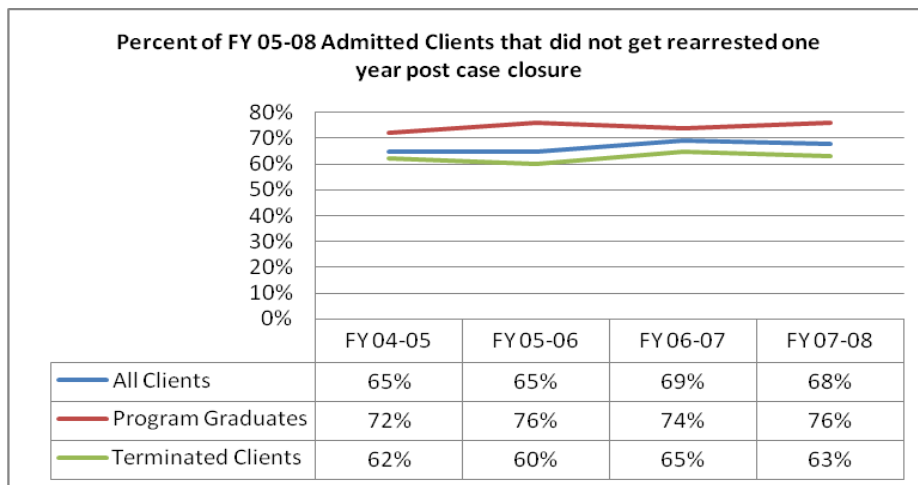
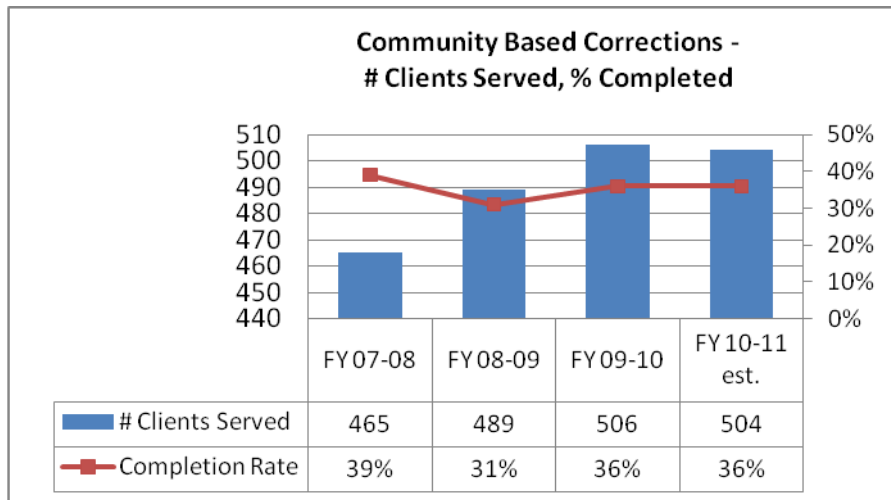


Criminal Justice Resource Center

Community Based Corrections

2010-11 PERFORMANCE MEASURE

Performance Measure: 75% of program graduates will have no arrests in the year following case closure.



The Story behind the last two years of performance

Community Based Corrections is CJRC's largest division, serving a total of 506 clients in FY 10, a 6% increase from FY 09. In FY 11, we expect to serve about the same # of clients as in FY 10.

The total number of new admissions for FY 10 was 253, a 26% decrease from the previous year. This was in part due to staff shortage and a subsequent reduction in the number of available intake slots per month. In FY 11, estimated admissions will rebound, with a 13% increase over FY 10.

The percent of clients completing the program successfully increased slightly in FY 10 to 36%, compared to 31% during the previous year. For the first 7 months in FY 11, the completion rate remains at 36%. The average completion rate for the last 5 years is 35%.

Our most recent recidivism report followed clients admitted during FY 08. Sixty-eight percent of program participants were not rearrested 1 year post closure. For those completing the program ("program graduates"), 76% did not obtain new charges in

the year after completion. Sixty-three percent who did not complete the program and were terminated were rearrested. Compared to prior cohort years, the rearrest rate for graduates and terminated clients has remained stable.

Of the 32% of clients that were rearrested, 52% were charged with a felony and 87% charged with a misdemeanor. Half of those charged were found guilty. Of those rearrested, they averaged 2.4 charges each.

Half of those charged were arrested within 175 days after case closure.

Clients who completed the program slightly exceeded the CJRC goal that 75% of program graduates will have no arrests in the year after case closure. Terminated clients had a significantly higher recidivism rate with 37% being arrested within 12 months. Completion rates for the last 4 years have ranged from 31% - 36%. CJRC will continue its efforts to increase the complete rate since program graduates are much less likely to have subsequent involvement with the criminal justice system.

The highest service needs of clients were housing assistance, substance abuse treatment, and employment services.

Housing assistance:

The CJRC Transitional House was remodeled in 2009 and is currently operated under a contract with JACH Inc, a local housing provider. In FY 10, the house maintained a 76% occupancy rate and served 41 residents with stays varying from 1 to 192 days. During the first seven months of FY 11 (thru January 31), the house has maintained a 70% occupancy rate and has served 26 participants. The Transitional House is a great benefit for our agency and for our clients, especially those returning to the community from incarceration.

Substance Abuse Treatment:

352 clients were admitted to Substance Abuse treatment in FY 10. 39% successfully completed the program; this is consistent with previous years. From July 1 through Jan 2011, 37% of clients successfully completed SA Treatment.

In January 2011, the substance abuse treatment program expanded to include new programming and specialty groups/classes. The program now has 4 service levels: Regular Outpatient Treatment (ROT), Intensive Outpatient Treatment (IOT), Comprehensive Outpatient Program Enhancement (COPE), and the Aftercare Program (AP). Each service level is designed to address the individual's needs based on their diagnosis.

The ROT and IOP programming changed to include more flexibility in hours and more options for completion. The COPE program is the newest service level. It is a higher level of treatment for individuals who meet the criteria for substance dependency diagnosis, have chronic relapse and unsuccessful prior treatment experiences. It is a 2 month program in which individuals attend 4hrs of group 5 days per week. It is only offered during the day. Clients are monitored more frequently and receive more individual counseling. NA/AA attendance is required.

Also continuing is the Family program which is offered to clients who request assistance in reunification with family members by offering education and group counseling for the individual and the family. This year, based on requests from graduates of the Family Program, the "Boys to Men" group was formed. This group focused on father-son relationships and developing effective communication skills.

Employment Services:

The 3 Easy Steps (3ES) employment program served 64 people in FY 10 and 79 clients in the first 7 months of FY 11. Additionally, CJRC has provided employment services to 59 non-CJRC clients.

- In FY 10, 50% of participants were placed in employment. The average wage per hour was \$8.97.
 - ✓ Fifty-nine percent (28) of Day Reporting Center and Reentry (DRC/RE) graduates obtained or maintained employment while in the program. (19% were disabled or in the process of applying for disability)
 - ✓ Sixty-seven percent (44) of Second Chance graduates obtained or maintained employment while in the program (3% were disabled or in the process of applying for disability)

- In FY 11, 19 clients have been placed in employment. The average wage per hour is \$8.39
 - ✓ Sixty-four percent of DRC/RE graduates obtained or maintained employment while in the program. (19% were disabled or in the process of applying for disability)
 - ✓ Sixty-three percent of Second Chance graduates obtained or maintained employment while in the program (3% were disabled or in the process of applying for disability)

CJRC has made several changes to the 3ES Program in the last year. The first and most ambitious was to add a Cognitive Behavior Intervention Curriculum, "Thinking for a Change" (T4AC) to the subject matters taught. This would not have been possible without the additional Employment Development Specialist hired in October of 2010, as the curriculum requires two trained facilitators and includes 22 lessons. We expect to find a strong correlation between T4AC completion and employment maintenance.

The expansion to include non-CJRC clients in our 3ES Program has been a positive experience that we intend to continue. We have found that the "volunteers", who are more motivated to attend programming than our mandated offenders, have a positive effect on those around them.

Strategies to improve program performance

Recent research indicates that "Criminal or Anti-Social Thinking" is among the top four criminogenic risk factors that predict recidivism. Our Cognitive Behavior Intervention curriculum "Thinking for a Change" identifies criminal or anti-social thinking patterns and teaches participants to use new thinking that reduce their risks of criminal activity. By offering this class in the Employment Program we are able to begin a new class every month which will reduce waiting time for offenders to begin the class.

The other main criminogenic risk factors that predict recidivism are "Anti-Social Peers", "Anti-Social Personality and Temperament", and "Anti-Social/Criminal Family Associations". CJRC utilizes motivational interviewing to address "Anti-Social Personality and Temperament"; the Family Program, Faith Teams and Mentors to combat "Antisocial Peers and Family Associations".

In addition to identifying and addressing criminogenic risk factors, CJRC will be working closely with the Division of Community Corrections and their new risk leveling system to assure offenders are placed in appropriate programs and services. CJRC will evaluate program reporting requirements and base new requirements on the Risk Principle which states that higher-risk offenders should receive more intensive services and supervision than lower-risk offenders. Risk level and criminogenic needs will be identified early in treatment and remain part of the client centered plan.

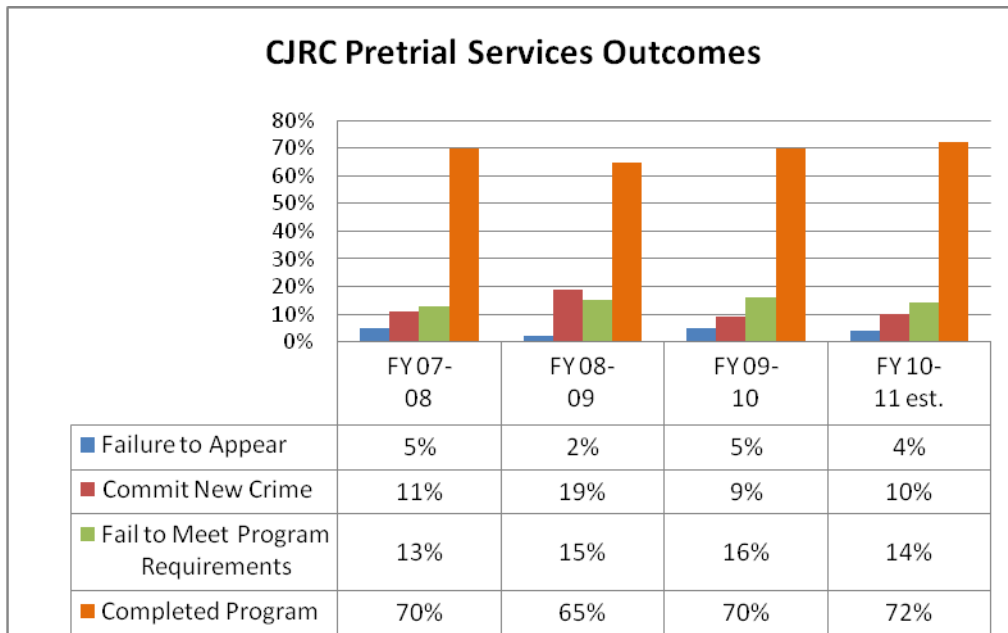
While Employment Services are available to all CJRC program participants (Second Chance, Day Reporting Center, Reentry and Pretrial) only Day Reporting Center and Reentry participants are required to attend. Second Chance case managers strongly encourage their clients to participate but do not require it unless instructed to do so by Probation, TASC or the Courts. We have had several conversations with probation officers and TASC staff encouraging them to include this in client requirements which is reflected in the increase of Second Chance clients served this year.

We find that many clients become more suitable for employment while attending our services but may not obtain employment for various reasons. We are developing a tool to measure "employability" that we will administer at various times in the program. We believe that some clients are benefiting a great deal from our services but due to other issues that are simultaneously being addressed they may not be ready for employment. Although they may not gain employment while they are with us, we are providing them with skills that they can continue to draw from when obtaining and maintaining employment at a later time.

Pretrial Program

2010-11 PERFORMANCE MEASURE

Performance Measure: 85 % of Pretrial Defendants will complete the program and appear on designated court date and not commit another offense.



Story Behind the Last Two Years of Performance

- Durham County implemented Pretrial Services in FY 2006. Pretrial Services strive to provide complete and accurate information to judges to assist in the release or detention decision for inmates. Pretrial Services also actively supervises pretrial defendants while ensuring that agency-mandated conditions and court-ordered requirements are satisfied.
- The number of defendants who have participated in Pretrial Release and Supervision from FY 2008 – 2010 has increased from 200 to 332 a year. From Jul- Dec 2010, CJRC served 212 clients.
- The percent of defendants who have successfully complete Pretrial Release and Supervision has risen from FY 2008 – 2010 from 58% to 70%. For Jul- Dec 2010, the completion rate is 72%.
- Of those released to pretrial supervision July 1, 2010 to December 31, 2010, only 4% failed to appear for a scheduled court hearing and 10 percent were charged with new offenses. Those outcomes compare favorably with national averages of 22-26% failure to appear and 15-17% re-arrest rates.
- The non-compliance rate from period July 1, 2010 and December 31, 2010 was 14 %, compared to 16% in FY 10. Pretrial staff immediately reports violations of pretrial conditions to include curfew and house arrest violations, missed office visits, failed call check-ins, as well as failure to comply with court ordered treatment or school participation.
- Pretrial Services saved Durham County 11,812 jail bed days at a potential cost savings of \$1,142,456 from July 1, 2010 and December 31, 2010. In FY 11, we can expect to match fiscal years 2009 and 2010 total cost savings of over 2 million dollars each year.
- The slightly lower number of total jail bed saved, while serving more individuals, may indicate an overall shorter length on pretrial release prior to case resolution.
- Several defendants with serious medical and mental health conditions were released to pretrial supervision. These special populations often needed expensive medical treatment and psychotropic medications; releasing them from jail represented a significant cost savings to the County.

Strategies to improve program performance

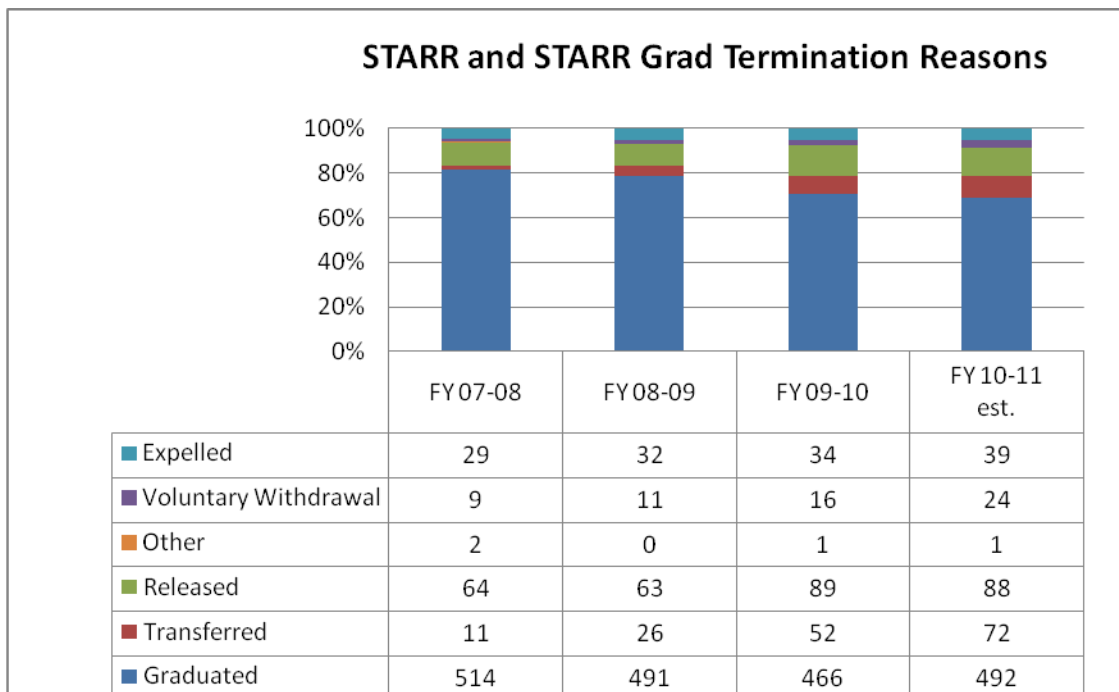
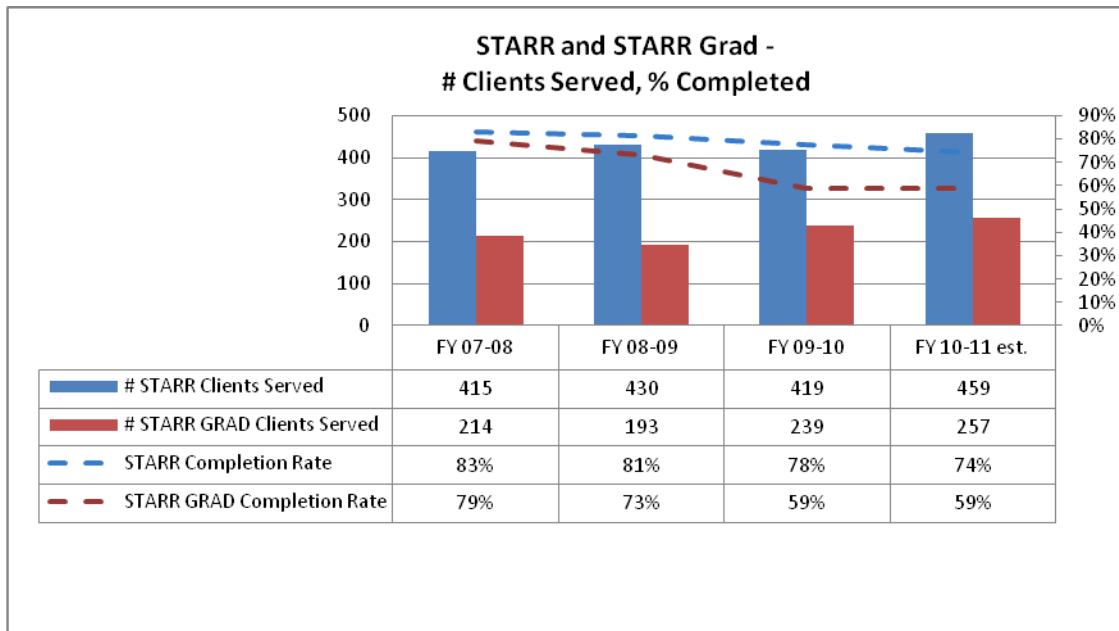
- A Dec 2009 Pretrial Institute Technical Assistance report to Durham County Sheriff’s Office about “Reducing Inappropriate Use of Detention Resources” recommended implementation of a Risk Assessment instrument to be administered prior to a defendant’s first appearance hearing. This instrument will provide some prediction of a defendant’s release compliance and will have a direct impact on ensuring only individuals who need to remain jail are incarcerated. It is also intended to assure objectivity when making release decisions.
- Research and testing of a risk assessment instrument will be complete in Sep 2011. CJRC hopes to fully implement the tool in FY 2011.

- Per the Pretrial Justice Institute’s Dec 2009 report, CJRC is also working with criminal justice stakeholders to identify additional release criteria and consider expanding the program capacity.

STARR Program

2010-11 PERFORMANCE MEASURE

Performance Measure: 70% of STARR participants will complete the program.



Story Behind the Last Two Years Performance

- **Programs:**

STARR has averaged 421 admissions and a completion rate of 81% per year from FY 2008 - 2010. In FY 11, we estimate the number of admissions and completion rate will equal or exceed the three year average.

The capacity for the STARR program is 40 participants per month. Inmates who are court ordered receive priority so the trend is to court order. In 2001, 51% of the inmates enrolled in STARR were court ordered; that percentage increased to 77% in FY 10.

GRAD has averaged the past 3 years 215 admissions per year and is running at capacity. The completion rate averaged 70% per year over the past 3 years. The completion rates have decreased because although we are serving more to provide additional treatment days, there are many who are released from jail before graduation.

- **Staff**

Credentials and Training: All STARR counseling staff meets North Carolina Substance Abuse Professional Practice Board licensing requirements to practice in the state. STARR has one Licensed Professional Counselor (LPC), 3 Certified Substance Abuse Counselors (CSAC) and one Certified Criminal Justice Addiction Professional (CCJP) who is also involved in the certification process for CSAC.

Staff will continue to take advantage of training on evidence based and best practice treatment approaches. The programs utilize the Twelve Step Facilitation Model and Motivational Interviewing approaches to counseling.

Staff regularly attends the free trainings and Teaching Case Conferences offered by The Durham Center. This allows them to achieve the training hours for their credentials at little to no cost to the County.

Case Management: STARR added a Case Manager in FY 10 to facilitate referrals for treatment, housing, and vocational training upon release from jail. The Case Manager also provides vocational educational instruction to improve participant's employability skills.

Substance Abuse Counselor: To accommodate the increase in admission needs and court orders to the GRAD Program, in FY 2010, an existing substance abuse counselor position was reassigned to provide educational classes and process groups. The program can now accommodate a maximum of 25 participants a month.

Strategies to Improve Program Performance

- Best practices indicate that the content of our educational materials needs to be geared to the hard-core urban addict with special emphasis on inner-city and gang issues. Our demographic information indicates that a majority of participants did not complete high school. We will continue to develop and purchase appropriate educational materials.
- Continue to work with Durham County IT staff to utilize a unified client information management system CIMS (Client Information Management System) to improve efficiency and accuracy of data entry, and tracking recidivism. The database would enhance security of data, provide for future growth, efficiency and data integrity.