



Ottawa County Inmate Case Management & Treatment (ICMT)

Interim Administrative Evaluation
October 2009



2009 County Board of Commissioners

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I. INTRODUCTION

In May 2008, an Inmate Case Management and Treatment (ICMT) Program was implemented in the County jail. The Program is designed to provide treatment and case management services to inmates who exhibit signs of mental illness, but are not eligible to receive Community Mental Health (CMH) services. The primary goals of the ICMT Program are to improve the safety of inmates, reduce the cost of jail operations, and rehabilitate offenders through the creation of treatment plans.

The ICMT Program is administered by Pathways, Michigan, which has offices in Holland, Grand Haven, and Allegan. The Case manager provides services to inmates 20 hours per week. The Program operates under the purview of the Probation and Community Corrections Department, with direct program oversight provided by the Jail Administrator.

The purpose of this Interim Evaluation Report is to verify whether the ICMT Program is administered efficiently. This is the first step in the overall evaluation process of the Program. If it is determined that the program is administered efficiently, the second step will be to complete an outcome-based evaluation that will assess participant recidivism rates to determine whether beneficial, cost-effective outcomes are being achieved.

II. EVALUATION

Prior to the implementation of the ICMT Program, an evaluation plan was developed by the Planning and Performance Improvement Department in conjunction with program administrators. This plan included a Strategic Outline (**Attachment A**) that identified the output and outcome-based measures that will be used to evaluate program effectiveness, as well as baseline and target measures of success. A Program Flow Analysis (**Attachment B**) and data collection instruments (**Attachments C**) were also developed for use in the evaluation process.

This Interim Evaluation measures the extent to which the program is achieving the targeted administrative measures as defined in the Strategic Outline. The administrative functions that were measured involved the ICMT Case Manager's ability to maintain high program enrollment levels, adhere to the program's target population criteria, and administer the primary components of the program. Also included in this evaluation is an overview of program completion rates, treatment plan completion rates, jail diversions, and program cost.

The results of this evaluation are as follows:

A) *Enrollment and Operating Capacity*

One of the output-based performance measures established for the ICMT Program was an annual enrollment target of 325 non CMH-eligible inmates, or 27 inmates per month¹. This target was established from information provided by CMH which showed that 325 inmates exhibited signs of mental illness but were not eligible for CMH services between March, 2007 and February, 2008.

Normally, a twelve month period is used to calculate enrollment rates. However, management issues precluded accurate data from being captured for this needed timeframe. Although a new Case Manager was hired to correct this situation in November, 2008, it was still necessary to extrapolate data from a shorter span of time (i.e. November, 2008 and June, 2009) to obtain accurate enrollment data.

During that time period 89 participants enrolled in the ICMT Program (**Table 1, Page 2**). Utilizing these eight months of data, it was estimated that 134 jail inmates will likely receive ICMT services annually, or approximately eleven inmates per month. This enrollment level is 58.8% lower than the annual target of 325 inmates.

¹ Since the ICMT Case Manager position is part-time (i.e. 20 hours per week) this equates to approximately two inmates per day.

Table 1

Enrollment Rates			
Month	Participants Enrolled (Target)	Participants Enrolled (Actual)	Percent Difference (Target to Actual)
November, 2008	27	7	-74.1%
December, 2008	27	12	-55.6%
January, 2009	27	9	-66.7%
February, 2009	27	7	-74.1%
March, 2009	27	11	-59.3%
April, 2009	27	16	-40.7%
May, 2009	27	10	-63.0%
June, 2009	27	17	-37.0%
Total Enrolled (8 months)	216	89	-58.8%
Total Enrolled (Annually ¹)	325	134	-58.8%

Source: Probation and Community Corrections Department

1. Extrapolation based on the actual number of participants enrolled from November, 2008 through June, 2009.

Of the 89 participants who were enrolled in the Program, 39.3% (35) were referred to the ICMT Program by CMH staff, 27.0% (24) requested services (i.e. self-referral), and 21.3% (19) were referred by jail staff (**Attachment D**). The remaining participants (12.4% of total) were referred by probation/parole officers, counselors/therapists, or family members.

B) Target Population

The target population of the ICMT Program is inmates who are not eligible to receive CMH services but exhibit signs of mental illness. Program participants are required to be inmates who reside in Ottawa County. This residency requirement ensures that inmates, once released from jail, can benefit from local treatment services that are recommended by the ICMT Case Manager.

An assessment of participant data revealed that 11.1% (9) of the 89 ICMT participants were ineligible to receive ICMT services because they were eligible for CMH services (**Table 2**). As a result, they should not have been enrolled in the Program.

An analysis of participant residency was also conducted. Of the 89 participants included in this Evaluation, 22.5% (20) were not residents of Ottawa County. A summary of participant demographic characteristics is provided in the Appendix (**Attachment E**).

Table 2

Target Population Criteria		
Performance Measure	Target Percent	Actual Percent¹
Percent of Participants Not Eligible for CMH services	100%	89.9%
Percent of Participants Who Are Ottawa County Residents ²	100%	75.3% ³

Source: Probation and Community Corrections Department

1. Based 89 ICMT participants who were enrolled in the program from November, 2008 through June, 2009.
2. Participants who reside in the portion of the City of Holland located in Allegan County were categorized as Ottawa County residents
3. Two (2.2%) of the 89 participants were homeless.

C) Administrative Components

The primary administrative components of this program include the creation of treatment plans for participants and recommending alternatives to incarceration (i.e. jail diversions) for eligible inmates. It also encompasses data collection and time management.

Initially, the ICMT Case Manager was expected to complete a COMPAS Assessment¹ for all participants, as well as a substance abuse assessment for all inmates charged with a third Operating While Intoxicated Offense (OWI III). Shortly after the implementation of the Program, however, the Steering Committee² agreed to eliminate the completion of assessments from the Case Manager’s ICMT duties³ so additional time could be dedicated to treatment plans and jail diversions.

An analysis of the four administrative performance measures is as follows:

1. Treatment Plans

Treatment plans are created for all ICMT inmates in order to assist with community re-entry when they leave jail. Each treatment plan identifies the inmate’s problem, the actions that were taken by the ICMT Case Manger, and the recommendations that were provided to the inmate. Upon release from jail, an inmate is provided a “Re-Entry” envelope that contains the treatment plan, as well as any community resources that were recommended to the inmate. Treatment plans are also provided to an inmate’s probation/parole officer, where applicable.

Of the 87⁴ ICMT participants included in this analysis, 81.6% (71) had a treatment plan developed (**Table 3**). The target was 100%.

Table 3

Treatment Plans		
Performance Measure	Target Percent	Actual Percent ¹
Percent of inmates assessed by ICMT Case Manager who had a treatment plan developed	100%	81.6%

Source: Probation and Community Corrections Department

1. Based on 87 ICMT participants who were enrolled in the program from November, 2008 through June, 2009. Data were not available for 2 participants who were still receiving program services when these data were analyzed.

2. Alternatives to Incarceration (i.e. Jail Diversion)

Another objective of the ICMT Program was to increase the number of inmates being diverted from jail. The intent of diversion is two-fold: it reduces cost and eligible offenders who are diverted will receive treatment services which exceed the level of services that can be provided in the jail.

Since November, 2008, one (1.1%) of the 89 participants was recommended for an alternative to incarceration by the ICMT Case Manager (**Table 4, Page 4**). The targeted percent of inmates to be recommended for jail diversion was $\geq 2\%$.

¹ A COMPAS (Correctional Offender Management Profiling for Alternative Sanctions) Assessment is used to develop discharge plans.

² Comprised of representatives from the Probation and Community Corrections Department and Sheriff’s Office

³ OWI III Assessments are still completed by the Case Manager; however, the time spent to complete these assessments is above and beyond the 20 hours that the Case Manager dedicates to administering the ICMT Program. These hours are paid with other state grant funding.

⁴ Data were not available for 2 of the 89 participants who were still receiving program services when these data were analyzed

Table 4

Recommend Alternatives to Incarceration		
Performance Measure	Target Percent	Actual Percent¹
Percent of inmates recommended for an alternative to incarceration by ICMT Case Manager	≥ 2%	1.1%

Source: Probation and Community Corrections Department

1. Based on 87 ICMT participants who were enrolled in the program from November, 2008 through June, 2009. Data were not available for 2 participants who were still receiving program services when these data were analyzed.

3. Data Collection

A data collection form was developed prior to the implementation of the ICMT Program to capture participant information relevant to the evaluation process. The form is also used by the Probation and Community Corrections Department to collect data for State reporting requirements related to jail inmates. It was the responsibility of the Case Manager to complete a data collection form for each participant.

Of the 87 ICMT participants, a complete data collection form was submitted by the Case Manager for 92.0% (80) of the participants (**Table 5**). Incomplete forms were received for 8% (7) of participants. In some instances, multiple forms were submitted for the same participant.

Table 5

Data Collection		
Performance Measure	Target Percent	Actual Percent¹
Percent of inmates assessed by ICMT Case Manager who have a data collection form 100% completed	100%	92.0%

Source: Probation and Community Corrections Department

1. Based on 87 ICMT participants who were enrolled in the program from November, 2008 through June, 2009. Data were not available for 2 participants who were still receiving program services when these data were analyzed. Additionally, data collection forms were incomplete for 7 participants.

4. Time Management

In order to verify that the ICMT Case Manager dedicated 100% of her time to administering the primary components of the program, a time tracking form was developed. This form was designed to identify the specific tasks that were completed on a daily basis and the amount of time that was spent to complete those tasks.

A review of the time data revealed that 99.6% of the Case Manager’s time was dedicated to completing the primary components of the program (**Table 6, Page 5**). However, there is a discrepancy since 40.1% of her time (240 hours) was also listed as being spent performing ‘General Office Duties’. It appears the majority of these General Office hours were actually spent completing treatment plans for inmates; however, the time was not recorded properly on the form.

An analysis of the number of hours devoted to each activity by month from November, 2008 through June, 2009 is provided in the Appendix (**See Attachment F**).

Table 6

Time Management		
Performance Measure	Target Percent	Actual Percent
Percent of time spent by Case Manager solely on ICMT action/program components	100%	99.6%

Source: Probation and Community Corrections Department

D) Program Completion

Completion of the ICMT Program is measured differently than most criminal justice-related programs. Completion of other programs, such as Drug/Sobriety Courts and Traditional Probation, is based on the number of participants who successfully “graduate” from the program. In the ICMT Program, participants do not technically graduate, but they do complete the program when the recommendations in their treatment plan are implemented, or when they are diverted from jail as a result of a Case Manager recommendation.

An analysis of program completion is as follows:

1. Complete Treatment Plan Recommendations

Once a participant is released from jail, it is his or her responsibility to implement the recommendations of the treatment plan if they are not sentenced to probation. If a participant is not sentenced to probation it is difficult and extremely time-intensive to track whether the treatment recommendations were completed. However, if a participant is on probation after release from jail, it is easier to obtain these data since copies of the treatment plans should be provided to participants as well as their probation/parole officer.

According to a survey that was distributed to probation/parole officers¹ as part of this evaluation, 22.2% (2) of the nine officers who had received a treatment plan from the ICMT Case Manager indicated that they require their probationers to complete more than 80% of the recommendations (**Table 7**). Of the remaining officers, 33.3% (3) indicated that they require their probationers to complete less than 80% of treatment plan recommendations, and 44% (4) have never required a probationer to complete a treatment plan recommendation.

Table 7

Complete Treatment Plan Recommendations		
Performance Measure	Target Percent	Actual Percent
Percent of inmates who completed 100% of treatment plan recommendations (in-jail and post-jail)	≥ 80%	22.2% ¹

Source: Probation and Community Corrections Department

1. Based on feedback from a Probation Officer Survey in which 22.2% (2) of the 9 Probation Officers who had received an ICMT treatment plan indicated that they require probationers to complete more than 80% of treatment plan recommendations.

¹ A Probation Officer survey was distributed to all (25) Circuit and District Court Probation Officers, with 16 completed surveys returned (64% response rate).

2. Complete Recommendations for Alternatives to Incarceration

If a participant exhibits significant mental health issues, the Case Manager will recommend an alternative to incarceration (i.e. diversion from jail). The intent of diversion is to provide these inmates with treatment that would otherwise not be provided in the jail. The performance measure associated with this program component is the number of inmates who were actually diverted from jail based on the recommendation of the Case Manager.

The only participant who was recommended for diversion by the Case Manager was diverted from jail (**Table 8**).

Table 8

Complete Recommendations for Alternative to Incarceration		
Performance Measure	Target Percent	Actual Percent¹
Percent of inmates recommended for an alternative to incarceration who were actually diverted from jail	100%	100%

Source: Probation and Community Corrections Department

1. Based on 87 ICMT participants who were enrolled in the program from November, 2008 through June, 2009. Data were not available for 2 participants who were still receiving program services when these data were analyzed.

E) Program Cost

The total cost to administer the ICMT Program during fiscal year 2009 was \$25,320 (**Table 9**). The cost to the County was \$2,565 (10.1% of total cost). The ICMT Program's total cost per participant in fiscal year 2009 was \$189 and the cost to the County was \$19.

The projected cost to the County for fiscal year 2010 is \$2,682 (10.5% of total cost). The cost per participant to the County increases slightly to \$20.

Table 9

ICMT Program Cost				
	Actual Cost (fiscal year 2009)		Projected Cost (fiscal year 2010)	
	Dollars	Percent of Total	Dollars	Percent of Total
<u>Program Expenses</u>				
Program Administration (fixed ¹)	\$2,565 ²	10.1%	\$2,682 ²	10.5%
Contracted Services	\$22,755 ³	89.9%	\$22,755 ³	89.5%
Total Program Cost	\$25,320	---	\$25,437	---
<u>Program Reimbursements</u>				
PA 511 (Community Corrections Grant)	\$22,755	89.9%	\$22,755	89.5%
Total Cost to the County	\$2,565	10.1%	\$2,682	10.5%
<u>Cost Per Participant</u>				
Per Participant (Total)	\$189 ⁴	---	\$190 ⁴	---
Per Participant (County)	\$19 ⁴	---	\$20 ⁴	---

Source: Fiscal Services Department, Probation and Community Corrections Department

1. Although program administration (i.e. salaries) are typically considered a fixed cost, if the program expands to serve more participants this cost may become variable due to a corresponding increase in the total time necessary to administer the program.
2. Based on the annual time spent by the Probation Director (1%) and Jail Administrator (1.4%) to administer the ICMT Program.
3. This reflects the annual cost of contractual services paid to Pathways, Michigan during fiscal year 2009.
4. Based on the projected number (134) of participants enrolled in the program per year.

III. CONCLUSIONS AND RECOMMENDATIONS

The implementation of a new program that involves criminal offenders, especially a program that is administered in a jail environment, is a difficult assignment to accomplish successfully. The ICMT Program is no exception. Nearly seventeen months after the initial implementation of the program, administrative challenges are still being faced.

During the first six months of operation, the program faced unforeseen challenges that resulted from poor program management. In November, 2008, a new Case Manager was hired to improve enrollment rates and data collection practices.

The results of this interim evaluation report revealed that it has been difficult to meet many of the Program's target measures of success. A summary of the results are as follows:

- Maintain Enrollment.....*Target: 100% Actual: 41.2%*
- Adhere to Target Population (Non-CMH Eligible).....*Target: 100% Actual: 89.9%*
- Adhere to Target Population (Ottawa County Residents).....*Target: 100% Actual: 75.3%*
- Develop Treatment Plans for Participants.....*Target: 100% Actual: 81.6%*
- Ensure Recommendations in Treatment Plans are Completed....*Target: ≥ 80% Actual: 22.2%*
- Recommend Jail Diversion to Eligible Inmates.....*Target: ≥ 2% Actual: 1.10%*

Despite these administrative challenges, the dedication of the current ICMT Case Manager is worth noting. This individual has demonstrated a keen ability to remain focused in trying to accomplish the goals and objectives of the ICMT Program. An evaluation of the former Gatekeeper Program revealed that it can be easy for a case manager to deviate from their primary goals and objectives. This is due in large part to the case manager position being situated in a jail environment where a variety of people are requesting assistance – from inmates, to jail officers, to judges and probation officers, and even relatives and friends of inmates.

The total cost to administer the ICMT Program was \$25,320 during fiscal year 2009. With annual grant funding to cover the cost of contracted case management services, the annual cost to the County in fiscal year 2009 was \$2,565 (10.1% of total cost). This equates to a total cost per participant to the County of \$19. The projected cost to the County in fiscal year 2010 is \$2,682 (10.5% of total cost), which equates to \$20 per participant.

At this point, because grant dollars are available to fund the majority of the Program, and because the overall administration of the Program is improving, it is recommended that additional time be provided to determine if the program's target measures of success can be achieved.

To that point, the following recommendations are made:

Program Funding:

Recommendation 1: Continue support for the ICMT Program through June, 2010. This recommendation is contingent upon the County not contributing an amount greater than 10.5% of the total annual program cost. If grant funding is reduced or eliminated, additional County funding should not be provided to administer the Program.

Administrative and Operational Effectiveness:

- Recommendation 2:** Complete a second evaluation of the ICMT Program in June, 2010. This evaluation will measure administrative performance, as well as recidivism rates and cost-effectiveness of the program.
- Recommendation 3:** Enroll a minimum of two eligible inmates in the program daily (based on a 20-hour workweek) in order to achieve the targeted enrollment threshold of 325 participants annually.
- Recommendation 4:** Confirm that inmates are not eligible for CMH services prior to providing any type of ICMT services. If an inmate is CMH-eligible, contact CMH to ensure adequate services are provided.
- Recommendation 5:** Confirm that inmates are residents of Ottawa County or reside in the portion of the City of Holland that is located within Allegan County prior to providing any type of ICMT services. This residency criterion ensures that participants, once released from jail, can benefit from local treatment services that are recommended by the ICMT Case Manager, and that County tax dollars are used for County residents.
- Recommendation 6:** Develop a treatment plan for each eligible ICMT participant. A copy of each plan should also be provided to an inmate's probation/parole officer, when applicable.
- Recommendation 7:** Contact probation/parole officers if a treatment plan includes a recommendation for jail diversion of a probationer. This type of follow-up contact can be used to encourage the actual diversion of probationers.

Data Collection and Management:

- Recommendation 8:** Continue collecting data for an ongoing evaluation.
- Recommendation 9:** Submit copies of completed data collection forms for all program participants to the Planning and Performance Improvement Department.
- Recommendation 10:** Accurately record the amount of time that is spent to complete each aspect of the program. For instance, any time associated with developing a treatment plan for an inmate should be recorded as "Develop Treatment Plan" on the time tracking form. An updated tracking form will be developed by the Planning and Performance Improvement Department to assist in making this process easier.
- Recommendation 11:** Provide a copy of all treatment plans that are prepared for probationers to the Directors of District Court Probation and Adult Circuit Court Probation. This will help to ensure the implementation of the treatment plan recommendations by probation/parole officers.

Recommendation 12: Record the number of contacts that are made with probation/parole officers regarding jail diversions of inmates. A revised data collection form will be developed by the Planning and Performance Improvement Department to provide a field to record this information.

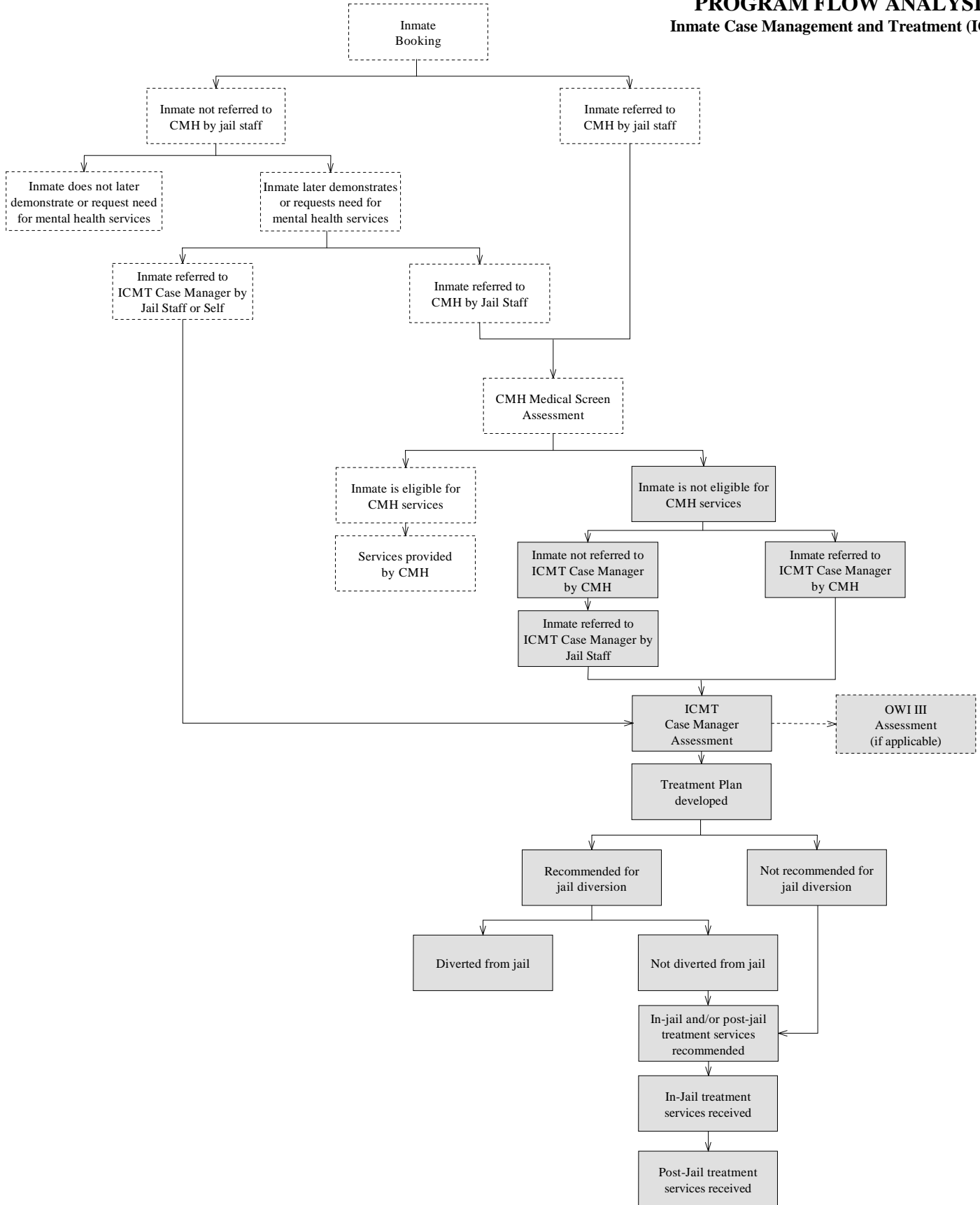
Attachments

Attachment A STRATEGIC OUTLINE Inmate Case Management and Treatment (ICMT)

Vision: To provide case management and treatment services to jail inmates who are not eligible to receive CMH treatment but show signs of mental illness

TARGET POPULATION	<ul style="list-style-type: none"> Inmates who show signs of mental illness but are not eligible to receive CMH services (Ottawa County resident) 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1:</p> <ul style="list-style-type: none"> Improve safety of inmates <p style="padding-left: 20px;">Objectives:</p> <ul style="list-style-type: none"> Reduce suicide attempts Reduce incidents of assaultive behavior <p>Goal 2:</p> <ul style="list-style-type: none"> Rehabilitate offenders <p style="padding-left: 20px;">Objectives:</p> <ul style="list-style-type: none"> Reduce recidivism <p>Goal 3:</p> <ul style="list-style-type: none"> Reduce cost of jail operations <p style="padding-left: 20px;">Objectives:</p> <ul style="list-style-type: none"> Reduce time spent by jail and medical staff to address suicide attempts and assaultive behavior Increase the number of offenders receiving alternatives to incarceration Reduce the number of repeat offenders 					
ACTIONS/ PROGRAM COMPONENTS	<ul style="list-style-type: none"> ICMT Assessments OWI III Assessments Jail diversion In-jail and post-jail treatment plans 					
SELF-REPORTED AND OUTPUT BASED MEASURES	ENROLLMENT	ANNUAL MEASURES		BASELINE	TARGET	TARGET %
		<ul style="list-style-type: none"> Number of inmates assessed by CMH but not eligible for services (March 1, 2007 to February 29, 2008) 		325		
		<ul style="list-style-type: none"> Number of inmates not eligible for CMH services who were referred to ICMT Case Manager 	<ul style="list-style-type: none"> Referred by CMH Referred by jail staff or by self-referral 		325	100%
	ADMINISTRATION	<ul style="list-style-type: none"> Number of eligible ICMT inmates 		325		
		<ul style="list-style-type: none"> Percent of inmates referred by CMH or jail staff who were assessed by ICMT Case Manager (after program has been operating for 3 months) 				100%
		<ul style="list-style-type: none"> Percent of inmates assessed by ICMT Case Manager who had a treatment plan developed 				100%
		<ul style="list-style-type: none"> Percent of inmates convicted of a third impaired driving offense who had an OWI III Assessment completed 				100%
		<ul style="list-style-type: none"> Percent of inmates recommended for an alternative to incarceration by ICMT Case Manager 				≥ 2%
		<ul style="list-style-type: none"> Percent of inmates assessed by ICMT Case Manager who have a data collection form 100% completed 				100%
	COMPLETION	<ul style="list-style-type: none"> Percent of inmates who completed 100% of treatment plan recommendations (in-jail and post-jail) 				≥ 80%
		<ul style="list-style-type: none"> Percent of OWI III Assessments that were used by Probation Office staff to implement treatment recommendations 				100%
		<ul style="list-style-type: none"> Percent of inmates recommended for an alternative to incarceration who were actually diverted from jail 				100%
	OUTCOME BASED MEASURES	<p>Goal 1:</p> <ul style="list-style-type: none"> Reduce number of suicide attempts in jail 		≤ 180	≤ 90	≥ 50%
<p>Goal 1:</p> <ul style="list-style-type: none"> Reduce number of assaultive behavior incidents in jail 		≤ 180	≤ 90	≥ 50%		
<p>Goal 2:</p> <ul style="list-style-type: none"> Reduce recidivism (upon discharge from jail) 		TBD	TBD	TBD		
<p>Goal 3:</p> <ul style="list-style-type: none"> Projected cost-benefit as a result of reduced suicide attempts, assaultive incidents and jail diversion (not including recidivism) 			TBD			

Attachment B
PROGRAM FLOW ANALYSIS
Inmate Case Management and Treatment (ICMT)



Attachment C1
INMATE CASE MANAGEMENT AND TREATMENT (ICMT)
DATA COLLECTION FORM

DEMOGRAPHICS – CCIS Offender Data

Last: _____
First: _____ Middle: _____
Address: _____
City: _____ Zip: _____
Phone: (____) _____ - _____
Date of Birth: _____
County of Residence: Allegan (3) Kent (41) Other
 Ottawa (70) Muskegon (61)
Gender: Male Female
Ethnicity: White (W) Black (B) American Indian (I)
 Asian (A) Hispanic (H) Other (O)
Employment: Full Time Part Time Disabled
 Unemployed Student
Highest Grade Completed: _____ Diploma GED
Social Security Number: ____ - ____ - ____
SID: _____
MDOC#: _____
Charge: _____
PACC Code: _____
Probation Violation: Technical New Offense
Crime Class: Felony (F) Misdemeanor (M)
 Civil (C) US/Federal (U)
Legal Status: Unsented Misdemeanor (1)
 Sentenced Misdemeanor (2)
 Unsented Felony (3)
 Sentenced Felony (4)
 Civil (5)
Sentence Date: _____
Term of Probation: _____
Court Case Number: _____
Referral Source: Prosecutor (PROS) Jail (JAIL) Other (O)
 District Court (DC) Circuit Court (CC)
Screening Interview Date: _____
SGL: _____
Sentenced Jail Days: _____
Probation Officer/Agent: _____
Date Service Began: _____
Date Service Completed: _____

ASSESSMENTS

Referred to ICMT Case Manager by: Jail Staff
 CMH Staff
 Self (KITE)
 Probation Officer
 Other: _____
Was a COMPAS Assessment completed? Yes No
Does the inmate have a mental health issue? Yes No
If yes, identify the severity of the mental health issue: Mild
 Moderate
 Severe
If yes, is inmate eligible to receive CMH services? Yes No
Does the inmate have any other issues? Yes No
If yes, identify the other issue(s): Substance Abuse
 Anger/Violence
 Other: _____
Was the inmate charged/convicted of an OWI III? Yes No
If yes, was a NEEDS Assessment completed? Yes No

ALTERNATIVE TO INCARCERATION

Was the inmate recommended for an Alternative to Incarceration by the ICMT Case Manager? Yes No
If yes, identify the type of recommended alternative:
 Residential Treatment Hospital Other: _____
If yes, did the Jail Administrator approve the recommendation?
 Yes No

TREATMENT PLAN

Was a Treatment Plan developed by the ICMT Case Manager?
 Yes No

JAIL-STAY HISTORY

Date Admitted to Jail: _____
Date Released From Jail: _____

OUTCOME-BASED JAIL DATA

Attempted Suicide (In-Jail): Yes No
If yes, identify the date(s): _____
Incident(s) of Assaultive Behavior (In-Jail): Yes No
If yes, identify the date(s): _____

Attachment C2
Inmate Case Management and Treatment Program
 Time Tracking Form

Date: / /

8:00	___	10:00	___	12:00	___	2:00	___	4:00	___	6:00	___
8:05	___	10:05	___	12:05	___	2:05	___	4:05	___	6:05	___
8:10	___	10:10	___	12:10	___	2:10	___	4:10	___	6:10	___
8:15	___	10:15	___	12:15	___	2:15	___	4:15	___	6:15	___
8:20	___	10:20	___	12:20	___	2:20	___	4:20	___	6:20	___
8:25	___	10:25	___	12:25	___	2:25	___	4:25	___	6:25	___
8:30	___	10:30	___	12:30	___	2:30	___	4:30	___	6:30	___
8:35	___	10:35	___	12:35	___	2:35	___	4:35	___	6:35	___
8:40	___	10:40	___	12:40	___	2:40	___	4:40	___	6:40	___
8:45	___	10:45	___	12:45	___	2:45	___	4:45	___	6:45	___
8:50	___	10:50	___	12:50	___	2:50	___	4:50	___	6:50	___
8:55	___	10:55	___	12:55	___	2:55	___	4:55	___	6:55	___
9:00	___	11:00	___	1:00	___	3:00	___	5:00	___	Time Tracking Codes:	
9:05	___	11:05	___	1:05	___	3:05	___	5:05	___	A = ICMT Assessments	
9:10	___	11:10	___	1:10	___	3:10	___	5:10	___	OWI = OWI III Assessments	
9:15	___	11:15	___	1:15	___	3:15	___	5:15	___	CM = Case Management/Treatment	
9:20	___	11:20	___	1:20	___	3:20	___	5:20	___	JD = Jail Diversions	
9:25	___	11:25	___	1:25	___	3:25	___	5:25	___	DC = Data Collection	
9:30	___	11:30	___	1:30	___	3:30	___	5:30	___	GO = General Office	
9:35	___	11:35	___	1:35	___	3:35	___	5:35	___	B = Breaks	
9:40	___	11:40	___	1:40	___	3:40	___	5:40	___	V/S = Vacation or Sick	
9:45	___	11:45	___	1:45	___	3:45	___	5:45	___	CO = Community Outreach	
9:50	___	11:50	___	1:50	___	3:50	___	5:50	___	O = Other	
9:55	___	11:55	___	1:55	___	3:55	___	5:55	___	If 'Other', please briefly describe each task that is performed below:	

Other Tasks: _____

Attachment D

Source of Referrals to Program

Referral Source to ICMT		
	Total ICMT Participants	
CMH Staff	39.3%	(35)
Self-Referral	27.0%	(24)
Jail Staff	21.3%	(19)
Probation/Parole Officer	8.0%	(7)
Counselor/Therapist	2.2%	(2)
Family Member	2.2%	(2)
Total	100.0%	(89)

Source: Probation and Community Corrections Department

Attachment E

Participant Demographic Characteristics

Table 1

Age		
	ICMT Participants	
17-29	56.2%	(50)
30-39	18.0%	(16)
40-49	18.0%	(16)
50+	7.9%	(7)
Total	100.0%	(89)
Average Age		31.62

Source: Probation and Community Corrections Department

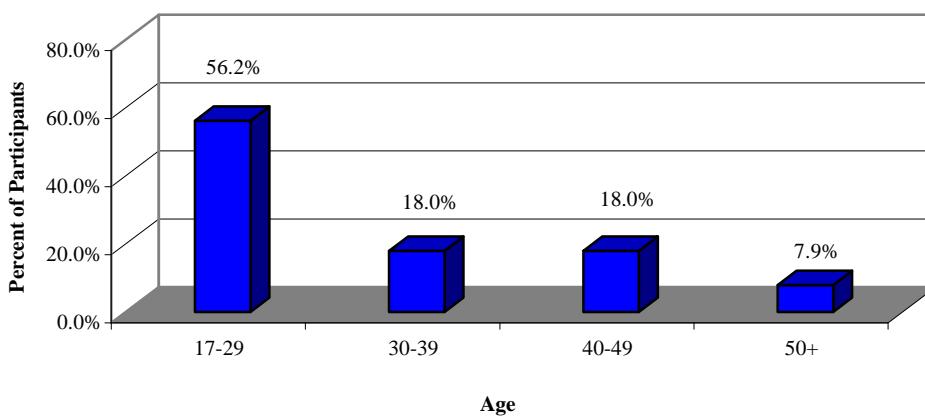
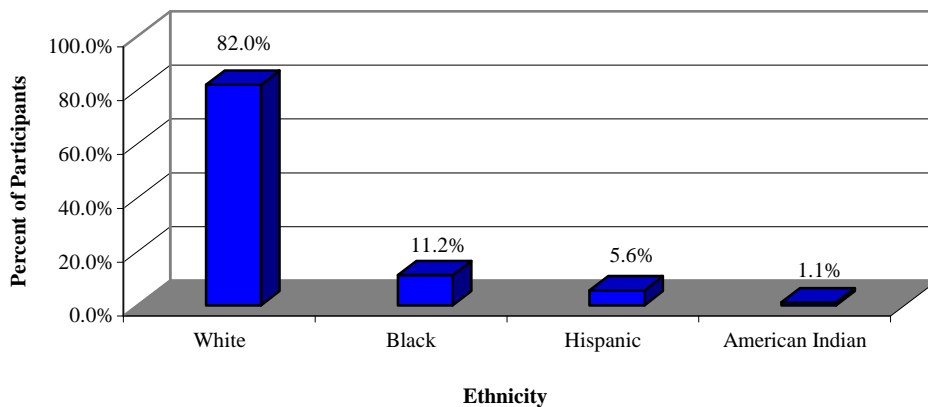


Table 2

Ethnicity		
	ICMT Participants	
White	82.0%	(73)
Black	11.2%	(10)
Hispanic	5.6%	(5)
American Indian	1.1%	(1)
Total	100.0%	(89)

Source: Probation and Community Corrections Department



Attachment E

Participant Demographic Characteristics

Table 3

Gender		
	ICMT Participants	
Male	60.7%	(54)
Female	39.3%	(35)
Total	100.0%	(89)

Source: Probation and Community Corrections Department

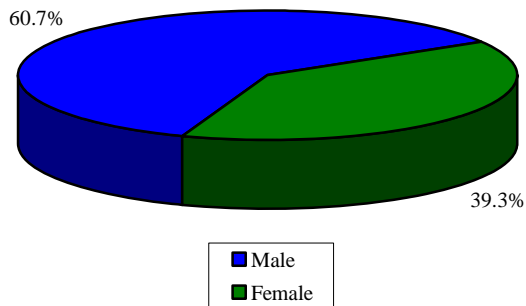
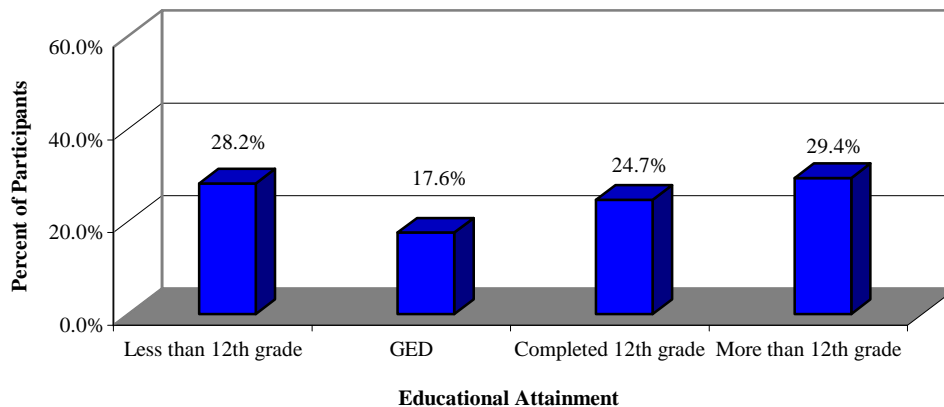


Table 4

Educational Attainment		
	ICMT Participants	
Less than 12 th grade	28.2%	(24)
GED	17.6%	(15)
Completed 12 th grade	24.7%	(21)
More than 12 th grade	29.4%	(25)
Total¹	100.0%	(85)

Source: Probation and Community Corrections Department

1. Data not available for 4 ICMT participants.



Attachment E

Participant Demographic Characteristics

Table 5

Mental Health, Substance Abuse and Other Issues		
	ICMT Participants	
Mild Mental Health Issue	20.2%	(18)
Substance Abuse Issue	19.1%	(17)
Substance Abuse, Grief	1.1%	(1)
Moderate Mental Health Issue	58.4%	(52)
Substance Abuse Issue	40.4%	(36)
Anger/Violence Issue	5.6%	(5)
Other ¹	10.1%	(9)
No Other Issue	2.2%	(2)
Severe Mental Health Issue	14.6%	(13)
Substance Abuse Issue	5.6%	(5)
Substance Abuse and Anger/Violence Issue	4.5%	(4)
Other ²	4.5%	(4)
No Mental Health Issue	6.7%	(6)
Substance Abuse Issue	6.7%	(6)
Total	100.0%	(89)

Source: Probation and Community Corrections Department

1. Includes various combinations of substance abuse, anger/violence, relationships, grief, abandonment, homelessness, heart failure, and addiction to shoplifting.
2. Includes various combinations of substance abuse, anger/violence, relationships, homelessness, closed head injuries, and fetal alcohol syndrome.

Attachment F

ICMT Case Manager Hours Per Activity (November, 2008 through June, 2009)

	November	December	January	February	March	April	May	June
ICMT Program Activities								
Case Management/Treatment	0.00	6.67	13.75	22.42	16.42	10.92	9.75	17.42
Assessments	2.50	8.75	11.67	8.08	11.50	19.58	13.83	21.00
Research	0.68	0.58	3.33	4.08	0.42	0.83	0.00	1.25
Meetings	3.91	3.59	1.00	0.33	7.75	0.00	0.00	0.00
Data Collection	9.17	21.08	16.83	15.83	16.66	17.17	10.67	17.00
Other (Training/Computer Issues)	5.00	0.50	0.33	2.00	0.58	0.00	0.00	0.58
Total Hours (Program Activities)	21.26	41.17	46.91	52.74	53.33	48.50	34.25	57.25
Program/Non-Program Activities								
General Office Duties ¹	19.50	31.58	30.42	28.42	31.92	34.50	29.83	33.75
Total Hours (Program/Non-Program Activities)	19.50	31.58	30.42	28.42	31.92	34.50	29.83	33.75
Non-Program Activities								
Other Activities ²	0.50	0.25	0.00	0.00	0.67	0.00	0.83	0.00
Total Hours (Non-Program Activities)	0.50	0.25	0.00	0.00	0.67	0.00	0.83	0.00
Total Hours (Per Month)	41.26	73.00	77.33	81.16	85.92	83.00	64.91	91.00

¹ According to the ICMT Case Manager, this includes ordering supplies; organizing and filing; writing emails; researching resources; compiling information for reports; learning jail and computer procedures; and researching jail diversion. Due to the wide range of program and non-program activities that were included in this category, it is not possible to determine the percent of time that was spent on program versus non-program activities.

² Includes checking on inmates for CMH; assisting with AA list; observing court; and other unspecified activities.



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