



OYA Juvenile Parole Probation Officer Staffing Analysis Project

Random Moment Survey & Focus Group Report

Prepared by
Oregon Youth Authority
Research & Evaluation
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Executive Summary

The following report presents the findings of Phase I and II of data collection for the Juvenile Parole and Probation Officer Staffing Analysis Project (JSAP) random moment survey. The goal of the study was to determine the factors that have the greatest influence on the workload of Juvenile Parole and Probation Officers (JPPOs) at the Oregon Youth Authority (OYA).

Six thousand surveys were sent to 77 JPPOs. Seventy-six JPPOs responded, returning 96% of the surveys.

Time Spent on Specific Tasks

Excluding leave time, JPPOs spent over 80% of their time on youth-related tasks. In addition, the survey indicated that JPPOs spent most of their working time on the following:

- Youth Supervision and Service (26%)
- Driving or riding in a vehicle (16%)
- Case plan management and review (15%)
- Administrative functions (13%)

JPPOs spent the least amounts of time on activities related to these domains:

- Post termination (<1%)
- Victims (<1%)
- Probation violations (<1%)
- Foster care and providers (1%)
- Termination (1%)
- Interstate Compact (1%)

An area of high interest to OYA and JPPOs is the amount of time JPPOs spend documenting information in JJIS. To answer this question, the 15 tasks on the survey associated with documenting information in JJIS were aggregated. The data showed that 3.25% of the random moments, about 16 minutes per day based on an 8-hour work day, were associated with documenting information in JJIS.



Comparing the Actual Amount of Time Spent to the Expected Amount of Time Spent with Specific OYA Populations

Indicated below are the varying amounts of time JPPOs spent on different OYA populations. The data specify the differences between the *actual* and *expected* amounts of time JPPOs spent on specific subpopulations. The actual amount of time is determined by calculating the proportion of random moments associated with each subpopulation. The expected amount of time is based on the proportion of the youth in each subpopulation of interest on JPPO caseloads. The hypothesis for this analysis states that the actual amount of time spent on a specific subpopulation would be equal to the expected amount of time spent on that subpopulation. For example, it was *expected* that a JPPO whose caseload included 20% females would spend 20% of their time on females.

The bullets below illustrate the subpopulations of youth that JPPOs spent differential amounts time on than expected. JPPOs spent—

- 60% more time on youth in detention
- 29% more time on youth in out-of-home community placements
- 26% more time on youth committed to OYA probation
- 21% more time on youth age 12 through 15
- 17% more time on female youth
- 24% less time on youth in transition programs
- 23% less time on youth in youth correctional facilities
- 15% less time on youth age 18 through 20

Other findings are also worth noting where JPPOs did not spend any more or less time. JPPOs spent equal amounts of time on low, moderate, moderate-high, and high risk youth (based on OYA Recidivism Risk Assessment risk levels). And, JPPOs spent no more time with youth who had problems with alcohol or other drugs than those who did not.



Background and Introduction

Parole and probation caseloads have been discussed since the beginning of the last century, and recommendations for caseload sizes have existed since 1917 (Consensus of Probation Administrators, 1917, cited in Bemus, Arling, and Quigley, 1983). More recently, the dialog has begun to shift in focus from caseloads¹ to workloads, with an emphasis on the types of offenders that parole and probation officers are supervising. Although the American Probation and Parole Association has made recommendations for caseload standards, these standards are based on workloads (Burrell, 2006). In the literature on parole and probation, workloads are typically defined by two variables: risk to re-offend and crime type.

The National Institute of Corrections has suggested that workload allocation should be determined by both the number and risk level of the youth being served. Although risk is certainly an important factor, other factors, such as crime type, sex, location of the youth, and the tasks involved with managing cases may be equally important. In addition, these other factors may interact and add to the workload of JPPOs.

Currently, OYA assigns youth to JPPOs based on balancing caseloads at a 1 to 25 ratio. However, as a consequence of the ability to classify offenders based on standardized risk and needs assessments, the agency has gained an increased awareness of both the complexity and distinctive aspects of the youth served. Ideally, the level of supervision and services OYA provides would match to the requirements of an individual case. In other words, actual case requirements would drive the nature of the work and the time spent on each youth.

¹ For this report, “caseload” is defined as the number of youth served and “workload” is defined as the amount of work required to serve particular types of youth.



Goal

The current study is designed to provide information on those factors that may influence the workload of JPPOs. Essentially, the study has three objectives:

1. Identify how JPPOs allocate their time
2. Determine whether JPPOs spend a disproportionate amount of time² on particular OYA populations
3. Determine the workload units associated with each case to establish equitable workloads for JPPOs

The results from these analyses can be used to **“weight”** individual cases as a means of creating more uniform workloads among JPPOs. The cases can also be re-weighted at key transition points (e.g., a youth status change from OYA close custody to OYA parole). Stated differently, the third goal of this study is to provide the tools for distributing cases equitably among JPPOs.

Several steps were used to determine (a) the tasks associated with being a JPPO, (b) the unique qualities of youth and circumstances (e.g., youth characteristic such as sex, mental health, and risk, and regional differences), (c) the amount of time spent on each individual task, and (d) the amount of time is spent on specific types of youth. Three interrelated tasks were employed to complete the goals: (1) instrument development; (2) focus groups; and (3) Random Moment Surveys (RMS). This report provides a detailed summary of the methods used for each of the tasks, a detailed **summary of the results, and recommendations based on the study’s findings.**

Methods

The study methods followed a step-by-step outline to (a) create the inventory of JPPO tasks needed to develop a random moment survey (RMS), (b) develop the RMS, (c)

² **Note that the phrase “disproportionate amount of time” has no negative connotation. It simply describes a situation in which the actual amount of time JPPOs spent on specific subpopulations differed from the expected amount of time (“expected amount of time” is defined below on page 18 in About the Data and Reporting Disproportionate Amounts of Time). Also, disproportionate does not imply under or over representation; it simply refers to the difference between the actual and expected amounts of time spent.**



implement the RMS, (d) collect the RMS and enter the data into computer programs for data analysis, and (e) conduct the analyses. Appendix A provides a detailed outline of those steps. Implicit in these steps was a theory that a cooperative outreach model that involved JPPOs throughout the study would strengthen their participation in the random moment survey and would increase the reliability and validity of the RMS data and outcomes. The following sections describe the participants and procedures used to conduct the study.

Participants

Participants were involved in three aspects of the study: (1) providing input as subject matter experts (SMEs), (2) participating in focus groups, and (3) completing random moment surveys.

RMSs were conducted in two phases: Phase I and Phase II. Phase I data collection occurred for three weeks in June 2010 and Phase II occurred for three weeks in September 2010. All JPPOs with caseloads greater than 10 youth were the participants for the RMSs. Seventy-seven JPPOs were eligible for Phase I of the RMS data collection, and 75 JPPOs were eligible for Phase II of the RMS data collection.³ One eligible JPPO did not participate in either Phase I or Phase II.

Instrument Development

Developing an instrument for data collection was a four-step procedure: (1) create the task inventory; (2) revise the inventory with subject matter experts (SME); (3) conduct focus groups; and (4) construct the RMS. The task inventory was created to identify all the tasks performed by JPPOs. This was accomplished by merging information from the JPPO position description, Random Moment data used for Targeted Case Management, the Case Plan Life Cycle, and the Multi- Disciplinary Team (MDT)

³ Phase II data collection only included 75 JPPOs because OYA lost 2 JPPOs through attrition and didn't hire any replacement due to a hiring freeze.



Standards. The information from these sources was compiled into the first draft of the task inventory, which included 90 items.

To further refine the task inventory, and to ensure the original draft captured the entire list of JPPO tasks, the study employed subject matter experts (SMEs). Referred by their supervisors, SMEs were JPPOs identified as knowledgeable sources of information about the tasks/duties of JPPOs. A complete list of SMEs is provided in Appendix B. Input from the SMEs was used to draft the task inventory. This process increased the number of tasks on the inventory from 90 to 216 items.

Next, a series of focus groups was organized to collect information from a representational cross-section of JPPOs. The objective of the focus groups was to aid in making further refinements to the JPPO task inventory and to learn more about the types of cases that seemed to demand more or less time. Specifically, the research questions for the focus group study included the following:

1. What were the unique qualities of youth on JPPO caseloads?
2. What were the attributes of youth that took **more/less of the JPPO's time?**
3. What were the unique qualities of each **JPPO's** job tasks?
4. What tasks took **more/less of the JPPO's time?**
5. Did the JPPOs feel there was enough time to adequately do their jobs?

With a minor modification⁴, JPPOs were divided into the following four geographic regions⁵ (see Appendix C) for the purpose of making focus group assignments:

- Region 1: Central and Eastern
- Region 2: North Coast
- Region 3: Southern
- Region 4: Northern

⁴ Regions 2 and 4 were modified by moving Columbia County from Region 4 to Region 2. Columbia county's JPPO suggested that they were more closely aligned (i.e., more rural and closer to the coast) with the Region 2.

⁵ For this study, Regions 1 through 3 were defined as rural, and Region 4 was defined as urban.



Random sampling, clustered by region, was used to give each JPPO an equal chance of being selected to the focus group within their region. This was important to ensure that the sample adequately represented the JPPO population because regional and individual differences could influence the types of tasks and youth JPPOs spent their time on. Random selection was achieved by assigning a computer-generated random number to every JPPO with at least 15 youth on their caseloads, sorting JPPOs into the four regions (see Appendix C), sorting the lists by the random number, and choosing the first eight names on the list. Because this process resulted in some counties being over represented and other counties being under represented in the focus groups, some small adjustments were necessary to achieve a more balanced sample. Balancing was achieved by replacing the last name on the list of over-represented counties with the next name on the list from an under-represented county in that region. A total of 31 JPPOs were selected to participate in the focus groups.⁶ A complete list of all participants within their regions is presented in Appendix D.

To demonstrate that the focus group members (FGM) adequately represented JPPOs overall, Appendix D reports the sex and county of each focus group participant. In addition, the caseloads of the FGMs were compared to those of the remaining JPPOs who were eligible for the focus group but not selected (hereafter referred to as the comparison group members [CGM]). Appendix E provides detailed summaries of how well the focus group samples represented the overall population of eligible JPPOs. Appendix F through Appendix I provide the tables behind those summaries. Despite the fact that there were some differences, the assumption was that the focus group members provided a fair representation of JPPOs.⁷

The focus groups were held during the last week of February 2010 and the first week of March 2010 in a centrally located youth correctional facility within each of the four regions. Each group started with an introduction that explained the purpose of the

⁶ The eastern region only included 7 JPPOs because that was all that were available.

⁷ It should be noted that the southwestern region was underrepresented.



study and the goals of the focus groups. Every JPPO was provided with a list of questions (see Appendix J) that guided the group discussion, and every JPPO was given an opportunity to answer questions and to provide information they felt was important for the study. Although some members did speak longer than others, all members did contribute verbally during the group sessions.

While regional differences were evident, there were also some general themes consistent across all regions. The following present a brief summary of findings from the focus groups.

JPPOs reported that certain types of youth consistently demanded more of their time. Females, youth with mental health issues, youth who were cognitively low functioning, youth who were younger, youth and families whose primary language was not English, and youth involved in gangs. Each of these youth characteristics was mentioned in every focus group and, ironically, received considerable discussion time.

According to the JPPOs in the focus groups, females were the most time consuming group. One female JPPO commented that she **"would trade one girl for five boys."** Moreover, she was unable to get anyone to take her up on her offer. Although this appears to be comical, there was seriousness about the conversation. And, while there was quite a bit of discussion and speculation about why females take more time, there was nothing to suggest how to resolve the issue.

Youth with mental health issues were also a time-consuming problem for JPPOs across the state. According to JPPOs, youth with mental health demanded considerable time for their own personal issues. In addition, these youth also required a great deal of time for issues related to school and residential treatment placements. One JPPO commented on a recent incident in which a **youth with mental health problems "blew up at a residential treatment program,"** which resulted in the JPPO taking a good deal of time to convince the program to keep the youth. This was not an unusual incident according to many JPPOs statewide.

The large amount of time required to serve youth who are low functioning was echoed repeatedly throughout the state. And, JPPOs stated that part of the problem was



that some of these youth were not sufficiently low functioning to qualify for State services earmarked for youth with developmental disabilities. In fact, it was pointed out that youth who are low functioning but do not qualify as developmentally disabled are even more difficult to manage because of the lack of services available to them.

Younger youth also required more time. These **youth were considered “squirrely” and “immature” and required much more supervision** and service coordination than older youth.

Finally, several JPPOs said they were overwhelmed with youth who were involved with gangs. At least one JPPO in each focus group mentioned that gang involved youth were problematic and required more time than youth who were not involved with gangs. Although gangs appeared to be a problem for JPPOs, none of the focus groups suggested that risk level had any effect on the amount of time they spent on youth.

Several themes emerged that reflected the different approaches employed to manage youth across the counties. Some of these themes were unique to each area and some were in several, but not all, areas.

Juvenile departments in small counties seem to have developed a different relationship with JPPOs. JPPOs working in small counties reported that the juvenile departments consider the JPPO part of the local system for managing youth. One JPPO referred to himself as **“adjunct staff” to the juvenile department**. Another JPPO mentioned that when he interviewed for his current position, the **director of that county’s** juvenile department was on the interview panel.

Focus group participants from areas that were more rural suggested that they spent more time driving than JPPOs from urban areas. The focus group members from both the eastern and **northwestern regions pointed out that if they weren’t driving, they were “planning to drive.”**

Generally, the focus groups indicated that several subpopulations of youth may require more or less JPPO time. In addition, they indicated that regional differences may be occurring that reduce the overall amount of time JPPOs can spend directly on youth.



This information was used to direct our data analysis toward those subpopulations and also toward those tasks where regional difference and similarities had been noted.

Implementing the Random Moment Survey

Based on the final draft of the task inventory, the RMS was constructed. The RMS included all 216 items within 17 domains from the final task inventory. Each survey included a space for the JJIS number (unique identifier) of the youth—if applicable—they were working on in the assigned moment; a number that identified the survey; and a complete list of all the tasks within each of the domains. Each task had an associated bubble so the JPPO could indicate the task they were engaged in at the assigned moment. A full description of the instructions for filling out the surveys is provided in Appendix K. A copy of the survey is provided in Appendix L.

Random moments were selected to ensure that every time interval in all of the **JPPO's days had an equal** opportunity to be selected for the survey. This strategy is designed to increase the likelihood that the sample of moments selected for the survey adequately represent **all possible moments in all of the JPPO's days**. Random moments were selected by listing each JPPO's time for each week in 5-minute intervals. Next, time intervals for all JPPOs were compiled into one list for that week. For example, week one included 41,131 possible intervals. Computer software (Excel) assigned a random number to each interval. Finally, the list was sorted by the random numbers and the first 1,000 intervals were selected as observation moments. Each random moment was printed on a label and attached to each survey. This moment was the indicator for JPPOs to fill out that survey. For instance, if a JPPO had a random moment listed on his survey of 6/11/10 @ 1:55 PM, the JPPO was to fill out the survey at that time to reflect the **JPPO's current activity**. The process was repeated for each week.

Data collection occurred in two phases to control for the possibility of time related differences in the ending and beginning of the school year. In Phase I, the data collection was 6/7/10 through 6/25/10; Phase II collection occurred 8/30/10 through 9/20/10. In total, 6,000 surveys were sent.



The protocols for completing the surveys were emphasized several times prior to data collection. For example, instructions were emailed to each JPPO one week before the survey was sent out. Reminders about what protocols were important were again sent out two days before data collection. Also, when surveys were returned they were inspected to ensure that protocols were being followed properly. Surveys were returned to JPPOs to correct where protocols were not met.

Response Rates

The response rates for both the percentage of JPPOs participating and the percentage of the surveys returned were impressive: Six thousand surveys were sent out to 77 JPPOs. Seventy-six of the JPPOs responded and returned 96% of the surveys.

Accuracy of the Data

If JPPOs adhered to the prescribed methodology and accurately indicated their tasks at the random moment selected, the results should accurately reflect how JPPOs use their time. Some additional procedures and analysis provided further assurance that the data were accurate. First, every survey was inspected to ensure that each was filled out appropriately. Surveys that were not filled out appropriately were either returned to the JPPOs with instructions on what was wrong and how to fix the problem or corrected by the researcher if the problem could be fixed without the JPPO.

Next, as reported above, the dataset was examined carefully to make sure no data were missing and to ensure all the information appeared accurate. This process was repeated each time new data were attached to the main file. For example, several JJIS numbers did not match any JJIS numbers in the database. In some cases, JPPOs were asked to provide the correct JJIS number; and in other cases, the researchers were able to correct the number and then verify it with the JPPO.

Finally, to further assure the reliability of the data, results were examined across regions (see Appendix M). If the data were not reliable – due to JPPOs randomly or inaccurately choosing tasks - differences in the percent of responses across the regions



would likely emerge. The table in Appendix M demonstrates the consistency of the responses from JPPOs across the regions.

There are some differences indicated in Appendix M; however, these differences can be easily explained. For example, Region 2 (Northwest) spent more time driving than any other region. JPPOs in Region 2 would be expected to drive more because all of those youth are in rural areas that require a significant amount of driving. This might also be expected of the eastern region. The Eastern Region, however, may be using other methods to make contact (e.g., video conference and phone calls).

Overall, the percentages within domains are relatively consistent across the regions, and the differences occur in explainable directions. The reporting accuracy is high since the data are fairly consistent and predictable, and research protocols were closely followed.

Confidence Intervals

Confidence intervals indicate the margin of error for the survey results. The margin-of-error estimates in Table 1 were based on a sample size of 2,926 surveys⁸. Survey results estimate the percentage of time JPPOs actually spent on various types of youth based on the random moment surveys returned. So, for example, the survey results showed that JPPOs spent 83.3% of their time on males (see Appendix K – Table 10), which can be interpreted in this way: At the 95% confidence level, it was estimated that JPPOs spent

Table 1

Confidence Intervals at the 95% Confidence Level	
Percent range	Margin of Error Plus or Minus Percentage Points
0% to 5%	0.8
6% to 10%	1.1
11% to 20%	1.4
21% to 30%	1.6
31% to 70%	1.8
71% to 80%	1.6
81% to 90%	1.4
91% to 95%	1.1
96% to 100%	0.8

⁸ The sample size differed for each analysis; so, the sample with the least number of observations was used to compute the confidence intervals. As a result, the margin of error estimates in this table are conservative for all other samples used in this analysis.



between 81.9% and 84.7% of their time on males (83.3% plus or minus 1.4%).

Sample Representation

To examine how well the sample of youth in the study represented the population of youth on JPPOs' caseloads, the demographic and crime type variables of the youth on JPPOs' caseloads were compared to those of all youth in the sample. The table in Appendix N demonstrates the similarities in these groups. Although there were some substantial differences on a number of variables, they were all calculated on small base percentages, which would tend to exaggerate the relative percent difference even when the absolute percentage point difference is minimal. The relative differences for most of the variables that had larger percentages were less than 10%. For example, 44.3% of the youth in the RMS group were 16 or 17 years old and 42.2% of the youth on JPPOs' caseloads were 16 or 17 years old, a 5% relative difference. In addition, some of these differences may be occurring because JPPOs are actually spending more time with those types of youth. Appendix N demonstrates that the population of youth on JPPOs caseloads was relatively well represented by the RMS sample.

Results

Time JPPOs Spend on Specific Tasks

About the Data and Reporting Time Spent on Specific Tasks

In this section the amount of time JPPOs spent on different tasks within different domains is presented in terms of percentages. For example, Table 2 below indicates that JPPOs spent over 4% of their time on parole violations.

Domains

Table 2 below summarizes the 17 domains for all of the random moments. This table includes moments that did not involve youth but excludes all leave time except lunch, leaving 4,187 surveys. The table indicates that 26% of JPPO time was spent on youth supervision and service, 16% was spent on driving or riding in a vehicle, and 15%



was spent on case plan management and review. The least amounts of time were spent on activities related to post termination (<1%), victims (<1%), and probation violations (<1%).

Table 2

<i>JSAP Random Moment Survey Phase I & II Domain Results: All Returned Surveys Excluding Leave Time</i>				
	Frequency	Percent	Number of Items within Domain	Youth Releated
<u>Other Youth Supervisions & Services</u>	1073	25.63%	41	Yes
<u>Driving or Riding</u>	675	16.12%	6	Yes
<u>Case Plan Management/Review</u>	617	14.74%	26	Yes
<u>Administrative Functions</u>	555	13.26%	29	No
<u>Legal/Other Activities</u>	301	7.19%	14	Yes
<u>Parole Violations</u>	189	4.51%	11	Yes
<u>Collateral Duties</u>	150	3.58%	24	No
<u>Pre-Commitment Planning</u>	116	2.77%	7	Yes
<u>Case Plan Development</u>	98	2.34%	6	Yes
<u>Transition Planning</u>	96	2.29%	9	Yes
<u>Intake</u>	90	2.15%	12	Yes
<u>Interstate Compact</u>	63	1.50%	7	Yes
<u>Termination</u>	55	1.31%	5	Yes
<u>Foster Care and Providers</u>	45	1.07%	5	Yes
<u>Probation Violations</u>	41	0.98%	5	Yes
<u>Victims</u>	15	0.36%	5	Yes
<u>Post Termination</u>	8	0.19%	4	Yes
<i>TOTAL</i>	<i>4,187</i>	<i>100.00%</i>	<i>216</i>	

Of particular interest to the agency is the amount of time JPPOs spend performing intake, pre-commitment, and case plan development activities. Summing those three domains together showed that 7% of their time was spent on those types of duties.

Items

All 216 tasks are summarized in Appendix O below – excluding sick leave, vacation and other leave time. An examination of the data revealed that the majority of



JPPO time was devoted to youth-related activities⁹. In fact, when summing all of the items related to youth service, JPPOs spent over 80% of their time serving youth. Moreover, by excluding leave time and dividing the number of surveys returned (n=4,187) by the number of surveys with a JJIS number (n=3,501), the results indicate that 84% of the surveys were youth related. Less than 18% of JPPO time was spent on administrative functions or collateral duties. When all of the tasks associated with documenting information in JJIS were aggregated, less than 4% of JPPO time was spent on that task. JPPOs did not spend any of their time on 44 of the 216 tasks identified. This does not mean that these tasks never get done; rather these are likely to represent infrequent tasks or tasks that take very little time.

Disproportionate Amount of Time Used for Specific OYA Populations

About the Data and Reporting Disproportionate Amounts of Time

To determine the disproportionate amount of time (also see footnote 2) used for specific OYA populations, the percentage of youth-related random moment surveys for a particular subpopulation were compared to the percentage of youth on JPPO caseloads.¹⁰ The percentage of the random moment surveys received on youth in a given subpopulation was used to estimate the actual proportion of JPPO time spent on such youth, and the percentage of youth in that subpopulation on JPPO caseloads represented the proportion of time a JPPO would be expected to spend on such youth. Next, to determine the disproportionate amount of time spent on a subpopulation, the relative percent differences between the actual and expected amount of time were calculated.

⁹ Youth-related activities include all tasks except driving to non-youth related destinations or any tasks in the Administrative Function and Collateral Duties domains.

¹⁰ ***It is important to note that the comparisons in this study were not between groups. For example, the percentage of time spent on females was not compared to the percentage of time spent on males. The percentage of time spent on female was compared to the proportion of females on JPPOs caseloads.***



For example, JPPOs actually spent 17.3% of their time on youth age 12 through 15 but were expected to spend 14.7% of their time on those youth because 14.7% of the population was youth age 12 through 15. The relative difference between the actual and expected time was 21%.¹¹ In other words, JPPOs actually spent about 21% more of their time on youth age 12 through 15 than would be expected (see Appendix P).

Results are not provided in body of this report where the proportion of a subpopulation is less than 5%; however, complete results by subpopulation are available in Appendix P through Appendix T. Comparing subpopulations with proportions less than five percentage points could be misleading and possibly wrong.

With only a few exceptions, only results found to be statistically significant ($p < .05$) using Chi-Square Goodness-of-Fit hypothesis tests¹² are reported in text. However, all of the differences are available in the tables in Appendix P through Appendix T along with their associated p-values. The p-values convey the probability that the observed difference between the actual and expected time spent did not occur by chance. Only if a difference was not statistically significant when the expectation was that the difference would be statistically significant is the non-significant finding called out. For example, JPPOs were expected to spend more time on higher risk youth¹³; however, they did not spend more time with high risk youth, which is an important finding.

The following presents the disproportionate amount of time spent on the selected subpopulations.

¹¹ The relative percent difference is expressed as comparison between the actual and expected values. It is calculated by dividing the absolute difference between the actual and expected values by the expected value. In this example, $(20.4 - 16.8)/16.8 = .21 = 21\%$.

¹² The null hypothesis for this analysis states that the actual amount of time spent on a specific subpopulation would be equal to the expected amount of time spent on that subpopulation.

¹³ The OYA Risk to Recidivate Assessment (ORRA) (OYA, 2010a) was employed to determine the risk levels of the youth.



Differences in time spent on demographic, crime type, and location variables

Appendix P provides the table for the demographic, crime type, and location variables. Already mentioned, JPPOs actually spent 17% more time with females than expected; JPPOs also spent 3% less time than expected on the males. There were no statistically significant differences between actual and expected time spent found when examining the results by Race/Ethnicity or Crime Type groups. There were, however, statistically significant differences in the amount of time JPPOs spent by youth location. JPPOs spent nearly 62% more time on youth in detention and nearly 30% more time on youth in Residential/Foster care/Sheltercare/DHS Community Placements than expected. Conversely, JPPOs spent 23% less time on youth in transition programs or youth correctional facilities and almost 10% less time on youth living at home (includes living at home, living independently, or living in a relative's home).

Differences in time spent on OYA Mental Health Gap variables

The differences between the proportion of youth reported on the OYA Mental Health Gap Survey (MHG) (OYA, 2010a) and the proportion of the RMSs across selected MHG variables are represented in Appendix Q. There were few statistically significant differences on the MHG variables. The table indicates that JPPOs spent about 7% less time with youth who did not have an Axis I Disorder excluding Conduct Disorder, and JPPOs spent about 4% more time with youth who did have an Axis I Disorder excluding Conduct Disorder. JPPOs did not spend any more time with youth who had alcohol and/or other drug issues.

Differences in time spent on OYA Risk/Needs Assessment variables

This section reports the differences found between the proportion of youth reported on the OYA Risk/Needs Assessment (RNA) and the proportion of the RMSs across selected RNA variables (see Appendix R). JPPOs spent approximately 8% less time with youth whose friends were gang members/associates or only anti-social. JPPOs spent approximately 4% more time with youth whose friends were neither gang members/associates nor only anti-social. JPPOs spent about 5% more time on youth reported to have current members of their households with a history of



jail/imprisonment and spent 3% less time on youth reported to have no current members of their households with a history of jail/imprisonment. JPPOs spent about 4% more time with youth who had a history of being a victim of emotional abuse or neglect and 4% less time with youth who did not have a history of being victim of emotional abuse or neglect. JPPOs spent nearly 6% more time with youth who had mental health problems and spent nearly 5% less time with youth who had no reported mental health problems. Again, JPPOs did not spend any more time with youth who had alcohol and/or other related drug issues reported on the RNA.

Differences by OYA Risk to Recidivate Assessment Risk Levels

The OYA Risk to Recidivate Assessment (ORRA)(OYA, 2011) risk levels¹⁴ were created by separating JPPO caseloads into youth committed to youth correctional facilities (YCF) and youth committed to OYA probation and then ranking the youth in each group by their ORRA score. The youth in each list were then assigned a risk level, where 25% of the youth were in each risk level category (High, High-Moderate, Moderate, Low). Next, the risk levels for each youth were matched to the RMS result records. Appendix S presents the tables for the disproportionate amounts of time spent on youth at the different risk levels by commitment status. For the youth who were committed to OYA probation, there were no statistically significant differences found. For the youth committed to YCFs, JPPOs spent 9% less time on low risk youth, but JPPOs spent about 11% more time on moderate risk youth.

Differences by OYA status

Appendix T presents the differences between the proportion of youth currently on JPPO caseloads and the proportion of the RMSs across commitment status variables. The table suggests that, JPPOs spent 26% more time with youth on OYA probation, 22% less time with youth who were committed to youth correctional facilities and still in close custody, and 7% less time with youth on parole.

¹⁴ Because the ORRA was not developed until after the data collection was concluded, JPPOs were unaware of the ORRA risk level for their youth during the study.



Discussion

The purpose of this project was to identify task areas that absorb JPPOs' time, to indicate whether JPPOs spent relatively more or less time with particular subpopulations of youth, and to determine the workload units associated with those particular subpopulations. The findings point to some of the key variables affecting how JPPOs manage their workloads. Although there are several limitations that should be considered, discussion is particularly warranted for findings concerning how well the focus groups aligned with the RMS, and the purpose of this project.

Limitations

JPPO caseloads

The random moment survey included only JPPOs with caseloads of 10 or more. Several counties have access to parole/probation assistants who engage in many of the tasks associated with being a JPPO. For example, at least one county uses assistants to provide intake assessments for new commitments. Hence, it is likely that the results underestimate the amount of time spent for intake purposes. In addition, other tasks, or types of youth, may have been influenced by this limitation, resulting in inaccurate estimates of the amount of time JPPOs spent on those tasks or youth.

Multitasking

Because the study used a random moment approach that required JPPOs to indicate "only one of the options that best describes what you are doing at this moment," multitasking was not recorded. For example, a JPPO could have been "driving or riding to facility" with a youth at the moment of the survey and also could have been "provid[ing] prosocial support/reinforcement for youth" at the same moment. The survey methods allowed only one task per survey moment, so the amount of time spent on some tasks may be underestimated.



One youth at a time

JPPOs often work with more than one youth at a given time. Because the survey form provided the opportunity to list only one youth per survey moment, the amount of time spent on some types of youth may also be underestimated.

Influence of subpopulations

Results indicated that JPPOs spent less time on youth whose friends were either gang involved or antisocial. The study also found that JPPOs spent less time on youth in close custody facilities. An additional drill-down analysis examined the possibility of a **confounding influence between location and a youth's social relationships. The results** indicated that regardless of whether the youth were located in facilities or in the community, JPPOs spent less time on youth whose friends were either gang involved or antisocial.

The potential for a confounding influence between the two subpopulations examined above was clear in the data. However, because confounding influences may exist between other subpopulations, further analysis may be warranted as experts in the field review this study and identify unanticipated outcomes.

Data reliability

Some of the variables included in the analysis may have low reliability. No accurate reliability estimates for the RNA or MHG instruments are available. Because many variables on those instruments are assessed by subjective judgment, findings based on variables from those instruments may not be valid. For example, gang membership is a difficult variable to access. It is likely that the reason JPPOs spent less time on youth who were identified as gang members by the RNA is because the RNA does not accurately reflect which youth are actually gang involved. Any variables that have been by assessed by subjective judgment should be considered with caution.

Focus Group Alignment with the RMS

In general, how the focus group members suggested they allocated their time was reflected in the RMS findings. For example, JPPOs spent more time with females,



younger youth, and youth with mental health issues. Although the differences were not statistically significant, and the proportions of these youth were small, there was also some indication that JPPOs spent more time on youth with cognitive difficulties. In addition, the rural regions did spend a little more time driving but this differed by region. Furthermore, the rural regions spent somewhat more time engaging in functions related to juvenile department needs. For example, the eastern region spent more time on pre-commitment planning than the other regions.

In addition, focus group members did not indicate that they considered risk to recidivate in the amount of time they spent on youth. The RMS findings confirmed this perception. With only a few exceptions (see Appendix S), JPPOs did not spend differential amounts of time on youth at particular risk levels.

Some of the focus group **members'** perceptions about the amount of time they spent on specific tasks or particular youth were not confirmed by the RMS. For instance, although the focus group members suggested that JPPOs spent more time on youth that were involved with gangs, the RMS indicated that JPPOs actually spent less time on youth who were gang affiliates or only associated with anti-social friends and spent more time with youth who did not affiliate with gangs or anti-social youth. Also, less than 4% of JPPO time was spent documenting in JJIS. This result occurred despite the option to choose among 15 different items that specifically **included the words "documenting in JJIS" as part of the task description**. It appears that JPPOs are spending far less time with data entry than was suspected based on input from the subject matter experts and focus groups.

Tasks that Absorb JPPOs' Time

Although analysis of all 212 tasks (does not include leave time) goes beyond the scope of this discussion, several important points at the domain level, and some of the specific tasks do deserve mention. Table 2 (page 19) points out that, excluding leave time, JPPOs spent quite a bit of time driving, and only 2% of their time was spent driving to a non-youth related destination. About 18% of JPPO time was spent on case plans. While it is debatable whether this is enough time or not, it appears that nearly an hour



and a half of the average **JJPO's day** was spent on tasks related to case planning. On an average day, JJPOs spent over an hour and twenty minutes on administrative functions or collateral duties. However, the amount of time JJPOs spent on administrative functions and collateral duties did differ slightly by region, with the eastern region spending about 18% of their time on those duties. JJPOs spent over 80% of their time youth related activities. Although these activities did not always involve face-to-face interactions with youth, the purpose was youth related.

Several duties of JJPOs include tasks related to intake. Pre-commitment planning, intake, and case plan development are all domains that consist of tasks related to planning for a **youth's stay with OYA. Taken together, these duties added up to over 30 minutes (7.26%) of the average JJPO's day.** In addition, other duties may also involve intake type functions. For example, JJPOs could be spending time in court to help determine the best placement for a youth that the juvenile department believes should be placed with OYA. Or, JJPOs could be spending time providing victims with information about OYA services prior to commitment. The point is that many of the duties that JJPOs spend time on involve intake, and this analysis may not quantify all of them; however, this analysis does indicate at a minimum how much time JJPOs spent on these tasks.

Finally, interpretations of the tasks listed in Appendix O should be considered carefully. Isolating single tasks may not fully capture the extent to which JJPOs are engaging in particular activities. For example, according to the survey, JJPOs spent 2.1% of their time visiting youth in facilities (including residential, etc.); however, this isolated task does not take into consideration all of the other activities that a JJPO may be engaged in at facilities that also involve youth (e.g., participating in an MDT meeting). A more detailed analysis would include all of the tasks associated with youth in facilities rather than focusing simply on a single task.

Disproportionate Amounts of Time with Particular Subpopulations

JJPOs spent disproportionate amounts of time with particular youth subpopulations. Figure 1 and Figure 2 below display both the percent differences between the actual and expected amount of time spent and the number of hours per 40-



hour work week that those percent differences represent. Figure 1 indicates where JPPOs spent less time than expected, and Figure 2 indicates where they spent more time than expected. Considering both percent difference and the amount of time that difference represents is important because although the percent difference may be quite high, the actual amount of time might not be substantial; conversely, the percent difference might not appear sizeable, but the disproportionate amount of time actually spent may be substantial.

Again, Figure 1 indicates where JPPOs spent less time than expected. They spent substantially less time than expected on youth in transition programs but the amount of time was less than a half an hour per work week. They also spent substantially less time on youth who were in YCFs and the amount of time was nearly 3 hours per work week less than expected. JPPOs spent about 18% less time on youth age 18 through 20, which represented over an hour and a half per work week. They also spent a over an hour per work week less time than expected on youth living in home-type settings (does not include residential facilities, shelter care, or foster homes), about an hour less than expected on youth at low risk to recidivate who had been committed to YCFs (including both youth in close custody and paroled youth), and about an hour less on youth who were gang affiliates or only had anti-social friends.



Figure 1

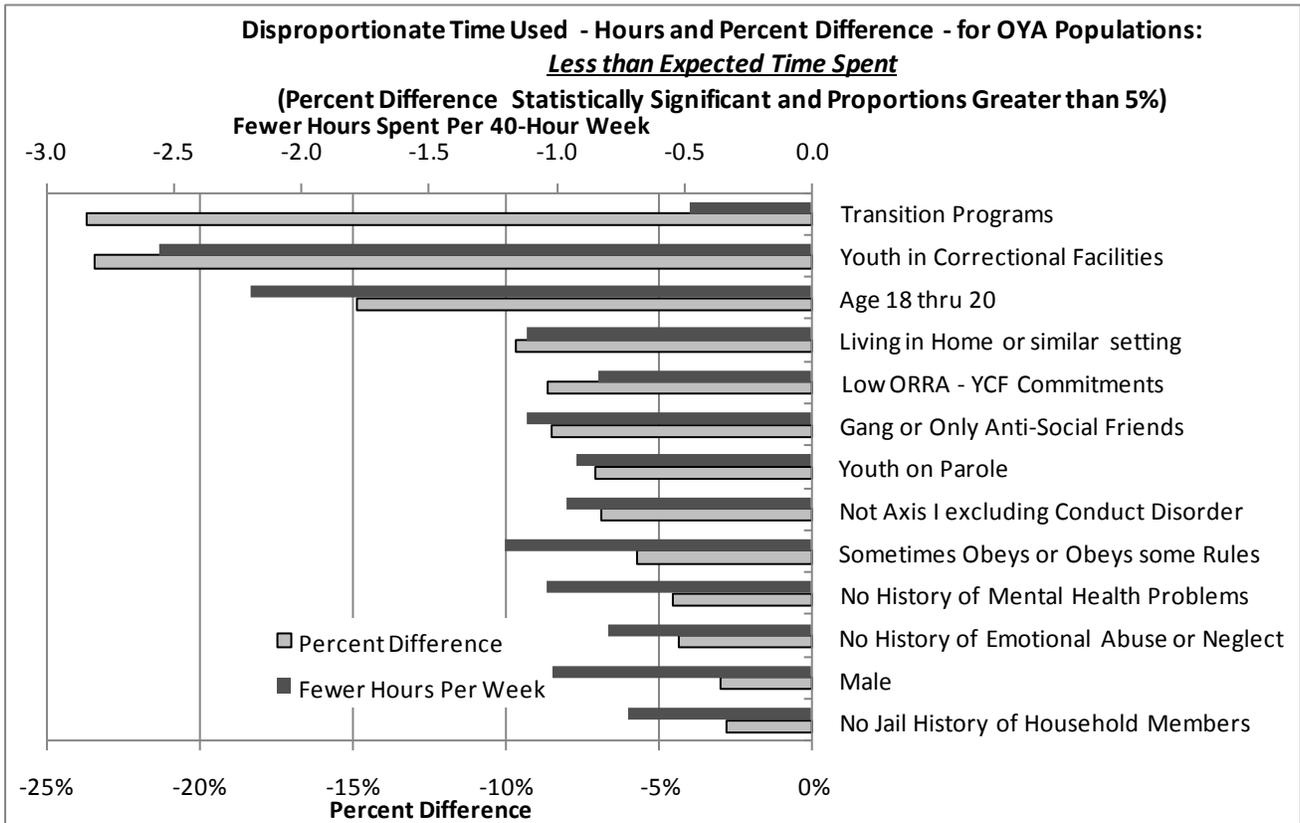
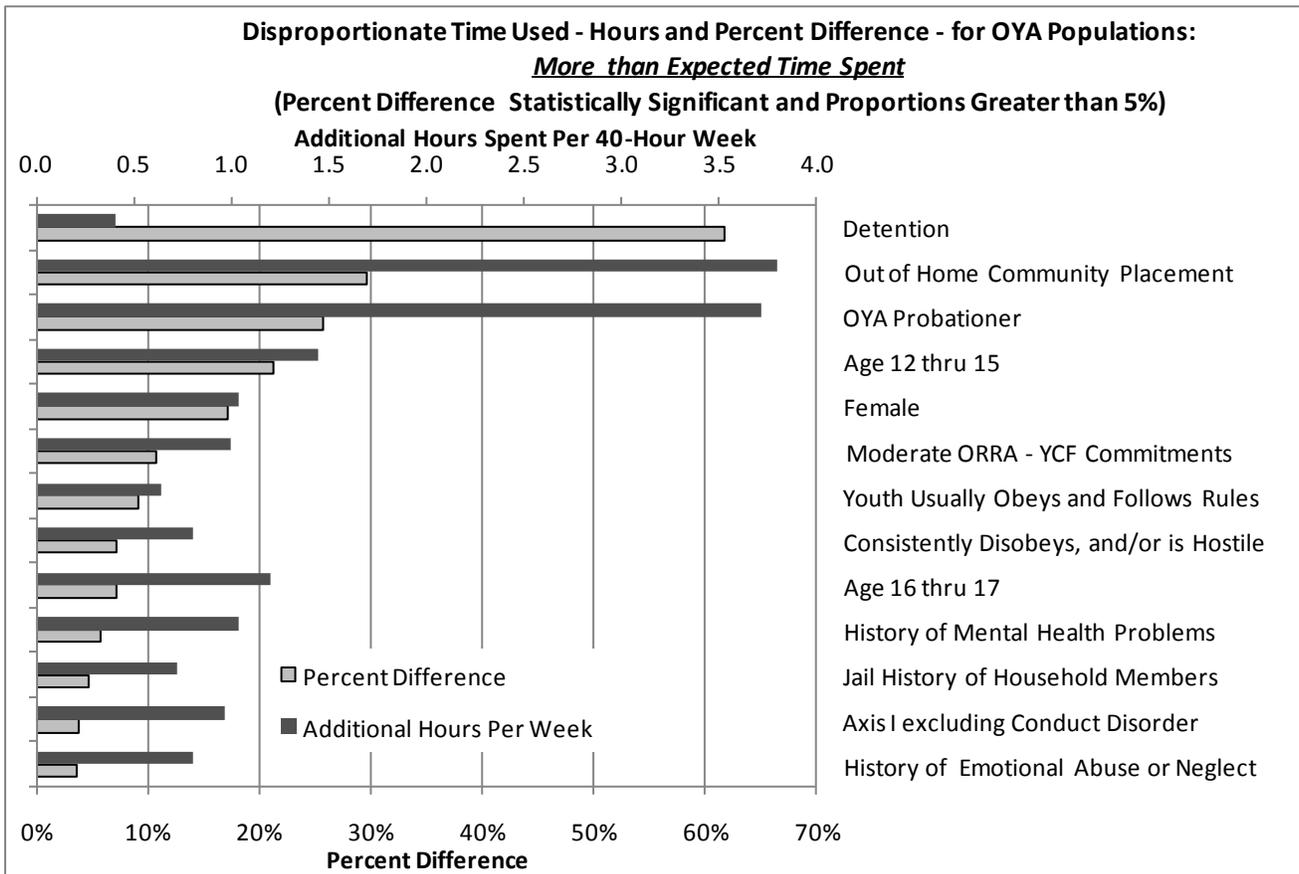


Figure 2 below indicates that JPPOs spent substantially more time on a number of subpopulations. They spent over 60% more time on youth who were in detention but this only represented less than a half of an hour of their work week. Youth in out-of-home community placements (includes residential facilities, shelter care, and foster homes) were also more time consuming, taking nearly four hours per week more than expected. Similarly, youth who were on OYA probation took nearly four hours per week more than expected. JPPOs also spent more time on younger youth—about an hour and a half more than expected; females—about an hour more than expected; and youth at moderate risk to recidivate who had been committed to YCFs—about an hour more than expected. Although not nearly as disproportionate as those populations already mentioned, JPPOs also spent more time on youth who had mental health problems—about an hour more per week—and on youth who had a history of being emotional abused or neglected—nearly an hour more per week than expected.



Figure 2



There were at least three important groups of youth that attracted less time than expected: (a) youth at high risk to recidivate, (b) youth with alcohol and/or other drug (AOD) problems, and (c) youth committed to OYA for property crimes. Risk to recidivate (OYA, 2011), AOD problems (OYA, 2006; Stoolmiller and Blechman, 2005), and property crimes (OYA, 2010b) are highly associated with recidivism. Given this association between risk and recidivism, it was anticipated that JPPOs would have been spending more time with these populations. Further, the American Probation and Parole Association has consistently suggested that JPPOs should be focusing more time on crime type and high risk youth. Additional analysis should be conducted to determine the appropriate amount of time JPPOs spend on these three populations.



Again, the phrase “disproportionate amount of time” has no negative connotation.

In fact, disproportionate amounts of time could be negative, positive, or simply neutral. Although the purpose of the project was not to make any judgments or to determine why JPPOs were spending disproportionate amounts of time on different groups of youth, some discussion about possible reasons for the disparities may help explain these results.

Disproportionate amounts of time may have occurred for several reasons. First, the characteristics of a given group may have influenced the amount of time JPPOs spent on particular youth. For example, younger youth may have required more time because they had more needs; or, they may have secured more time from JPPOs because they (or their advocates) asked directly for more service. Second, JPPOs may have spent more time on a particular subpopulation due to circumstances surrounding those cases. For example, youth who were in detention may have required more time because JPPOs had to find quick placement for the youth; or, the JPPO may have had to try to resolve issues that placed the youth in detention in the first place. Third, JPPOs may have chosen to invest more time with certain subpopulations. For example, JPPOs may have thought that low functioning youth needed more of their service in order to be successful. Of course, this is not an exhaustive list of reasons that JPPOs spent disproportionate amounts of time with numerous subpopulations. Further discussion may **be called for as staff review this report and provide further explanations for JPPOs’ use of time.**

Workload Units Associated with Particular Subpopulations

A major goal of this project was to “determine the workload units associated with each case to establish equitable workloads for JPPOs” (see page 5). Although this project identified a number of areas where JPPOs spent substantially more or less time than expected, there were also a number of areas where JPPOs did not spend differential amounts of time where more time might have been appropriate. Again, JPPOs did not spend more time on youth that were high risk to recidivate or on youth with AOD problems. This is an important finding because establishing equitable workloads for



JPPOs based only on areas where JPPOs currently spend more or less time would not necessarily decrease recidivism rates. On the other hand, increasing the amount of time JPPOs spend on high risk youth and youth with AOD problems might improve outcomes for youth committed to OYA.

Several questions remain: How much more time should JPPOs spend on high risk youth and youth with AOD problems? Are there other areas where JPPOs should be spending differential amounts of time than what was indicated by the RMS? Are there areas not identified by this analysis where JPPOs should be spending differential amounts of time? For example, does location/legal status influence the amount of time JPPOs are spending on specific subpopulations? Further analysis and discussion will be necessary to address these issues and to develop a model for establishing equitable workloads for JPPOs.

Epilogue

One last point is worthy of mention. The high rate of response—both in the percentage of surveys returned and in the percentage of JPPO participation—is testimony to the dedication of these JPPOs. It is also testimony to the cooperative approach that was used to develop the instruments used for this project. In addition, the Oversight Committee (see Appendix)—which was not mentioned in the body of this report up until now—also deserves credit for the high level of accuracy and participation. The members of the Oversight Committee were instrumental in managing the project overall and making sure it proceeded as planned. Again, thanks to all who participated in this project, especially the JPPOs.



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Appendix A: Methodological Steps

Methodological Steps

Step One: Develop Inventory

- Gather relevant data
 - Job Description
 - MDT Information
 - Random-moment data base
- Use relevant data to list/inventory JPPO duties/tasks by category (e.g., Pre-commitment planning, Intake, Case Plan development) and youth status (i.e., close custody, parole, or probation)
- Identify subject matter experts (SMEs). SMEs were JPPOs that were referred by each of the JPPOs supervisors (See Appendix I)
- Use SMEs to determine face validity of the inventory
- Make any changes recommended by the SMEs
- Report/Present Inventory to oversight committee (see Appendix J)

Step Two: Develop RMS

- Develop draft RMS based on the inventory develop in Step One.
- Conduct focus groups to refine the RMS and determine any other factors that may influence JPPOs workloads (see Appendix K)
- Report/Present RMS draft to oversight committee
- Implement any changes based on committee recommendations
- The final survey included 226 tasks within 17 domains (see Appendix M)

Step Three: Implement the RMS

- Develop strategy for implementing the survey



- Report implementation strategy to oversight committee for administering 6,000 RMSs to all JPPOs with 10 or more youth on their caseloads (N=77) over two time periods lasting 3 weeks each. The following steps were followed to determine the random moment schedule:
 - Establish the hours each JPPO works each week (note: all JPPOs with 10 or more youth on their caseloads participated in the RMS)
 - List each JPPOs hours in 5 minute increments (N=41,130)
 - Assign a random number to each increment
 - Sort the increments by the random numbers
 - Take the top 1,000 increments for the first week of RMSs
 - Repeat the process for each week
- Create and print 7,000 computer scannable surveys that included **the youth's JJIS** number (if applicable), the survey number, and the list of tasks by domain that JPPOs fill in (See Appendix M)
- Create and place a label on each survey that includes the JPPOs name, Office, the survey #, and the date and time to complete the survey
- Send out 1,000 surveys for each of the three weeks one week prior to the start of the survey period for that week (each of these mailings include a self addressed/postage paid envelop to be returned at the beginning of the next week)

Step Four: Data cleaning and entry

- Inspect each returned survey to assure that all relevant information is complete and correctly entered (if there was missing data or mistaken entry [for example, filled in more than one task for a single random moment] the survey were returned or the JPPO was contacted to correct the information)
- Send the surveys to a professional data entry company with ability to scan the information into computer programs.
- Inspect the data that is returned from the professional data entry company to assure the data has been reliably entered and make any necessary corrections.

Step Five: Data management and summary presentations



- Merge relevant extract from JJIS to the data set for analysis. These extract will include information from demographic profiles of the youth, OYA Risk and Needs Assessments, and the OYA Mental Health Gap Survey.
- Presentations of the data will include summaries of the (a) amount of time JPPOs spend on specific tasks and within domains; (b) disproportionate amount of time JPPOs spend on different types of youth; and (c) recommended weights of the variables for equitable caseloads.

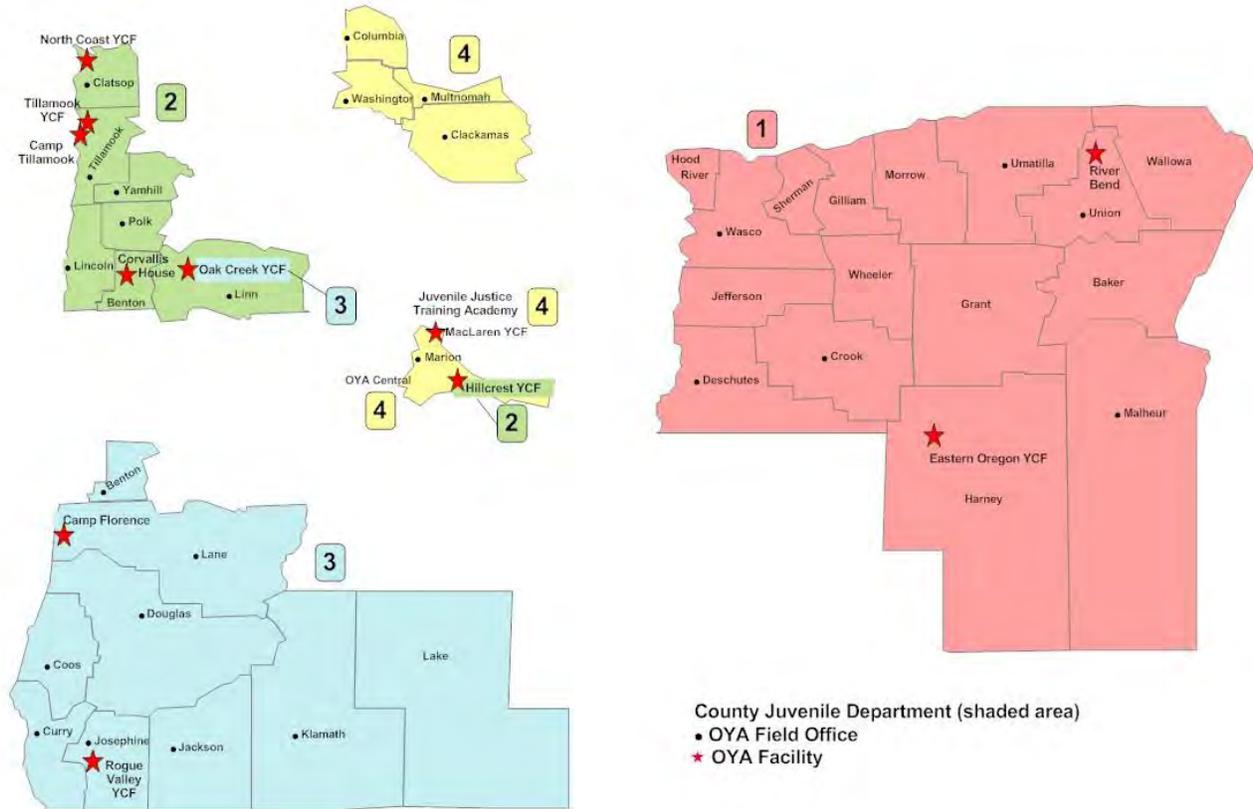


Appendix B: Subject Matter Experts

Supervisor	Office(s)	Subject Matter Expert(s)	Office
Vikki Whitmore	Clackamas	Don Tomfohr	Clackamas
Mike Runyon	Marion	Angie Denning Danny Hernandez	Marion Marion
Debbie Hansen	Multnomah	Chad Trask	Multnomah
Steve Harder	Lane	Jason Sinniger Frances Howells	Lane Lane
John Walton	Coos Curry Douglas	Diana Pedregon	Coos
Cathy Baird	Clatsop Columbia Tillamook Washington	Richard Hendricks Daniel Sifuentez	Clatsop Washington
Ed Pierson	Baker Grant Harney Malheur Morrow Umatilla Union Wallowa	Scott McGrath	Umatilla
Craig Contreras	Jackson Josephine Klamath Lake	Bart Wilmoth	Jackson
Donna McClung	Crook Deschutes Gilliam Hood River Jefferson Sherman Wasco Wheeler	Kelly Braaten	Jefferson



Appendix C: Focus Group Regions



Appendix D: Focus Group Participants

Region	JPP0	Sex	# of Youth	County
1	Braaten, Kelly	Male	20	Jefferson
1	Hampton, Andrew	Male	23	Hood River
1	Hooker, Clay	Male	14	Grant
1	McGrath, Scott	Male	21	Morrow
1	McKague, Scott	Male	26	Deschutes
1	Meier, Heidi	Female	23	Umatilla
1	Parker, Lisa	Female	20	Crook
2	Burdick, Dean	Male	22	Columbia
2	Corbus, Daniel	Male	15	Tillamook
2	Dallison, LuAnn	Female	18	Yamhill
2	Hendricks, Richard	Male	22	Clatsop
2	Lemhouse, Carolyn	Female	22	Polk
2	Spiegel, Zachary	Male	20	Linn
2	White, Rick	Male	19	Yamhill
2	Williams, Tara	Female	20	Linn
3	Fawver, Jeremy	Male	22	Lane
3	Hansen, Stuart	Male	24	Klamath
3	Vogel, Paul	Male	23	Douglas
3	Sinniger, Jason	Male	21	Lane
4	Ceballos, Silbestre (Saul)	Male	19	Multnomah
4	Herrera, Miguel	Male	22	Washington
4	Hupp, Jim	Male	22	Marion
4	Plaza, Mark	Male	21	Marion
4	Sifuentez, Daniel	Male	28	Washington
4	Sorenson, Matt	Male	20	Clackamas
4	Waritz, Karen	Female	23	Multnomah



Appendix E: Summary of Focus and Comparison Groups

- Twenty-one of the 36 Oregon counties were represented in the focus groups. Although this only represents 58% of the counties, most of the geographic regions were represented; however, much of southwestern Oregon was not represented. Specifically, Coos, Curry, Jackson, and Josephine counties did not participate in the focus groups.
- Females were underrepresented in the focus groups. Twenty-three percent (6/26) of the FGMs were female, and 28% (13/46) of the CGMs were female (see Appendix D); however, the difference was not statistically significant.
- There were several differences in the makeup of the focus and comparison groups. FGMs (see Appendix F) had a smaller proportion of females on their caseloads than the CGMs and the difference was statistically significant ($\chi^2=13.8$, $p<.001$).
- The Race/Ethnicity (see Appendix G) of the caseloads for the focus and comparison groups was statistically different: African American ($\chi^2=36.2$, $p<.001$) and Caucasian ($\chi^2=13.8$, $p<.001$) youth were underrepresented on the caseloads for JPPOs in the focus groups; and Hispanic ($\chi^2=26.8$, $p<.001$) youth were overrepresented on the caseloads for JPPOs in the focus groups. All other Race/Ethnicity groups were not statistically different between the two groups.
- The risk level (see Appendix H) - measured by the OYA Risk/Needs Assessment (RNA) - of the youth on the caseloads of the focus and comparison group members was not statistically different.
- The crime type (see Appendix I) - measured by the most serious offense that the youth was committed for - of the youth on the caseloads of the focus and comparison group members was not statistically different. In fact, they were nearly identical.



Appendix F: Focus Group Caseloads by Sex

JSAP Focus Group Participants Caseloads on March 10, 2010 by Sex						
Region	Name	Female		Male		Total
		#	% of Row	#	% of Row	
1	Braaten, Kelly	3	15.0	17	85.0	20
	Hampton, Andrew	1	4.5	21	95.5	22
	Hooker, Clay	1	7.1	13	92.9	14
	McGrath, Scott		0.0	22	100.0	22
	McKague, Scott	5	20.0	20	80.0	25
	Meier, Heidi	4	17.4	19	82.6	23
	Parker, Lisa	1	5.0	19	95.0	20
	<i>Total Region 1</i>	15	10.3	131	89.7	146
2	Burdick, Dean	3	12.5	21	87.5	24
	Corbus, Daniel	3	20.0	12	80.0	15
	Dallison, LuAnn	4	22.2	14	77.8	18
	Hendricks, Richard	1	5.0	19	95.0	20
	Lemhouse, Carolyn	3	13.0	20	87.0	23
	Spiegel, Zachary	6	28.6	15	71.4	21
	White, Rick	2	10.5	17	89.5	19
	Williams, Tara		0.0	19	100.0	19
<i>Total Region 2</i>	22	13.8	137	86.2	159	
3	Fawver, Jeremy		0.0	21	100.0	21
	Hansen, Stuart	10	40.0	15	60.0	25
	Sinniger, Jason	2	9.1	20	90.9	22
	Vogel, Paul		0.0	23	100.0	23
<i>Total Region 3</i>	12	13.2	79	86.8	91	
4	Ceballos, Silbestre		0.0	21	100.0	21
	Herrera, Miguel	4	14.3	24	85.7	28
	Hupp, Jim		0.0	22	100.0	22
	Plaza, Mark	2	10.5	17	89.5	19
	Sifuentez, Daniel	2	6.9	27	93.1	29
	Sorenson, Matt		0.0	21	100.0	21
	Waritz, Karen	1	4.2	23	95.8	24
<i>Total Region 4</i>	9	5.5	155	94.5	164	
Grand Total		58	10.4	502	89.6	560

JSAP Eligible Focus Group Non Participants Caseloads on March 10, 2010 by Sex					
	Female		Male		Total
	#	% of Row	#	% of Row	
	161	16.6	808	83.4	969



Appendix G: Focus Group Caseloads by Race/Ethnicity

JSAP Focus Group Participants Caseloads on March 10, 2010 by Race/Ethnicity														
Region	Name	African American		Asian		Hispanic		Native American		Other/Unknown		Caucasian		Total #
		#	% of Row	#	% of Row	#	% of Row	#	% of Row	#	% of Row	#	% of Row	
		1	Braaten, Kelly	1	5.0	0.0	10	50.0	2	10.0	2	10.0	5	
	Hampton, Andrew		0.0	0.0	9	40.9		0.0		0.0	13	59.1	23	
	Hooker, Clay		0.0	0.0	5	35.7		0.0		0.0	9	64.3	14	
	McGrath, Scott		0.0	1	4.5	10	45.5	1	4.5		0.0	10	45.5	21
	McKague, Scott		0.0		0.0	2	8.0		0.0		0.0	23	92.0	26
	Meier, Heidi		0.0		0.0	8	34.8	2	8.7	1	4.3	12	52.2	23
	Parker, Lisa		0.0		0.0	4	20.0		0.0	3	15.0	13	65.0	20
	Total Region 1	1	0.7	1	0.7	48	32.9	5	3.4	6	4.1	85	58.2	147
2	Burdick, Dean	1	4.2	0.0	2	8.3		0.0	1	4.2	20	83.3	24	
	Corbus, Daniel		0.0	0.0	7	46.7	1	6.7	1	6.7	6	40.0	15	
	Dallison, LuAnn		0.0	0.0	3	16.7	1	5.6	2	11.1	12	66.7	20	
	Hendricks, Richard		0.0	0.0	2	10.0		0.0		0.0	18	90.0	20	
	Lemhouse, Carolyn	1	4.3	1	4.3	4	17.4	1	4.3		0.0	16	69.6	23
	Spiegel, Zachary		0.0		0.0	1	4.8		0.0		0.0	20	95.2	21
	White, Rick	1	5.3		0.0	1	5.3	1	5.3		0.0	16	84.2	19
	Williams, Tara		0.0		0.0		0.0	2	10.5		0.0	17	89.5	19
	Total Region 2	3	1.9	1	0.6	20	12.6	6	3.8	4	2.5	125	78.6	161
3	Fawver, Jeremy	1	4.8	1	4.8	1	4.8	2	9.5		0.0	16	76.2	22
	Hansen, Stuart	1	4.0		0.0	4	16.0	4	16.0	1	4.0	15	60.0	21
	Sinniger, Jason	1	4.5	1	4.5	4	18.2	3	13.6		0.0	13	59.1	22
	Vogel, Paul		0.0		0.0	1	4.3	1	4.3	1	4.3	20	87.0	24
	Total Region 3	3	3.3	2	2.2	10	11.0	10	11.0	2	2.2	64	70.3	89
4	Ceballos, Silbestre		0.0	1	4.8	19	90.5		0.0		0.0	1	4.8	21
	Herrera, Miguel		0.0		0.0	27	96.4		0.0		0.0	1	3.6	29
	Hupp, Jim		0.0	1	4.5	3	13.6	1	4.5	1	4.5	16	72.7	21
	Plaza, Mark	3	15.8		0.0	4	21.1		0.0		0.0	12	63.2	19
	Sifuentez, Daniel		0.0		0.0	26	89.7		0.0		0.0	3	10.3	29
	Sorenson, Matt	3	14.3		0.0		0.0	1	4.8	1	4.8	16	76.2	20
	Waritz, Karen	9	37.5	2	8.3	6	25.0		0.0		0.0	7	29.2	24
	Total Region 4	15	9.1	4	2.4	85	51.8	2	1.2	2	1.2	56	34.1	163
	Grand Total	22	3.9	8	1.4	163	29.1	23	4.1	14	2.5	330	58.9	560

JSAP Eligible Focus Group Non Participants Caseloads on March 10, 2010 by Race/Ethnicity													
Race/Ethnicity													
African American		Asian		Hispanic		Native American		Other/Unknown		Caucasian		Total	
#	% of Row	#	% of Row	#	% of Row	#	% of Row	#	% of Row	#	% of Row	#	% of Row
131	13.5	11	1.1	172	17.8	31	3.2	22	2.3	602	62.1	969	



Appendix H: Focus Group Caseloads by OYA Risk/Needs Assessment

JSAP Focus Group Participants Caseloads on March 10, 2010 by Risk Level										
Region	Name	High		Moderate		Low		Blank		Total #
		#	% of Row	#	% of Row	#	% of Row	#	% of Row	
		1	Braaten, Kelly	15	75.0	5	25.0		0.0	
	Hampton, Andrew	16	72.7	5	22.7	1	4.5		0.0	23
	Hooker, Clay	9	64.3	5	35.7		0.0		0.0	14
	McGrath, Scott	16	72.7	6	27.3		0.0		0.0	21
	McKague, Scott	22	88.0	2	8.0	1	4.0		0.0	26
	Meier, Heidi	19	82.6	2	8.7		0.0	2	8.7	23
	Parker, Lisa	18	90.0	2	10.0		0.0		0.0	20
	Total Region 1	115	78.8	27	18.5	2	1.4	2	1.4	147
2	Burdick, Dean	20	83.3	3	12.5		0.0	1	4.2	24
	Corbus, Daniel	11	73.3	3	20.0	1	6.7		0.0	15
	Dallison, LuAnn	14	77.8	3	16.7	1	5.6		0.0	20
	Hendricks, Richard	14	70.0	6	30.0		0.0		0.0	20
	Lemhouse, Carolyn	22	95.7	1	4.3		0.0		0.0	23
	Spiegel, Zachary	16	76.2	5	23.8		0.0		0.0	21
	White, Rick	16	84.2	3	15.8		0.0		0.0	19
	Williams, Tara	16	84.2	2	10.5	1	5.3		0.0	19
	Total Region 2	129	81.1	26	16.4	3	1.9	1	0.6	161
3	Fawver, Jeremy	15	71.4	6	28.6		0.0		0.0	22
	Hansen, Stuart	23	92.0	2	8.0		0.0		0.0	21
	Sinniger, Jason	20	90.9	1	4.5		0.0	1	4.5	22
	Vogel, Paul	20	87.0	2	8.7	1	4.3		0.0	24
	Total Region 3	78	85.7	11	12.1	1	1.1	1	1.1	89
4	Ceballos, Silbestre	18	85.7	1	4.8	1	4.8	1	4.8	21
	Herrera, Miguel	21	75.0	4	14.3	2	7.1	1	3.6	29
	Hupp, Jim	13	59.1	7	31.8	2	9.1		0.0	21
	Plaza, Mark	12	63.2	5	26.3	2	10.5		0.0	19
	Sifuentez, Daniel	26	89.7	3	10.3		0.0		0.0	29
	Sorenson, Matt	13	61.9	6	28.6	1	4.8	1	4.8	20
	Waritz, Karen	20	83.3	4	16.7		0.0		0.0	24
	Total Region 4	123	75.0	30	18.3	8	4.9	3	1.8	163
Grand Total		445	79.5	94	16.8	14	2.5	7	1.3	560

JSAP Eligible Focus Group Non Participants Caseloads on March 10, 2010 by Risk Level										
		Risk Level								Total #
		High		Moderate		Low		Blank		
#	% of Row	#	% of Row	#	% of Row	#	% of Row	#	% of Row	
759	78.3	154	15.9	32	3.3	24	2.5			969



Appendix I: Focus Group Caseloads by Crime Type (most serious)

JSAP Focus Group Participants Caseloads on March 10, 2010 by Crime Type																						
Region	Name	Arson		Criminal Other		Person		Property		Public Order		Robbery		Sex Offense		Substance Related		Weapon		Blank		Total #
		#	% of Row	#	% of Row	#	% of Row	#	% of Row	#	% of Row	#	% of Row	#	% of Row	#	% of Row	#	% of Row	#	% of Row	
		1	Braaten, Kelly	0.0		1	5.0	3	15.0	10	50.0	0.0		0.0		3	15.0	2	10.0	1	5.0	
Hampton, Andrew	0.0			1	4.5	3	13.6	12	54.5	1	4.5	0.0		5	22.7	0.0		0.0		0.0		22
Hooker, Clay	1		7.1	1	7.1	0.0		8	57.1	0.0		0.0		4	28.6	0.0		0.0		0.0		14
McGrath, Scott	0.0			0.0		4	18.2	10	45.5	2	9.1	0.0		5	22.7	0.0		1	4.5	0.0		22
McKague, Scott	0.0			1	4.0	7	28.0	13	52.0	1	4.0	0.0		2	8.0	0.0		1	4.0	0.0		25
Meier, Heidi	1		4.3	1	4.3	3	13.0	9	39.1	1	4.3	1	4.3	7	30.4	0.0		0.0		0.0		23
Parker, Lisa	0.0			0.0		5	25.0	7	35.0	0.0		0.0		7	35.0	1	5.0	0.0		0.0		20
Total Region 1	2		1.4	5	3.4	25	17.1	69	47.3	5	3.4	1	0.7	33	22.6	3	2.1	3	2.1	0.0	0.0	0.0
2	Burdick, Dean	0.0		1	4.2	2	8.3	7	29.2	1	4.2	1	4.2	11	45.8	1	4.2	0.0		0.0		24
	Corbus, Daniel	1	6.7	0.0		2	13.3	3	20.0	0.0		0.0	4	26.7	5	33.3	0.0		0.0		15	
	Dallison, LuAnn	0.0		2	11.1	6	33.3	1	5.6	0.0		0.0	8	44.4	0.0		1	5.6	0.0		18	
	Hendricks, Richard	1	5.0	0.0		4	20.0	5	25.0	0.0		1	5.0	5	25.0	3	15.0	1	5.0	0.0		20
	Lemhouse, Carolyn	0.0		1	4.3	1	4.3	8	34.8	0.0		0.0	10	43.5	3	13.0	0.0		0.0		0.0	23
	Spiegel, Zachary	0.0		0.0		2	9.5	5	23.8	0.0		0.0	13	61.9	1	4.8	0.0		0.0		0.0	21
	White, Rick	1	5.3	0.0		2	10.5	4	21.1	2	10.5	1	5.3	8	42.1	1	5.3	0.0		0.0		19
	Williams, Tara	0.0		0.0		2	10.5	2	10.5	0.0		0.0	16	84.2	0.0		0.0	1	5.3	0.0		19
Total Region 2	3	1.9	4	2.5	19	11.9	35	22.0	3	1.9	3	1.9	75	47.2	14	8.8	3	1.9	0.0	0.0	0.0	159
3	Fawver, Jeremy	0.0		0.0		0.0		2	9.5	0.0		1	4.8	17	81.0	1	4.8	0.0		0.0		21
	Hansen, Stuart	0.0		3	12.0	9	36.0	11	44.0	1	4.0	0.0		0.0	0.0	0.0	0.0	0.0	1	4.0		25
	Sinniger, Jason	0.0		0.0		7	31.8	11	50.0	0.0		0.0	1	4.5	2	9.1	1	4.5	0.0		0.0	22
	Vogel, Paul	0.0		0.0		5	21.7	8	34.8	2	8.7	0.0		6	26.1	0.0		2	8.7	0.0		23
	Total Region 3	0.0	3	3.3	21	23.1	32	35.2	3	3.3	1	1.1	24	26.4	3	3.3	3	3.3	1	1.1	1	1.1
4	Ceballos, Silbestre	0.0		1	4.8	10	47.6	4	19.0	0.0		1	4.8	2	9.5	2	9.5	1	4.8	0.0		21
	Herrera, Miguel	0.0		0.0		4	14.3	13	46.4	2	7.1	1	3.6	3	10.7	1	3.6	4	14.3	0.0		28
	Hupp, Jim	0.0		0.0		1	4.5	1	4.5	0.0		0.0	19	86.4	0.0		0.0	0.0	1	4.5		22
	Plaza, Mark	0.0		1	5.3	3	15.8	10	52.6	1	5.3	1	5.3	0.0		3	15.8	0.0		0.0		19
	Sifuentez, Daniel	0.0		1	3.4	10	34.5	11	37.9	1	3.4	2	6.9	4	13.8	0.0		0.0	0.0		0.0	29
	Sorenson, Matt	1	4.8	1	4.8	1	4.8	5	23.8	0.0		1	4.8	11	52.4	1	4.8	0.0		0.0		21
	Waritz, Karen	0.0		1	4.2	7	29.2	9	37.5	0.0		1	4.2	0.0		6	25.0	0.0		0.0		24
Total Region 4	1	0.6	5	3.0	36	22.0	53	32.3	4	2.4	7	4.3	39	23.8	13	7.9	5	3.0	1	0.6	0.6	164
Grand Total	6	1.1	17	3.0	101	18.0	189	33.8	15	2.7	12	2.1	171	30.5	33	5.9	14	2.5	2	0.4	0.4	560

JSAP Eligible Focus Group Non Participants Caseloads on March 10, 2010 by Crime Type																						
		Crime Type												Total #								
		Arson		Criminal Other		Person		Property		Public Order		Robbery			Sex Offense		Substance Related		Weapon		Blank	
#	% of Row	#	% of Row	#	% of Row	#	% of Row	#	% of Row	#	% of Row	#	% of Row		#	% of Row	#	% of Row	#	% of Row	#	% of Row
15	1.5	47	4.9	186	19.2	335	34.6	19	2.0	20	2.1	263	27.1	49	5.1	29	3.0	6	0.6	0.6	0.6	969



Appendix J: Focus Group Data Collection Instrument

Focus Group_____ Date_____ JPPO_____

1. Describe your caseloads. Are they diverse?

- Crime Type_____
- Gender_____
- Age_____
- Length of supervision_____
- Other_____

2. What cases do you find most difficult to manage on your caseload?

- Risk Level_____
- Crime Type_____
- Age_____
- Incarcerated parents_____
- History of abuse_____
- Other_____

3. What is it about these cases that make them time consuming?

- Intake_____
- Service coordination_____
- Court/legal_____



- Other _____

4. How do these cases impact your day to day work functions?

- Too much time on Computer _____
- Traveling, _____
- Time in court _____
- Other _____

5. Are you spending the "right" amount of time on these activities?

- Not enough _____
- Too much _____
- Just right _____
- Other _____

6. Other?



Juvenile Parole and Probation Officer Staffing Analysis Project (JSAP) Random Moment Survey (RMS) Instructions

Generally, the process will work like this:

- Each office will have a contact person (contact persons were assigned by JPPO supervisors and can include office staff, JPPOs, or JPPO supervisors) that will receive a packet via US mail with a week's worth of RMSs about a week prior to passing out them out – also included will be a packet of return envelopes address to Lance Schnacker
- Each RMS will have a label that will include the name of the JPPO and the date and time they are supposed to fill out the RMS
- The packets will be sorted by JPPO, day and time
- The contact person will pass out the RMS for the week listed on the label either the afternoon before or as they come in at the beginning of their work week.
- The JPPO's will return the RMS for that week to the contact person
- At the end of the week the contact person will place the RMSs for that week in a self address envelope and send them back to research

Getting Started:

Again, the RMSs will be mailed out in one week increments sometime during the week prior to the following week's data collection. Surveys will be mailed either directly to JPPOs or to a contact person (contact persons were assigned by JPPO supervisors and can include office staff, JPPOs, or JPPO supervisors) who will pass out the RMSs to the JPPOs assigned to them. If your surveys are mailed to a contact person they should be passed out to you before you start your work week, which could be some time the week before or first thing on the first morning of your work weeks. At the beginnings of each week pick up your surveys for that week. The surveys should be in order by day and time.

Step One: Organize your surveys.

First thing each morning, look over the surveys that are assigned for that day and get an idea about when your moments are going to occur that day. Don't try to work your schedule around the survey, simply try to fill it out as close to the moment as possible. If you miss a moment, try to remember exactly what you were doing at the time listed.

Step Two: Fill in the JJIS number of the youth you were working with in that moment (all 8 numbers, including the leading zeros).

Obviously, there will be times when there was multiple youth or no youth. If there wasn't any youth, leave the item blank. If there was multiple youth, pick the youth that you were most engaged with at that moment. If you weren't anymore engaged with one youth than any of the other youth, pick the youth that typically takes the most time out of the group of youth you were working with at that moment. If you are still unclear who to pick, make the choice as random as possible (e.g., assign numbers and roll dice or have someone pick a number between the numbers you have assigned to the youth).

Step Three: Fill in the survey number (all 4 numbers, including the leading zeros).

The survey number is the 4 digit number located to the right of your unit name on the label that is attached to the survey (e.g., Clackamas Unit 0027). The survey number is also located on the bottom of the 1st and 3rd page.

Step Four: Bubble only **ONE** of the options that best describes what you are doing at the moment in time indicated on the survey label.



This task will be easier to accomplish if you are familiar with the survey. Attached is a blank copy for you to print and write notes on if you choose. The survey is divided into 17 areas, or domains, with varying numbers of tasks associated with each area. In total, there are over 200 possible tasks. Your job is to choose the one that best describes what you were doing at the very moment. This will become easier over time, but it will be a good idea to read over the RMS several times to get an idea about where the tasks are located.

The simple question for the RMS is “what was I doing at that moment?” However, with over 200 tasks listed the answer may not be so simple. One strategy could be to narrow the options by first picking which domain does the task belong in. So, ask yourself, which of the following domain best describes the area is was working in at the moment?

- Driving
- Pre-commitment planning
- Intake
- Case Plan Development
- Case Plan Management/Review
- Legal / Other Activities
- Probation Violations
- Transition Planning
- Parole Violations
- Termination
- Interstate Compact
- Administrative Functions
- Victims
- Other Youth Supervision & Services
- Foster care and Providers
- Post termination
- Collateral Duties

Then choose the task that best describes the task that you were working on.

Step Five: Return the surveys during the week following filling out the surveys.

If your RMSs were sent directly to you return the surveys in the return envelope that came with the surveys. The return envelope is the one that is addressed to Lance Schnacker.

If you received your surveys from a contact person please return them to that contact person and they will return them using return envelop that is addressed to Lance Schnacker.

If you have any questions please contact Lance Schnacker at 503-569-6539 or Lance.Schnacker@oya.state.or.us



OYA JSAP RANDOM MOMENT SURVEY

<p style="text-align: center;">JJIS NUMBER</p> <div style="display: flex; justify-content: space-around;"> <input type="text"/> </div> <div style="display: flex; justify-content: space-around;"> <input type="radio"/> </div> <div style="display: flex; justify-content: space-around;"> <input type="radio"/> </div> <div style="display: flex; justify-content: space-around;"> <input type="radio"/> </div> <div style="display: flex; justify-content: space-around;"> <input type="radio"/> </div> <div style="display: flex; justify-content: space-around;"> <input type="radio"/> </div> <div style="display: flex; justify-content: space-around;"> <input type="radio"/> </div> <div style="display: flex; justify-content: space-around;"> <input type="radio"/> </div>	<p>Correct Fill in the Bubbles Completely Incorrect</p> <div style="display: flex; justify-content: space-around;"> ● ● ● Use Pen Or Pencil ⊗ ⊙ ⊘ </div> <div style="border: 1px solid black; height: 100px; margin-top: 10px; display: flex; align-items: center; justify-content: center;"> <p style="font-size: 24px; margin: 0;">LABEL GOES HERE</p> </div>	<p style="text-align: center;">Survey Number</p> <div style="display: flex; justify-content: space-around;"> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> </div> <div style="display: flex; justify-content: space-around;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </div> <div style="display: flex; justify-content: space-around;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </div> <div style="display: flex; justify-content: space-around;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </div> <div style="display: flex; justify-content: space-around;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </div> <div style="display: flex; justify-content: space-around;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </div> <div style="display: flex; justify-content: space-around;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </div> <div style="display: flex; justify-content: space-around;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </div> <div style="display: flex; justify-content: space-around;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </div> <div style="display: flex; justify-content: space-around;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </div> <div style="display: flex; justify-content: space-around;"> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> </div>
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- Workload**
- Own caseload
 - Coverage Helping

Bubble only ONE of the options that best describes what you are doing at this moment!

Driving or riding

- To facility
- To the youths school
- To the youths work
- To transport youth to facility, residential etc.
- To non youth related destination
- To any other youth related destination

Pre-commitment Planning

- Participate in pre-commitment screening process
- Attend court hearing
- Provide update to court on placement
- Coordinate transition from county to OYA
- Make referrals for possible placement
- Document any pre-comminted planning in JJIS
- Other pre-commitment planning task

Intake

- Develop probation agreement
- Investigate and review youth/family history and background
- Determine any other special needs/services
- Obtain information from JD, DHS, MH, School, etc.
- Review file content for historical perspective/profile
- Identify youth strengths and needs using the RNA
- Determine highest criminogenic risk factors using the RNA
- Document the RNA in JJIS
- Document any other intake activities in JJIS
- Participate in, coordinate, and schedule initial MDT/TMSPM
- Coordinate psychiatric, medical, special needs assessments
- Other task associated with intake

Case Plan (CP) Development

- Participate in and coordinate initial placement MDT meeting
- Create initial CP
- Identify components of CP
- Document CP in JJIS
- Facilitate BRS Case Management
- Other CP development task



Case Plan Management/Review

- Conduct 30 day face to face review with youth
- Obtain updated TX info from providers
- Coordinate additional CP reviews as needed
- Coordinate scheduled youth checkins
- Contact/Visit Provider/School/Parent as needed
- Refer youth to treatment providers
- Conduct scheduled CP review for new TX placement
- Participate in placement MDT Meeting
- Revise CP for new TX placement as necessary
- Document any changes to CP in JJIS
- Complete OYA form 3027
- Attend school related meetings
- Gather records
- Facilitate the determination of SSI/DD services
- Document approval for expenditures for SC placements
- Provide BRS Case Management
- Participate in Quarterly MDT/MSP review
- Prepare relevant materials for MDT/MSP review
- Conduct comprehensive CP review for MDT/MSP review
- Other task associated with MDT
- Participate in CRB
- Schedule CRB
- Prepare relevant materials for CRB
- Conduct comprehensive CP review for CRB
- Other task associated with CRB
- Other CP Management/Review task

Legal/Other Activities

- Report Child Abuse (Mandatory)
- Court Review Hearings (not including PVor Revocations)
- Track down no show kids/runaways
- Contact with police/Participate in a criminal investigation
- Prep work for various hearings, etc.
- Prepare court documentation
- Testify in court
- Respond to subpoenas
- Request for Records
- Serve warrants
- Facilitate sex offender registration
- Participate in plea negotiations with public defenders and district attorney
- Document legal activities in JJIS
- Other legal task

Probation Violations

- File PV petition
- Facilitate detention admission
- Attend court hearing
- Document probation violation in JJIS
- Other probation violation task

Transition Planning

- Participate in transition MDT meeting
- Develop transition case plan
- Develop parole agreement
- Notify school
- Notify victim
- Review and have youth sign plans and agreements
- Coordination with reintegration contract providers
- Document transition planning activities in JJIS
- Other transition planning task

Parole Violations

- Facilitate detention admission
- Attend detention hearing
- Attend preliminary revocation hearing
- Attend revocation hearing
- Arrange jail holds for youth over 18
- Update RNA in JJIS
- Prepare court documentation
- Schedule revocation hearing
- Complete OYA forms 3025 and/or 3026
- Document parole violation in JJIS
- Other parole violation task

Termination

- Participate in termination MDT
- Schedule and participate in court hearing
- Prepare termination report
- Document termination activities in JJIS
- Other termination task

Interstate Compact

- Conduct home study
- Facilitate placement [referrals etc.]
- Prepare and submit quarterly report
- Assist ICJ coordinator with runaways and absconders
- Provide case plan services
- Document interstate compact activities in JJIS
- Other Interstate Compact task



Administrative Functions

- Complete PBS data collection
- Complete motor pool related paperwork
- Attend training
- Write Expense reports
- Participate in Work Groups & Committees
- Attend Staff Meetings
- Cover other JPPO
- Write Reports
- Photocopying/faxing/filing
- JPPO peer consultation
- JPPO supervisor consultation
- Reading professional literature
- Delivering paperwork/courier services
- Personnel activities
- Intra agency communication
- Conduct safety checks
- Complete other random moment surveys
- Emailing for issues not already listed
- Provide policy review
- Provide procedure development
- Facilitate vehicle maintenance
- Provide service verification
- Take Lunch
- Take Breaks
- Sick Leave
- Vacation
- Other Leave
- Furlough
- Other administrative function task

Victims

- Victim apology letters
- Facilitate victim statements
- Provide information to victims about the juv/justice system
- Document victim activities in JJIS
- Other victim task

Other Youth Supervision & Services

- Visit youth at school
- Visit youth at work
- Visit youth at facility (including residential etc.)
- Visit youth at home
- Visit youth at your office
- Track conditions
- Coordinate medical appointments
- Provide prosocial support/reinforcement for youth
- Search online for knowledge development and education
- Visit youth's home
- Phone youth's family
- Arrange/Approve/Supervise family visit
- Review/Initiate incident reports on youth
- Arrange Flex Funds for youth
- Arrange furloughs
- Coordinate collection of restitution
- Arrange/Coordinate Vocational Services as necessary
- Administer drug test (e.g., UA)
- Coordinate travel permit for youth
- Attend youth celebration event (graduation, etc.)
- Arrange/Coordinate DMV services
- Arrange/Coordinate Social Security services
- Remove contraband
- Provide 30 day behavioral contracts
- Facilitate 30 day contract writing/implementation for providers
- Provide unscheduled support/counseling visits with youth
- Provide unscheduled support/counseling visits with family
- Provide home safety planning with youth
- Inventory and return of youth's personal items
- Provide electronic monitoring
- Facility competency and other groups
- Coordinate polygraph
- Coordinate placement
- Request and complete paperwork to request travel
- Set up/approve home visits for youth in care/closed custody
- Facilitate fingerprints/blood samples as necessary
- Tracking youth locations in JJIS
- Tracking youth locations online
- Coordinate with DHS, Psychiatric Hospital
- Document any youth related service/supervision in JJIS
- Other youth supervision/service task

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Appendix M: Data Accuracy and Regional Differences

<i>JSAP Random Moment Survey Phase I & II Domain Results: All Returned Surveys Excluding Leave Time by Region</i>								
	Region 1 Eastern		Region 2 Northwestern		Region 3 Southwestern		Region 4 North Valley	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
<u>Driving or Riding</u>	86	15.58%	118	19.60%	156	14.81%	263	13.28%
<u>Pre-Commitment Planning</u>	34	6.16%	11	1.83%	33	3.13%	50	2.53%
<u>Intake</u>	11	1.99%	14	2.33%	27	2.56%	38	1.92%
<u>Case Plan Development</u>	22	3.99%	10	1.66%	21	1.99%	31	1.57%
<u>Case Plan Management/Review</u>	92	16.67%	112	18.60%	149	14.15%	316	15.96%
<u>Legal/Other Activities</u>	36	6.52%	36	5.98%	63	5.98%	166	8.38%
<u>Probation Violations</u>	11	1.99%	6	1.00%	29	2.75%	21	1.06%
<u>Transition Planning</u>	23	4.17%	16	2.66%	42	3.99%	69	3.48%
<u>Parole Violations</u>	15	2.72%	14	2.33%	24	2.28%	64	3.23%
<u>Termination</u>	6	1.09%	12	1.99%	12	1.14%	43	2.17%
<u>Interstate Compact</u>	0	0.00%	3	0.50%	10	0.95%	44	2.22%
<u>Administrative Functions</u>	85	15.40%	80	13.29%	148	14.06%	242	12.22%
<u>Victims</u>	3	0.54%	0	0.00%	5	0.47%	2	0.10%
<u>Other Youth Supervisions & Services</u>	103	18.66%	147	24.42%	295	28.02%	527	26.62%
<u>Foster Care and Providers</u>	3	0.54%	12	1.99%	13	1.23%	14	0.71%
<u>Post Termination</u>	5	0.91%	0	0.00%	2	0.19%	6	0.30%
<u>Collateral Duties</u>	17	3.08%	11	1.83%	24	2.28%	84	4.24%
<u>TOTAL</u>	552	100.00%	602	100.00%	1,053	100.00%	1,980	100.00%



Appendix N: Comparing RMS sample with JPPOs Caseloads

Comparing the JSAP RMS sample of youth with all youth on JPPOs' Caseloads to determine if the sample of youth in the random moment surveys represents the population of youth supervised by JPPOs.

<i>JSAP Random Moment Survey Comparing JSAP RMS Phase I & II Populations vs. OYA Populations of Youth Supervised by JPPOs by Demographic and Crime Type Variables</i>					
	Random Moment Survey Youth		All OYA Youth Supervised by JPPOs: July plus September 2010		Percent Difference
	Frequency	Percent	Frequency	Percent	
Total	1,642	100.0%	3,112	100.0%	
Sex					
Male	1,386	84.4%	2,654	85.3%	-1.0%
Female	256	15.6%	458	14.7%	5.9%
Age					
12 thru 15	305	18.6%	523	16.8%	10.5%
16 thru 17	727	44.3%	1,312	42.2%	5.0%
18 thru 20	561	34.2%	1,155	37.1%	-7.9%
21 plus	49	3.0%	122	3.9%	-23.9%
Race/Ethnicity					
African American	167	10.2%	302	9.7%	4.8%
Asian	21	1.3%	32	1.0%	24.4%
Caucasian	1,009	61.4%	1,894	60.9%	1.0%
Hispanic	354	21.6%	724	23.3%	-7.3%
Native American	52	3.2%	106	3.4%	-7.0%
Unreported/Other	39	2.4%	54	1.7%	36.9%
Crime Type					
Arson	25	1.5%	46	1.5%	3.0%
Criminal Other	75	4.6%	132	4.2%	7.7%
Drugs / Alcohol	87	5.3%	173	5.6%	-4.7%
Person-to-Person	291	17.7%	580	18.6%	-4.9%
Property	551	33.6%	1,063	34.2%	-1.8%
Public Order	36	2.2%	71	2.3%	-3.9%
Robbery	45	2.7%	77	2.5%	10.8%
Sex Offense	465	28.3%	872	28.0%	1.1%
Weapons	56	3.4%	83	2.7%	27.9%
Temporay Commitments	10	0.6%	15	0.5%	26.3%



Appendix O: Item and Domain Summary

Item and Domain Summary: All Returned Surveys Excluding Leave Time

Domain	Variable	Frequency	Percent
<u>Driving or Riding</u>		623	14.88%
	Driving to facility	121	2.89%
	Driving to the youths school	37	0.88%
	Driving to the youths work	9	0.21%
	Driving to transport youth to facility- residential etc.	167	3.99%
	Driving to non youth related destination	80	1.91%
	Driving to any other youth related destination	209	4.99%
<u>Pre-Commitment Planning</u>		128	3.06%
	Participate in pre-commitment screening process	29	0.69%
	Attend court hearing	27	0.64%
	Provide update to court on placement	4	0.10%
	Coordinate transition from county to OYA	17	0.41%
	Make referrals for possible placement	30	0.72%
	Document any pre-comminted planning in JJIS	2	0.05%
	Other pre-commitment planning task	19	0.45%
<u>Intake</u>		90	2.15%
	Develop probation agreement	4	0.10%
	Investigate and review youth/family history and background	17	0.41%
	Determine any other special needs/services	5	0.12%
	Obtain information from JD- DHS- MH- School- etc.	7	0.17%
	Review file content for historical perspective/profile	9	0.21%
	Identify youth strengths and needs using the RNA	5	0.12%
	Determine highest criminogenic risk factors using the RNA	0	0.00%
	Document the RNA in JJIS	4	0.10%
	Document any other intake activities in JJIS	1	0.02%
	Participate in- coordinate- and schedule initial MDT/IMSPM	15	0.36%
	Coordinate psychiatric- medical- special needs assessments	8	0.19%
	Other task associated with intake	15	0.36%
<u>Case Plan Development</u>		84	2.01%
	Participate in and coordinate initial placement MDT meeting	22	0.53%
	Create initial CP	8	0.19%
	Identify components of CP	6	0.14%
	Document CP in JJIS	20	0.48%
	Facilitate BRS Case Management	8	0.19%
	Other CP development task	20	0.48%



Domain	Variable	Frequency	Percent
<u>Case Plan Management/Review</u>		669	15.98%
	Conduct day face to face review with youth	97	2.32%
	Obtain updated TX info from providers	44	1.05%
	Coordinate additional CP reviews as needed	16	0.38%
	Coordinate scheduled youth checkins	29	0.69%
	Contact/Visit Provider/School/Parent as needed	59	1.41%
	Refer youth to treatment providers	58	1.39%
	Conduct scheduled CP review for new TX placement	10	0.24%
	Participate in placement MDT Meeting	41	0.98%
	Revise CP for new TX placement as necessary	6	0.14%
	Document any changes to CP in JJIS	40	0.96%
	Complete OYA form	0	0.00%
	Attend school related meetings	24	0.57%
	Gather records	24	0.57%
	Facilitate the determination of SSI/DD services	2	0.05%
	Document approval for expenditures for SC placements	0	0.00%
	Provide BRS Case Management	5	0.12%
	Participate in Quarterly MDT/MSP review	81	1.93%
	Prepare relevant materials for MDT/MSP review	13	0.31%
	Conduct comprehensive CP review for MDT/MSP review	11	0.26%
	Other task associated with MDT	27	0.64%
	Participate in CRB	11	0.26%
	Schedule CRB	0	0.00%
	Prepare relevant materials for CRB	22	0.53%
	Conduct comprehensive CP review for CRB	3	0.07%
	Other task associated with CRB	4	0.10%
	Other CP Management/Review task	42	1.00%
<u>Legal/Other Activities</u>		301	7.19%
	Report Child Abuse [Mandatory]	6	0.14%
	Court Review Hearings [not including PVor Revocations]	28	0.67%
	Track down no show kids/runaways	22	0.53%
	Contact with police/Participate in a criminal investigation	13	0.31%
	Prep work for various hearings- etc.	53	1.27%
	Prepare court documentation	35	0.84%
	Testify in court	9	0.21%
	Respond to subpoenas	20	0.48%
	Request for Records	8	0.19%
	Serve warrants	5	0.12%
	Facilitate sex offender registration	13	0.31%
	Participate in plea negotiations with public defenders and district attorney	18	0.43%
	Document legal activities in JJIS	8	0.19%
	Other legal task	63	1.50%
<u>Probation Violations</u>		67	1.60%
	File PV petition	3	0.07%
	Facilitate detention admission	10	0.24%
	Attend court hearing	30	0.72%
	Document probation violation in JJIS	4	0.10%
	Other probation violation task	20	0.48%



Domain	Variable	Frequency	Percent
<u>Transition Planning</u>		<u>150</u>	<u>3.58%</u>
	Participate in transition MDT meeting	21	0.50%
	Develop transition case plan	11	0.26%
	Develop parole agreement	14	0.33%
	Notify school	5	0.12%
	Notify victim	3	0.07%
	Review and have youth sign plans and agreements	23	0.55%
	Coordination with reintegration contract providers	17	0.41%
	Document transition planning activities in JJIS	8	0.19%
	Other transition planning task	48	1.15%
<u>Parole Violations</u>		<u>117</u>	<u>2.79%</u>
	Facilitate detention admission	7	0.17%
	Attend detention hearing	14	0.33%
	Attend preliminary revocation hearing	22	0.53%
	Attend revocation hearing	16	0.38%
	Arrange jail holds for youth over	2	0.05%
	Update RNA in JJIS	3	0.07%
	Prepare court documentation	1	0.02%
	Schedule revocation hearing	18	0.43%
	Complete OYA forms and/or	6	0.14%
	Document parole violation in JJIS	5	0.12%
	Other parole violation task	23	0.55%
<u>Termination</u>		<u>73</u>	<u>1.74%</u>
	Participate in termination MDT	0	0.00%
	Schedule and participate in court hearing	4	0.10%
	Prepare termination report	41	0.98%
	Document termination activities in JJIS	5	0.12%
	Other termination task	23	0.55%
<u>Interstate Compact</u>		<u>57</u>	<u>1.36%</u>
	Conduct home study	1	0.02%
	Facilitate placement [referrals etc.]	8	0.19%
	Prepare and submit quarterly report	3	0.07%
	Assist ICJ coordinator with runaways and absconders	0	0.00%
	Provide case plan services	1	0.02%
	Document interstate compact activities in JJIS	2	0.05%
	Other Interstate Compact task	42	1.00%



Domain	Variable	Frequency	Percent
Administrative Functions		555	13.26%
	Complete PBS data collection	1	0.02%
	Complete motor pool related paperwork	3	0.07%
	Attend training	28	0.67%
	Write Expense reports	4	0.10%
	Participate in Work Groups & Committees	31	0.74%
	Attend Staff Meetings	38	0.91%
	Cover other JPPO	1	0.02%
	Write Reports	13	0.31%
	Photocopying/faxing/filing	20	0.48%
	JPPO peer consultation	35	0.84%
	JPPO supervisor consultation	27	0.64%
	Reading professional literature	8	0.19%
	Delivering paperwork/courier services	4	0.10%
	Personnel activities	5	0.12%
	Intra agency communication	42	1.00%
	Conduct safety checks	0	0.00%
	Complete other random moment surveys	14	0.33%
	Emailing for issues not already listed	10	0.24%
	Provide policy review	0	0.00%
	Provide procedure development	0	0.00%
	Facilitate vehicle maintenance	11	0.26%
	Provide service verification	6	0.14%
	Take Lunch	184	4.39%
	Take Breaks	30	0.72%
	Sick Leave	0	0.00%
	Vacation	0	0.00%
	Other Leave	0	0.00%
	Furlough	0	0.00%
	Other administrative function task	40	0.96%
Victims		10	0.24%
	Victim apology letters	1	0.02%
	Facilitate victim statements	0	0.00%
	Provide information to victims about the juv/justice system	2	0.05%
	Document victim activities in JJIS	0	0.00%
	Other victim task	7	0.17%



Domain	Variable	Frequency	Percent
<i>Other Youth Supervisions & Services</i>		<i>1,073</i>	<i>25.63%</i>
	Visit youth at school	44	1.05%
	Visit youth at work	10	0.24%
	Visit youth at facility [including residential etc.]	87	2.08%
	Visit youth at home	74	1.77%
	Visit youth at your office	59	1.41%
	Track conditions	12	0.29%
	Coordinate medical appointments	9	0.21%
	Provide prosocial support/reinforcement for youth	30	0.72%
	Search online for knowledge development and education	0	0.00%
	Visit youth's home	34	0.81%
	Phone youth's family	197	4.71%
	Arrange/Approve/Supervise family visit	46	1.10%
	Review/Initiate incident reports on youth	17	0.41%
	Arrange Flex Funds for youth	34	0.81%
	Arrange furloughs	0	0.00%
	Coordinate collection of restitution	8	0.19%
	Arrange/Coordinate Vocational Services as necessary	10	0.24%
	Administer drug test [e.g. - UA]	13	0.31%
	Coordinate travel permit for youth	8	0.19%
	Attend youth celebration event [graduation- etc.]	6	0.14%
	Arrange/Coordinate DMV services	3	0.07%
	Arrange/Coordinate Social Security services	3	0.07%
	Remove contraband	1	0.02%
	Provide day behavioral contracts	2	0.05%
	Facilitate day contract writing/implementation for providers	2	0.05%
	Provide unscheduled support/counseling visits with youth	40	0.96%
	Provide unscheduled support/counseling visits with family	14	0.33%
	Provide home safety planning with youth	3	0.07%
	Inventory and return of youth's personal items	9	0.21%
	Provide electronic monitoring	0	0.00%
	Facility competency and other groups	9	0.21%
	Coordinate polygraph	22	0.53%
	Coordinate placement	26	0.62%
	Request and complete paperwork to request travel	6	0.14%
	Set up/approve home visits for youth in care/closed custody	15	0.36%
	Facilitate fingerprints/blood samples as necessary	1	0.02%
	Tracking youth locations in JJIS	4	0.10%
	Tracking youth locations online	2	0.05%
	Coordinate with DHS- Psychiatric Hospital	6	0.14%
	Document any youth related service/supervision in JJIS	32	0.76%
	Other youth supervision/service task	175	4.18%
<i>Foster Care and Providers</i>		<i>42</i>	<i>1.00%</i>
	Provide ongoing support	18	0.43%
	Provide inspections	0	0.00%
	Provide unscheduled support/counseling visits with family	1	0.02%
	Document foster care/provider activities in JJIS	2	0.05%
	Other foster care or provider task	21	0.50%



Domain	Variable	Frequency	Percent
<u>Post Termination</u>		<u>13</u>	<u>0.31%</u>
	Provide requested documentation	2	0.05%
	Provide requested updates	1	0.02%
	Document post termination in JJIS	3	0.07%
	Other post termination task	7	0.17%
<u>Collateral Duties</u>		<u>135</u>	<u>3.22%</u>
	Training- supervising- or evaluating interns	12	0.29%
	Covering front desk	3	0.07%
	Provide contracts services	3	0.07%
	Develop natural support services outside of OYA contracted services	2	0.05%
	Provide community outreach services	2	0.05%
	Coordinate nonservice related activities	2	0.05%
	Provide courtesy supervision	1	0.02%
	Search for minority services	2	0.05%
	Provide transportation for family members to attend reviews	0	0.00%
	Provide Counselor of the Day [COD] service	1	0.02%
	Participate in hiring committee's for OYA and other entities	0	0.00%
	Complete survey and evaluation for programs- departments- etc.	1	0.02%
	Staffing with local juvenile departments	23	0.55%
	Train new parole/probation officers	5	0.12%
	Train supervisors	0	0.00%
	Provide diversion services for youth and community partners	2	0.05%
	Provide information to Universities/research groups participating in studies of juveniles	0	0.00%
	Research tribal membership and forward to coordinator	0	0.00%
	Partnership with the local tribe to ensure participation in the case process	0	0.00%
	Make referrals to community based programs for family members	4	0.10%
	Educate other entities regarding our programs- new laws- limitations- etc.	1	0.02%
	Speak at schools- job fairs- etc.	0	0.00%
	Providing hospital security	0	0.00%
	Other collateral duties	71	1.70%
Total		4,187	100.00%



Appendix P: Disproportionate Time Used - Demographic, Crime, Location

Disproportionate Time Used (Percent Difference) by Demographic, Crime Type and Location Variables

<i>JSAP Random Moment Survey Comparing Time Spent on Youth vs. OYA Population of Youth Supervised by JPPOs: All Returned Phase I and II Surveys with JJIS Numbers Excluding Leave Time by Demographic, Crime Type, and Location Variables</i>						
	Actual Time		Expected Time			
	Random Moment Surveys		All OYA Youth Supervised by JPPOs: July plus Sept. 2010		Percent Difference	p <
	Frequency	Percent	Frequency	Percent		
Total	3,501	100.0%	3,112	100.0%		
Sex						
Male	2,897	82.7%	2,654	85.3%	-3.0%	* 0.000
Female	604	17.3%	458	14.7%	17.2%	* 0.000
Age						
12 thru 15	713	20.4%	523	16.8%	21.2%	* 0.000
16 thru 17	1,581	45.2%	1,312	42.2%	7.1%	* 0.000
18 thru 20	1,106	31.6%	1,155	37.1%	-14.9%	* 0.000
21 plus	101	2.9%	122	3.9%	-26.4%	* 0.002
Race/Ethnicity						
African American	369	10.5%	302	9.7%	8.6%	0.095
Caucasian	2,128	60.8%	1,894	60.9%	-0.1%	0.924
Hispanic	777	22.2%	724	23.3%	-4.6%	0.134
Native American	105	3.0%	106	3.4%	-11.9%	0.184
Asian/Unreported/Other	121	3.5%	86	2.8%	25.1%	* 0.012
Crime Type						
Arson	55	1.6%	46	1.5%	6.3%	0.649
Criminal Other	150	4.3%	132	4.2%	1.0%	0.900
Drugs / Alcohol	196	5.6%	173	5.6%	0.7%	0.919
Person-to-Person	653	18.7%	580	18.6%	0.1%	0.983
Property	1,177	33.6%	1,063	34.2%	-1.6%	0.501
Public Order	69	2.0%	71	2.3%	-13.6%	0.218
Robbery	91	2.6%	77	2.5%	5.1%	0.634
Sex Offense	968	27.6%	872	28.0%	-1.3%	0.625
Weapons	113	3.2%	83	2.7%	21.0%	* 0.040
Temporay Commitments	28	0.8%	15	0.5%	65.9%	* 0.007
Location						
Adult/Other	77	2.2%	78	2.5%	-12.3%	0.245
Detention	91	2.6%	50	1.6%	61.8%	* 0.000
Home/ Living Independently/ Relative's Home	931	26.6%	916	29.4%	-9.7%	* 0.000
Residential/ Foster care/ Sheltercare/ DHS Community Placement	1,458	41.6%	1,000	32.1%	29.6%	* 0.000
Runaway	61	1.7%	69	2.2%	-21.4%	0.056
Transition Program	127	3.6%	148	4.8%	-23.7%	* 0.002
Youth Correctional Facility	733	20.9%	851	27.3%	-23.4%	* 0.000



Appendix Q: Disproportionate Time Used – Mental Health Gap

Disproportionate Time Used (Percent Difference) by OYA Mental Health Gap Variables

<i>JSAP Random Moment Survey (RMS) Phase I & II Overall Results Compared to Mental Health Gap (MHG) Survey Results: All Returned RMS with JJIS Numbers and MHG Surveys of Youth open with OYA in June 2010 and Sept. 2010, Excluding Leave Time by Selected MHG Variables</i>							
	Actual Time		Expected Time				
	Random Moment Surveys		Mental Health Gap Survey		Percent Difference	p <	
	Frequency	Percent	Frequency	Percent			
Total	2,926	100.0%	2,868	100.0%			
IQ							
Below 70	66	2.3%	57	2.0%	13.5%		0.299
70-80	562	19.2%	557	19.4%	-1.1%		0.770
Over 80	2,298	78.5%	2,254	78.6%	-0.1%		0.943
Conduct Disorder							
No	1,388	47.4%	1,311	45.7%	3.8%		0.061
Yes	1,538	52.6%	1,557	54.3%	-3.2%		0.061
Axis I excluding Conduct Disorder							
No	973	33.3%	1,024	35.7%	-6.9%	*	0.006
Yes	1,953	66.7%	1,844	64.3%	3.8%	*	0.006
Diagnosed drug and/or alcohol history							
No	855	29.2%	811	28.3%	3.3%		0.257
Yes	2,071	70.8%	2,057	71.7%	-1.3%		0.257
AOD Level							
None	855	29.2%	811	28.3%	3.3%		0.257
Drug and/or Alcohol Use	377	12.9%	365	12.7%	1.2%		0.798
Drug and/or Alcohol Abuse	1,010	34.5%	1,006	35.1%	-1.6%		0.527
Drug and/or Alcohol Dependence	684	23.4%	686	23.9%	-2.3%		0.492
Documented as the biological parent of a child							
No	2,586	88.4%	2,513	87.6%	0.9%		0.213
Yes	340	11.6%	355	12.4%	-6.1%		0.213

* p < .05



Appendix R: Disproportionate Time Used – OYA RNA

Disproportionate Time Used (Percent Difference) by OYA Risk Needs Assessment Variables

<i>JSAP Random Moment Survey (RMS) Phase I & II Overall Results Compared to OYA Risk/Needs Assessment (RNA): All Returned RMS with JJIS Numbers and RNAs of Youth open with OYA in June 2010 and Sept. 2010, Excluding Leave Time by Selected RNA Variables and ORRA Risk Levels</i>							
	Actual Time		Expected Time		Percent Difference	*	p<
	Random Moment Surveys		All OYA Youth Supervised by JPPOs: July plus September 2010				
	Frequency	Percent	Frequency	Percent			
Total	3,438	100.0%	3,034	100.0%			
Current Friends/Companions							
Gang Member/Associate or Only Anti-Social Friends	1,040	30.3%	1,003	33.1%	-8.5%	*	0.000
Not Gang Member/Associate or Only Anti-Social Friends	2,398	69.7%	2,031	66.9%	4.2%	*	0.000
Prior to OYA Close Custody Commitment							
No	868	25.2%	757	25.0%	1.2%		0.688
Yes	2,570	74.8%	2,277	75.0%	-0.4%		0.688
History of Running Away or Getting Kicked Out of Home							
No	1,312	38.2%	1,150	37.9%	0.7%		0.755
One Instance	435	12.7%	395	13.0%	-2.8%		0.523
Two or more Instance	1,691	49.2%	1,489	49.1%	0.2%		0.899
Jail/Imprisonment History of Persons Currently Involved							
No	2,077	60.4%	1,886	62.2%	-2.8%	*	0.034
Yes	1,361	39.6%	1,148	37.8%	4.6%	*	0.034
Current Parental Authority and Control							
Youth Usually Obeys and Follows Rules	640	18.6%	517	17.0%	9.2%	*	0.014
Sometimes Obeys or Obeys some Rules	1,769	51.5%	1,655	54.5%	-5.7%	*	0.000
Consistently Disobeys, and/or is Hostile	1,046	30.4%	862	28.4%	7.1%	*	0.009
Current Alcohol/Drug Use Causing Identified Problem							
No	2,326	67.7%	2,016	66.4%	1.8%		0.133
Yes	1,112	32.3%	1,018	33.6%	-3.6%		0.133
History of Abuse							
No	1,790	52.1%	1,600	52.7%	-1.3%		0.431
Yes	1,648	47.9%	1,434	47.3%	1.4%		0.431
History of Being Victim of Emotional Abuse or Neglect							
No	1,476	42.9%	1,362	44.9%	-4.4%	*	0.021
Yes	1,962	57.1%	1,672	55.1%	3.6%	*	0.021
History of Mental Health Problems							
No	1,843	53.6%	1,704	56.2%	-4.6%	*	0.003
Yes	1,595	46.4%	1,330	43.8%	5.8%	*	0.003

* P < .05



Appendix S: Disproportionate Time Used – Risk to Recidivate

Disproportionate Time Used (Percent Difference) by OYA Recidivism Risk Assessment (ORRA) Risk Levels

JSAP Random Moment Survey (RMS) Phase I & II Overall Results Compared to OYA Recidivism Risk Assessment (ORRA) : All Returned RMS with JJIS Numbers of Youth open with OYA in June 2010 and Sept. 2010, Excluding Leave Time by Selected RNA Variables and ORRA Risk Levels

	Actual Time		Expected Time		Percent Difference	p <
	Random Moment Surveys		All OYA Youth Supervised by JPPOs: July plus September 2010			
	Frequency	Percent	Frequency	Percent		
Total ORRA Risk Levels for Youth Committed to Probation	1,559		1,175			
Low	391	25.1%	294	25.0%	0.2%	0.957
Moderate	422	27.1%	293	24.9%	8.6%	0.052
Moderate-High	384	24.6%	294	25.0%	-1.6%	0.722
High	362	23.2%	294	25.0%	-7.2%	0.101
Total ORRA Risk Levels for Youth Committed to YCF	1,899		1,982			
Low	436	23.0%	498	25.1%	-8.6% *	0.029
Moderate	523	27.5%	493	24.9%	10.7% *	0.007
Moderate-High	472	24.9%	495	25.0%	-0.5%	0.904
High	468	24.6%	496	25.0%	-1.5%	0.702

* p < .05



Appendix T: Disproportionate Time Used – OYA Status

Random Moments Compared to OYA Status

<i>JSAP Random Moment Survey (RMS) Phase I & II Overall Results vs All Open Youth under JPPO Supervision July and September 2010: All Returned RMS Surveys with JJIS Numbers Excluding Leave Time by OYA Status</i>							
		Actual Time		Expected Time			
		Random Moment Surveys		All OYA Youth Supervised by JPPOs: July plus Sept. 2010		Percent Difference	<i>p</i> <
		Frequency	Percent	Frequency	Percent		
Total		<i>3,501</i>	<i>100.0%</i>	<i>3,132</i>	<i>100.0%</i>		
OYA Status							
	YCF/Transition Program	855	24.4%	983	31.4%	-22.2% *	0.000
	Parole	1,058	30.2%	1,019	32.5%	-7.1% *	0.003
	Probation/Other**	1,588	45.4%	1,130	36.1%	25.7% *	0.000

* $p < .05$

**Other includes Temporary Commitments, and Interstate Compact



Appendix U: Oversight Committee

Group	Representatives		
Management	Phil Cox, Tom Johnson, Fariborz Pakseresht, Mary McBride		
JPPO Supervisor	Debbie Hansen (Ed Pierson – alternative)		
JPPOs	Representative	Office	Region
	Jason Sinniger	Lane	South Valley
	Frances Howells	Lane	South Valley
	Harry Bradshaw	Multnomah	North Valley
	Clay Hooker	Grant/Harney/Malheur	Eastern
	Lisa Parker	Crook/Jefferson/Deschutes	Eastern
	Christine Bennett	Marion	North Valley
	Bart Wilmoth	Jackson	Southern
HR Representative	TBD by Jean Straight		
Research & IS	Jill Petersen, Cherie Lingelbach, Lance Schnacker, Shannon Myrick, Willie Rhodes		
Clerical for Minutes	Karen Burnett		

