

Scope of Work

Overview of High-level Tasks for Scope of Work:

Descriptions:

- Benton County
- CGL
- Project Manager: Oregon Center on Behavioral Health and Justice Integration – BHJI
- Project Team – Also a term used for CGL's scope of work
- All dates in 2018 – represented in Months. Detailed tasks with dates will be developed in the Project work plan under #1 "Project Management"

PHASE I. – DOCUMENT CURRENT JUSTICE SYSTEM CONDITIONS

1. Project Management

TASK	RESPONSIBLE	DATE
1.1 Develop & Maintain list of project work plan: Goal: <ul style="list-style-type: none">• Develop work plan which outline detail tasks associated with this Scope of work including:<ul style="list-style-type: none">• Each work product• Associated detailed tasks• Required resources• Responsible person• Timelines - dates	BHJI	Complete – Feb Maintain Feb / Dec
1.2 Facilitate Project Management (PM) meetings Goal: <ul style="list-style-type: none">• Regular (every other week) review of PM work plan with operations team (Benton County, CGL, BHJI).• Team to identify areas of success, barrier to completion and real time problem solving of respective barriers. The facilitation role does not include directing CGL's work but rather includes tracking project implementation for Benton County	BHJI	Jan / - Dec

2. Initial Meetings With County Management

TASK	RESPONSIBLE	DATE
<p>2.1 CGL will hold initial discussions with the County and Project Manager to confirm the parameters of the review.</p> <p>Goal:</p> <ul style="list-style-type: none"> • Clarify project objectives • Identify data needs • Finalize a collaborative project work schedule. <p>During these initial discussions, establish the protocols for progress reports and lines of communication required to keep the County fully briefed upon project developments (link to PM).</p>	CGL	Jan / Feb
<p>2.2 Public Engagement Opportunity 1: Kickoff Meetings</p> <p>Benton County will host a community meeting open to the public.</p> <p>Goal:</p> <ul style="list-style-type: none"> • Educate public on assessment and collect feedback • CGL to introduce the Steering Committee <p>Process:</p> <ul style="list-style-type: none"> • CGL will present the Gantt chart timeline and provide high-level overview of work plan. • CGL will provide a one-sheet summary of the project and record the presentation so it can be made available online following the meeting. • PM will engage attendees in discussion to collect their feedback (discussion, networking, and comment cards will be made available for attendees to provide non-verbal feedback). • Benton to schedule meeting, publicize, secure room, invite respective attendees, link to media, etc. 	Identified in each description	Within 4 weeks of Start of task 2.1
2.3 County to will host meetings with the City Managers and Mayors of Philomath, Corvallis, Monroe and Adair Village to provide a high-level overview and timeline	Benton BOD & County Administrator Joe Kerby	Jan / Feb

3. Stakeholder Meetings

TASK	RESPONSIBLE	DATE
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<p>3.1 Conduct meetings with key stakeholders</p> <p>Goal:</p> <ul style="list-style-type: none"> • Discuss the justice system issues facing the County. • CGL's objective will be to obtain a clear picture and understanding of the workings of the justice system, the issues that impact its growth and effectiveness, and the options that have been considered in the past to address system performance. <p>Process:</p> <ul style="list-style-type: none"> • CGL will commence this process with meeting the Steering Committee to kick off the project and identify stakeholders, in addition to meeting individually with the members of the Committee, including but not limited to: <ul style="list-style-type: none"> • County Administrator • Sheriff • Jail Commander • Corrections staff • District Attorney • Public Defender • Chief Probation Officer • Health Services • Circuit Court • Municipal Court • City Police Departments 	CGL	Jan / Feb
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4. Conduct Offender Population Analysis

TASK	RESPONSIBLE	DATE
<p>4.1 complete a comprehensive study of the justice system's offender population (inmates and program participants)</p> <p>Goal:</p> <ul style="list-style-type: none"> • Identify demographic characteristics, mental and behavioral health needs, • Identify type and extent of local criminal activity, and assess program needs, including homelessness. <p>Process:</p> <p>Sampling protocol will be determined in consultation with Steering Committee. This analysis will provide the foundation for CGL's analysis of current system operations and potential strategies that may provide alternatives to incarceration.</p>	Project Team	Feb / March / April
<p>4.2 Assess the quality and extent of offender population data available from the County's data system. Requested data will include offender characteristics (age, sex, race, residence, educational level, health/mental health status, criminal history), legal status, sentence information, length of stay information, charge characteristics, and custody classification. CGL will consult with County officials on the availability, collection and storage of this data.</p>	CGL	Same as task 4.1
<p>4.3 Work with the County to extract these data from existing information systems in a manner that minimizes demands on county IT staff. To the extent that required data is not available from existing County databases, CGL will develop an alternative approach in consultation with the Committee. The project team will then analyze this data to identify key offender sub-populations, their characteristics, and the patterns of movement of these populations through the system.</p> <p>Goal:</p> <ul style="list-style-type: none"> • The resulting analysis will provide a comprehensive understanding of the demographics, security requirements, and program needs of the Benton County offender population, as well as the County's current approach to managing the flow of offenders through the justice system. 	CGL	Same as task 4.1

5. Assess Current Justice System Policies and Practices:

TASK	RESPONSIBLE	DATE
<p>5.1 Conduct a thorough review of the local agency operating policies and procedures that govern the processing of persons through the justice system.</p> <p>Goal:</p> <ul style="list-style-type: none"> • understand the context for the specific factors influencing the size of the jail and probation populations, • Gain a comprehensive understanding of the policy context for local justice system processes and operations. <p>Process:</p> <p>Initial focus of inquiry will address understanding those policies and practices that have a direct bearing on the processing of individuals through the justice system. Specifically, CGL will study the following areas:</p> <ul style="list-style-type: none"> • Statutes, court rules, and prosecutorial policies that govern pretrial release, pretrial diversion, sentencing, and case processing; • Law enforcement practices relating to arrest and citation release; • Court practices in issuing summonses instead of warrants; • Bail decision-making practices and the availability of pretrial release options; • Case processing practices, particularly pertaining to how they relate to the detained population; and • Sentencing decisions and the availability of sentencing alternatives. • BHJI will provide support to this review 	Project Team	Feb / March / April
5.2 Evaluate the relationship of policies and practices in these areas to current and historical crime, arrest trends as well as demand for jail beds, probation services and diversion programs.	CGL	Same as task 5.1
5.3 Assess Benton County's crime statistics and provide benchmarking against peer counties and/or national crime statistics.	CGL	Same as task 5.1

TASK	RESPONSIBLE	DATE
<p>5.4 Public Engagement Opportunity 2 : Initial Findings Report Out</p> <p>Benton County will host an initial findings presentation and community meeting.</p> <p>Goal – Share findings with public and engage them in discussion to collect their feedback</p> <p>Process:</p> <ul style="list-style-type: none"> Initial findings about offender analysis and analysis of current policies & practices will be presented - materials (summary hand-out, one-sheet offender population analysis, one-sheet assessment of policies/practices) that will educate the meeting attendees about the County's criminal justice system & provide common starting point for developing vision and alternatives. These materials will also be provided in electronic format to be hosted on the county's criminal justice microsite at co.benton.or.us/criminal justice. BHJI will record the presentation so it can be made available online following the meeting. <p>Benton County will schedule the meeting, secure location, publicize the event and invite media.</p>	BHJI	March / April
<p>5.5 PM will facilitate discussion and engage attendees in discuss –</p> <ul style="list-style-type: none"> Methodology will include presentation of information, small group discussion, public testimony, instant polling, and or comment cards for attendees to provide non-verbal feedback. 	BHJI	Same as task 5.4
5.6 Develop write up of meeting findings	BHJI	Same as task 5.4

6. Map Justice System Processes

TASK	RESPONSIBLE	DATE
<p>6.1 The project team will collect information describing how the county justice system functions as well as the context in which the different components of the system deliver required services including diversion programs.</p> <p>Goal - Create the system mapping</p> <p>Process:</p> <ul style="list-style-type: none"> • Key processes include arrest, booking, first appearance hearing, charging decision, pre-trial release, sentencing, release, custody classification, probation placement, and probation termination (success or revocation). • CGL will map the current flow of cases through the system, as compared with recommended best practices. • Benton County will be provided map(s) as visualization tools for use by the steering committee, public outreach event, etc. <p>CGL's analysis will seek to identify inefficiencies in current processes that slow the adjudication process and increase the jail population, plus industry best practices. Typical issues identified in the mapping process include:</p> <ul style="list-style-type: none"> • Places in the process where performance does not meet quality or timeliness expectations or requirements. • Problems in the workflow – such as interruptions, redundancy, gaps/incompletions, and bottlenecks. • Ambiguity within a process, where tasks may vary based on who performs them or who supervises, and frequent work-a-rounds of burdensome or impractical processes. • Areas of concern such as lack of adequate operational data. • Inmate early/forced release dynamics. 	CGL	Feb / March / April

7. Inventory Program Resources

TASK	RESPONSIBLE	DATE
<p>7.1 Conduct program resources inventory</p> <p>Goal:</p> <ul style="list-style-type: none"> • CGL will conduct a full review of current in-custody and community-based alternative sanctions programs and a review of available facility assessment documents. • The project team will identify capacity, program participation level, and completion rates for offender programs and services offered. • The inventory will examine probation and community program service delivery, as well as budget allocations for these services. • The inventory process will identify at a minimum the locations that each program is offered; the capacity of the program in terms of annual number of participants; the percent of capacity which the program has operated during the evaluation period; the completion rate of participants; and the failure rate for participants including the reason for the failure to complete the program. • CGL will develop program performance metrics that identify activity levels, workload, and cost-efficiency. 	CGL	Feb / March / April
<p>7.2 CGL will examine the premises behind the decisions to implement specific programs, review the evolution of the County's approach to providing these programs, and identify potential alternatives for future program development. Included in this review will be the identification of the strengths/weakness and appropriateness of current program strategies and approaches, and assessment of overall performance and use of resources. This includes at a minimum the following:</p> <ul style="list-style-type: none"> • Assessing the effectiveness and appropriateness of the current case management systems and supervision standards including size of caseloads, contact requirements, and conditions of supervision. Included in this review will be an assessment of the specialized caseloads and specialized supervision strategies (e.g., electronic monitoring, GPS, technical violation practices). • Reviewing the program entry process and the eligibility criteria. This will include an assessment of the program entry process and eligibility criteria to determine if there are factors that are facilitating or impeding entry into community corrections 	CGL	Same as task 7.1

<p>programs.</p> <ul style="list-style-type: none"> Reviewing offender violation/program failure rates and policies relating to the program failures. 		
<p>7.3 Public Engagement Opportunity 3 : Assessment Findings Report Out</p> <p>Benton County will host an assessment findings presentation and meeting</p> <p>Goal:</p> <ul style="list-style-type: none"> Inform public and collect their feedback regarding information from Tasks 6 & 7 <p>Process:</p> <ul style="list-style-type: none"> Based on work from CGL, BHJI will present assessment findings and process mapping based on analytical results of Tasks 6 & 7. PM will engage attendees in discussion via instant polling, comment cards, small group discussion and or public testimony to provide non-verbal feedback. Success and or challenges experienced at first and second public engagement will be considered when developing engagement methodologies. CGL will provide meeting materials (summary one-sheet, diversion alternatives one-sheet, and interactive systems mapping tool/deliverable). These materials will also be provided in electronic format to be hosted on the county's criminal justice microsite at co.benton.or.us/criminal justice. BHJI will record the presentation so it can be made available online following the meeting. 	BHJI	April / May
7.4 Develop write up of meeting findings	BHJI	April / May / June

PHASE II. – CONDUCT NEEDS ASSESSMENT

8. Forecast Jail and Probation Resource Needs

TASK	RESPONSIBL E	DATE
<p>8.1 Conduct forecast</p> <p>Goal – Develop a ten-year projection of the number of persons as they flow through each component of the county justice system.</p> <p>Process:</p> <ul style="list-style-type: none"> • Utilize a sophisticated model for simulating and forecasting pre-trial, sentenced prisoner, probation, and other correctional populations developed by Dr. James Austin of JFA. • Because no two criminal justice systems are the same, the model allows analysts to customize and construct processes that mimic the actual flow of offenders through a jurisdiction's criminal justice systems, based on the unique sentencing structure and policy environments of the target system. • By changing key assumptions, the model also provides a means for specifically measuring the impact of changes in policy, law, or operational practices on each component of the justice system. This will allow us to test the impact of specific alternative programs or policies upon the status quo forecast of system populations. • The next step is to forecast the current bed capacity needs for each offender groups. Because in-custody populations may fluctuate dramatically, it will be necessary to establish a population peaking factor that reflects the percentage of time the correctional system may be over capacity or unoccupied at various times of the year. These data are vital in establishing policy on how to manage the system at the margins of its capacity. • CGL calculates the peaking factor by measuring the population counts for the major sub-groups over a 12-month period. • CGL will then establish the current bed capacity levels for the same offender classification typologies and make comparisons between the population levels over a 12-month period with the 	CGL	March / April / May

<p>established capacity figures.</p> <ul style="list-style-type: none"> • CGL will also examine the daily population counts recorded over the past 12 months to identify seasonal and weekly fluctuations. • Having mapped out the current bed capacity and the historic population counts, CGL can establish current bed capacity needs both overall and within specific offender groups. • If CGL identifies opportunities for policy changes or programs that may reduce the jail population, CGL will use the model to project the impact of these changes upon the justice system. 		
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9. Benchmark Benton County Against Peer Counties

TASK	RESPONSIBL E	DATE
<p>9.1 Conduct a benchmark analysis</p> <p>Goal – To provide context for evaluation of Benton County justice system performance, CGL will conduct a comparative analysis of benchmark metrics from peer justice systems</p> <p>Process:</p> <p>In identifying peer jurisdictions, CGL will identify systems comparable in population, demographics, justice system size, and complexity of operations. CGL will then identify key program and operational areas where benchmark comparisons are appropriate, including:</p> <ul style="list-style-type: none"> • incarceration rate • staffing ratios • probation caseload levels • system unit costs • recidivism • program service • use of alternatives to incarceration • offender population characteristics • health care needs 	CGL	April / May / June
<p>9.2 CGL will contact the peer jurisdictions to collect pertinent data on key points of comparison and benchmark Benton County's performance.</p>	CGL	Same as task 9.1

TASK	RESPONSIBLE	DATE
<p>9.3 Public Engagement Opportunity 4 : Topic Workshops Benton County will host 2-4 topical workshops, e.g., mental health workshop, incarcerated female populations, etc Goal - allow for an in-depth examination of topics of particular interest to community members. Process:</p> <ul style="list-style-type: none"> • The selected topics will be informed by feedback received at previous engagement opportunities and by initial and assessment findings. • Workshop format will include a brief presentation. • PM will facilitate small group discussions. In addition to facilitators, each discussion group will be staffed with a note taker to ensure accurate attendee feedback and input is recorded. • Benton County will engage and collaborate with external organizations to sponsor, facilitate, host, etc., as appropriate. • CGL will provide workshop materials focused on selected topics, likely to include topic summary one-sheets, targeted population analyses, specific policies/processes analyses, interactive systems mapping tool/deliverable, etc. • BHJI will record the presentation so it can be made available online following the meeting. 	BHJI	May / June / July
9.4 Develop write up of meeting findings	PM	May / June / July / Aug

10. Identify Justice System Issues and Needs

TASK	RESPONSIBLE	DATE
<p>10.1 Develop a docket of key issues or challenges facing the justice system.</p> <p>Goal – Identify primary opportunities to achieve significant system improvements to the different components of the justice system</p> <p>Process:</p> <ul style="list-style-type: none">• The project team will base this analysis on the current performance of the justice system, projected future demands, the assessment of gaps or performance issues in system program services, operations, and facilities, and community input.• The issue docket will document the primary opportunities to achieve significant improvements to the different components of the justice system, with a focus on jail capacity management, alternatives to incarceration, jail and court facility conditions, offender program needs, and community priorities.	CGL	April / May / June / July

PHASE III – DEVELOP SOLUTIONS

11. Develop Alternative Strategies to Address Justice System Issues

TASK	RESPONSIBL E	DATE
<p>11.1 The project team will identify alternative strategies to address each issue identified in Task 13</p> <p>Goal – Create alternative strategies based on all information collected</p> <p>Process:</p> <ul style="list-style-type: none"> • CGL will base development of these alternatives on knowledge of best practices in justice system operations and professional standards, within the specific context of justice system goals as articulated by the stakeholders and the public. • Each proposal developed will include an analysis of its impact on the projected jail and probation population, system operations, as well as a preliminary estimate of costs/savings produced. <p>.</p>	CGL	July / Aug

12. Review Strategies With Stakeholders

TASK	RESPONSIBL E	DATE
<p>12.1 Upon completion of the analysis, CGL will vet the alternative strategies developed with the Steering Committee, County Administrator, and Board of Commissioners. CGL will solicit their comment and input, and modify the proposals as needed.</p> <p>Goal - The objective of this task is to prioritize those specific strategies and proposals that are feasible, consistent with the stakeholder objectives, and have the greatest positive impact on the local justice system. The proposals that pass this review will advance for further development.</p>	CGL	July / Aug

13. Assess Fiscal Impact of Proposals

TASK	RESPONSIBL E	DATE
13.1 Develop detailed cost / benefit analysis Goal – Each proposal that passes stakeholder review will have a cost / benefit analysis completed Process: CGL will prepare a detailed cost/benefit analysis for each proposal that passes stakeholder review that projects the future costs of recommended programs and compares these costs against savings realized by reductions in the jail population and changes to existing programs and facilities. The analysis will project the long-term capital and operating cost impacts of proposed strategies to the County. To the extent that the proposals make possible significant changes in future jail population levels, the analysis will include an assessment of alternative means to manage a corresponding downsizing of jail facilities to achieve optimal effectiveness and cost-savings.	CGL	July / Aug

14. Identify Information System Requirements

TASK	RESPONSIBL E	DATE
14.1 Outline system requirements Goal - The collection of appropriate data that will enable meaningful and ongoing evaluation of program performance is critical to the long-term success of the proposed program strategies Process: The collection of data should support the development of performance metrics for stakeholders to continually assess and improve programs going forward. The project team will work with the Steering Committee & IT staff to identify key program data elements, systems that facilitate the efficient collection of this data, and reporting systems that provide critical program management information to stakeholders.	Project Team	July / Aug

PHASE IV – DEVELOP & SUBMIT REPORT

15. Develop Draft Report

TASK	RESPONSIBL	DATE

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<p>15.1 Develop Draft Report Goal: Document findings in draft report Process:</p> <ul style="list-style-type: none"> Upon completion of Phase 2, CGL will develop a draft report for review by the Steering Committee and Board of Commissioners. The report will summarize all of the project team's work and the resulting program strategies, with supporting documentation. 	CGL	Sept / Oct
15.2 CGL will meet with the County to answer questions, address concerns, and make any modifications to the report that may be required.	CGL	Same as task 15.1
<p>15.3 Public Engagement Opportunity 5: Draft Report Meeting Benton County will host a community meeting for CGL to present the criminal justice system assessment draft report Goal - The purpose of this meeting is to provide the community and opportunity to review proposed options and provide feedback prior to the finalization of the report. Process:</p> <ul style="list-style-type: none"> The presentation will include proposed options and alternative high-level budgets, including all key assumptions. The draft report will be provided to Benton County in advance of the community meeting and presentation and posted online at co.benton.or.us/criminal justice at least two weeks in advance. CGL will provide meeting materials including an executive summary and one-sheets for each proposed option and budget. These materials will also be provided in electronic format to be hosted on the county's criminal justice microsite at co.benton.or.us/criminal justice following the community meeting. CGL will record the presentation so it can be made available online following the meeting. BHJI will facilitate public engagement where for attendees to provide feedback either via public testimony and comment cards. Instant polling will be utilized as part of the presentation to engage attendees. Additionally, a mechanism for community members to provide feedback will be hosted at 	BHJI	Sept. / Oct

co.benton.or.us/criminal justice. • Write up findings from meeting.		
15.4 CGL and/or representatives from the Steering Committee will make formal presentations of the draft report to Corvallis, Philomath, Monroe and Adair Village City Councils, and additional communities or organizations in the County as necessary	CGL	Same as task 15.1

16. Develop Implementation Plans

TASK	RESPONSIBLE	DATE
16.1 The project team will prepare a detailed implementation plan in support of each strategy or proposal that passes stakeholder review. The implementation plans will include a clear statement of anticipated outcomes and include high-level major milestones, assignment of responsibility for key tasks, and timeframes for achievement of tasks supporting implementation.	Project Team	Sept. / Oct. / Nov. / Dec

17. Submit Final Report

TASK	RESPONSIBLE	DATE
17.1 Complete and submit Final Report Goal – Document work in final report Process: Having incorporated the comments received from the draft report review and public meeting, CGL will assemble the material in a manner to present the final report to the County. The final updated report will incorporate draft review comments, describe the recommended strategies, refine the supporting data and presentation documents, fine-tune a detailed implementation plan, and present the projected cost impact/savings of the recommendations. Following a presentation to the County Commissioners, CGL will publish the document as a final report in hardcopy and electronic format	CGL	Nov / Dec

18. Public Engagement Opportunity 6: Final Report Meeting

TASK	RESPONSIBLE	DATE
18.1 Benton County will host a community meeting for CGL to present the criminal justice system assessment final report.	CGL	Nov / Dec

<p>Goal - The purpose of this meeting is to provide closure to the assessment and identify next steps.</p> <p>Process:</p> <ul style="list-style-type: none"> • CGL will prepare an executive summary and presentation graphics to inform the public. • CGL will provide meeting materials including an executive summary and one-sheets for each proposed option, budget and implementation plan. These materials will also be provided in electronic format to be hosted on the county's criminal justice microsite at co.benton.or.us/criminaljustice following the community meeting. • CGL will record the presentation so it can be made available online following the meeting. A mechanism for community members to provide feedback on the final report and the entire criminal justice system assessment will be hosted at co.benton.or.us/criminaljustice. 		
<p>18.2 The project team will make formal presentations of report findings and recommendations in public hearings in designated communities in the County as necessary.</p>	Project Team	Same as task 18.1