



Implementation Plan: Timeline

Multnomah County, Oregon

Overall Jail Population Reduction Target: 12.97

Strategy	Impact (contribution to overall jail population reduction, if applicable)	2017												2018												2019											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1: Time to PV Hearing	1.50%																																				
2: Release to Treatment	0.60%																																				
3: Interfering w/Public Transportation	0.01%																																				
4: DCJ Sanctions	3.12%																																				
5: Cite & Release/ Cite in Lieu	0.18%																																				
6: Bench Probation	3.70%																																				
7: LEAD	0.13%																																				
8: PJO	0.44%																																				
9: Treatment First Program	1.30%																																				
10: OJD Sanctions	1.80%																																				
11: Aid & Assist	0.26%																																				
12: MH Alternatives for Women	1.43%																																				

Strategy # 1



Implementation Plan: Workstreams and Tasks

Jurisdiction Name: Multnomah County
Lead Agency: Local Public Safety Coordinating Council (LPSCC)
Owner: Lane Borg, Metropolitan Public Defender
Sponsor: Judge Ed Jones, Chief Criminal Judge

STRATEGY #1: Reduce time from PV booking to adjudication hearing	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Launch Jail Use Workgroup (a team of policy-makers that oversees all jail use/SJC strategy planning)	3/1/17	12/31/18	Judge Ed Jones; Commissioner Lori Stegmann	Abbey Stamp	LPSCC staff for scheduling and follow up	None identified	Establishment of 12 separate working groups to execute each strategy.	In Process
Assign Strategy #1 to policy leadership	March 2017	March 2017	Judge Ed Jones; Commissioner Lori Stegmann					
Convene Small Workgroup	June 2017	March 2018	Judge Ed Jones					
Report Progress Monthly to Jail Use Policy Team	April 2017	March 2018	Judge Ed Jones					
Improve document flow to reduce routine setovers	October 2017	March 2018	Judge Ed Jones	Booking and recog staff. Court staff.		None identified	Procedures to improve document flow and availability.	Not yet launched
Identify and implement procedures to improve document flow	October 2017	February 2018	Judge Ed Jones					
Establish and implement procedure to provide necessary reports and assessments to the court and parties	November 2017	February 2018	Judge Ed Jones					
Increase release opportunities	October 2017	March 2018	Judge Ed Jones, Jay Scroggin, and Wende Jackson	Booking and recog staff. Court staff.	Docket time at the Justice Center	None identified	PV slots on JC dockets	Not yet launched
Increase number of hearings at the Justice Center, rather than at the Courthouse, which will expedite case processing timelines	November 2017	January 2018	Judge Ed Jones and TCA Barb Marcille					
Establish docket and judicial capacity	November 2017	February 2018	Judge Ed Jones					
Create a more flexible Justice Center release policy for these cases	October 2017	December 2017	Judge Ed Jones					
Implement more flexible release policy	January 2017	March 2018	Judge Ed Jones					
Increase availability of release risk score at arraignment	November 2017	March 2018	Wende Jackson					
Pull random sample to better identify target offenders and confirm stakeholder buy-in.	May 2017	May 2017		LPSCC, DA, MCSO	LPSCC, DA, MCSO staff time		Proxy list of offenders	Complete
Use proxy: bench probationers								

Performance Tracking: Expected and Current Progress

Strategy Description: Reduce the time from PV booking adjudication hearing

Lead Agency: Oregon Judicial Department

Owner: Chief Criminal Judge Ed Jones

Sponsor: Lane Borg, Metropolitan Public Defender

YEAR 1	BASELINE	EXPECTED	STATUS				
			Q1 (Oct-Dec)	Q2 (Jan-Mar)	Q3 (Apr-Jun)	Q4 (Jul-Sept)	
Outputs (Evidence of progress)	<Starting point>	<Year end goal>					
Written guidelines for new PV adjudication timelines and expectations	0	1	Current	0	★		
			Goal	0	1	1	1
Number of hearings held at the Justice Center rather than at the courthouse	0	400	Current	0			
			Goal	100	100	100	100
Number of cases in which warrant support documents are available at arraignment	0	600	Current	0			
			Goal	100	150	150	200
Daily percentage of cases that have risk release scores available at arraignment	0	50%	Current	0			
			Goal	10%	10%	15%	15%
Outcomes (Performance metrics)							
Percentage of cases resolved within 5 days	0	90% (in year one)	Current	0			
			Goal	0	30%	30%	30%
Daily percentage of cases resolved at Justice Center	0	50%	Current	0			
			Goal	10%	12%	12%	16%
Impact (Effect on jail population)							
1.5% reduction of jail beds use for people who wait in jail for resolution of PV (1250 cases per year)	13750 jail bed days used per year	7500 jail bed days used, or 1.2%	Current	0			
			Goal	0.2% reduction	.5% reduction	.57% reduction	1.5% reduction

Implementation Plan: Workstreams and Tasks

Jurisdiction Name: Multnomah County
Lead Agency: Local Public Safety Coordinating Council (LPSCC)
Owners: Scott Taylor, DCJ Director; Sheriff Mike Reese
Sponsor: Judge Ed Jones, Chief Criminal Judge

STRATEGY #2: Release Inmates to Treatment	START DATE	TARGET END DATE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Launch Jail Use Workgroup (a team of policy-makers that oversees all jail use/SJC strategy planning)	3/1/17	12/31/18	Abbey Stamp	LPSCC staff for scheduling and follow up	None identified	Establishment of 12 separate working groups to execute each strategy.	In Process
Assign Strategy #2 to policy leadership	March 2017	March 2017					
Convene Small Workgroup	June 2017	March 2018					
Report Progress Monthly to Jail Use Policy Team	April 2017	March 2018					
Convene small workgroup to establish feasible policy options	April 2017	Ongoing	LPSCC ED		None identified		In process
Establish statutory authority to release this population	April 2017	April 2017	County Attorney Carlo Calandriello	DCJ Director Taylor, Sheriff Reese	None identified		Complete
Identify possible policy changes for target population. Target population: inmates who sentenced with possible release early to treatment.	May 2017	December 2017	Jail Usage Workgroup members				In process
Evaluate current array of inmates waiting in jail for treatment slot (AOD, MH, DV, SO, MH, Dual Dx)	November 2017	March 2018	Workgroup members				
Create protocol to increase use of therapeutic model and continuity of care values	November 2017	December 2018	Workgroup members		None identified	List of jail alternatives	Not started
Create better communication, expectations, and information sharing between probation supervision, PV practice, jail, and community-based treatment	November 2017	December 2018					
Create discharge planning process upon classification/housing	November 2017	December 2018					
Build capacity for community-based intensive outpatient and supported housing	November 2017	June 2019					
Implement policy changes	June 2019	December 2019	Corrections staff, DCJ housing and release staff			Written policies and training materials	Not Started
Create written policies	June 2019	September 2019					
Train applicable staff	September 2019	November 2019					
Launch new system of care	December 2019	December 2019					
Evaluate	December 2019	ongoing	SJC Data Team		None identified	Report on progress and impact	Not started
Monitor impact on jail use	December 2019	ongoing					
Monitor recidivism and treatment engagement of target population	December 2019	ongoing					

Performance Tracking: Expected and Current Progress

Strategy Description: Release to treatment

Lead Agency: Local Public Safety Coordinating Council

Owners: Sheriff Mike Reese, DCJ Director Scott Taylor

Sponsor: Ed Jones, Chief Criminal Judge

YEAR 1	BASELINE	EXPECTED	STATUS			
			Q1 (Oct-Dec)	Q2 (Jan-Mar)	Q3 (Apr-Jun)	Q4 (Jul-Sept)
Outputs (Evidence of progress)	<Starting point>	<Year end goal>				
Launch planning meetings in Winter, 2018	0	3	Current 0	★		
			Goal 0		1	1
Outcomes (Performance metrics)						
Number of sentenced inmates prioritized for system of care planning	0	0 (will start after 1st year)	Current 0			
			Goal			
Number of outpatient treatment slot added to system	0	0 (will start after 1st year)	Current 0			
			Goal			
Number of supported housing beds added to system	0	0 (will start after 1st year)	Current 0			
			Goal			
Impact (Effect on jail population)						
.6% reduction for inmates sentenced with an expectation of transition directly to treatment	0	0 (expected in 2019)	Current 0			
			Goal			

Implementation Plan: Workstreams and Tasks

Jurisdiction Name: Multnomah County
Lead Agency: Local Public Safety Coordinating Council (LPSCC)
Owner: District Attorney Rod Underhill
Sponsor: District Attorney Rod Underhill

STRATEGY #3: Decrease Jail Time by	START DATE	TARGET END D	PERSON RESPON	OTHER STAFF R	RESOURCES NEE	TA NEEDS	OUTPUTS	CURRENT STATUS
Policy implemented on January 3, 2017 by DA Rod Underhill and TriMet	1/3/17	NA -- Complete. SJC work will be to evaluate impact on jail						
Ongoing QA and Monitoring	January 2017	June 2017	DA's office	SJC data team		None identified	Report on jail bed, booking, and RRI impacts.	In process
Evaluate policy change on bookings, prosecutions, jail bed use, and RRI (at booking and prosecution)								

Performance Tracking: Expected and Current Progress

Strategy Description: Interfering with Public Transportation

Lead Agency: District Attorney's Office

Owner: DA Rod Underhill

Sponsor: DA Rod Underhill

YEAR 1	BASELINE	EXPECTED	STATUS					
			Q1 (Oct-Dec)		Q2 (Jan-Mar)	Q3 (Apr-Jun)	Q4 (Jul-Sept)	
Outputs (Evidence of progress)	1/1/17	June 2017						
Policy document which details prosecution change	0	1	Current	1	★			
			Goal	1	1	1	1	
Outcomes (Performance metrics)								
Reduce the overall number of misdemeanor IPT charges filed from an average of 500-600 per year to 100-125.	550	120	Current	0				
			Goal	30	30	30	30	
Impact (Effect on jail population)								
.01% reduction for target population	0	0.01%	Current	0.0025				
			Goal	0.0025	0.0025	0.0025	0.0025	



Strategy # 4

Implementation Plan: Workstreams and Tasks

Jurisdiction Name: Multnomah County
Lead Agency: Department of Community Justice
Owner: Steve Liday, Community Justice Manager
Sponsor: Scott Taylor, DCJ Director

STRATEGY #4: Decrease DCJ Sanction Length	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Policy implemented in April, 2016 by Scott Taylor, Community Justice Director	4/1/16	NA -- Complete. SJC work will be to evaluate impact on jail						Complete -- an effort to decrease jail use and to increase sanction effectiveness.
Ongoing QA and Monitoring DCJ is already monitoring this strategy and has reached the goal of decreasing average sanction length to 7 days.	April 2016	June 2017	DCJ			None identified	Reporting on sanction length and jail use	In process

Performance Tracking: Expected and Current Progress

Strategy Description: Reduce the average length of stay of jail sanctions

Lead Agency: Department of Community Justice

Owner: Steve Liday, DCJ Manager

Sponsor: Scott Taylor, DCJ Director

YEAR 1	BASELINE	EXPECTED	STATUS			
			Q1 (Oct-Dec)	Q2 (Jan-Mar)	Q3 (Apr-Jun)	Q4 (Jul-Sept)
Outputs (Evidence of progress)	<Starting point>	<Year end goal>				
Avg number of sanctions per month within new guidelines	315 (3780 per year)	315	Current	0 ★		
			Goal	945	945	945
Outcomes (Performance metrics)						
Decrease average jail sanction from 10 to 7 days. COMPLETE	7 days	7 days	Current	7		
			Goal	7	7	7
Impact (Effect on jail population)						
Decrease jail use by 3.12%	3.12%	3.12%	Current	0.78%		
			Goal	0.78	0.78	0.78



Implementation Plan: Workstreams and Tasks

Jurisdiction Name: Multnomah County
Lead Agency: Local Public Safety Coordinating Council (LPSCC)
Owner: Sheriff Mike Reese
Sponsor: Jail Usage Workgroup

STRATEGY #5: Increase Use of Cite and Release	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Launch Jail Use Workgroup (a team of policy-makers that oversees all jail use/SJC strategy planning)	3/1/17	12/31/18	Judge Ed Jones; Commissioner Lori Stegmann	Abbey Stamp	LPSCC staff for scheduling and follow up	None identified	Establishment of 12 separate working groups to execute each strategv.	In Process
Assign Strategy #5 to policy leadership	March 2017	March 2017	Judge Ed Jones; Commissioner Lori Stegmann					
Convene Small Workgroup	June 2017	March 2018	Judge Ed Jones					
Report Progress Monthly to Jail Use Policy Team	April 2017	March 2018	Judge Ed Jones					
Pull random sample for target population	May 2017	May 2017	Dave Braaksma	MCSO P&R Unit		None identified		Complete
Create community drop off capacity in lieu of booking	June 2017	August 2017	Sheriff Mike Reese	Other LPSCC members		None identified		In process
Identify target population: individuals with MH challenges arrested for some misdemeanors (i.e. disorderly conduct, harrassment, interfering with public transportation, criminal trespass.	June 2017	June 2017						
Meet with Cascadia Behavioral Healthcare to design jail alternative services	June 2017	July 2017						
Develop program	June 2017	September 2017						
Include community stakeholders for input	June 2017	September 2017						
Launch Cascadia Drop-off/Cite and Release	September 2017	September 2017	PPB, MCSO, GPB			None identified		Not started
Define programming components, establish eligibility, develop policy	June 2017	August 2017						
Identify and mitigate transport/response obstacles	June 2017	August 2017	Cascadia and LE leadership					
Train Cascadia staff and law enforcement	July 2017	August 2017	Cascadia and LE leadership	Staff support to design and implement training				
Evaluation/QA	January 2018	ongoing						
Expand cite in lieu	September 2018	December 2018	Law Enforcement agencies	Law Enforcement Community		None identified		Not started
Convene stakeholders to identify possible areas to exand use of cite in lieu	May 2017	August 2017	Abbey Stamp	DA Rod Underhill, Sheriff Reese, Portland Police, Gresham Police, LPSCC ED (Stakeholders)				
Explore target populations and eligible crime categories for cite in lieu	July 2017	September 2017	DA, PPB, GPD, MCSO	Stakeholders				
Conduct analysis of crime categories, offender risk, arrest patterns, prosecution decisions, booking/housing patterns	August 2017	October 2017	DA, PPB, GPD, MCSO	Stakeholders	Data staff/capacity			

Implementation Plan: Workstreams and Tasks

Develop/adopt/explore law enforcement field risk assessment and brief jail mental health screening tools	October 2017	January 2018	DA, PPB, GPD, MCSO	Stakeholders				
Include Disability Rights Oregon (and possible other community members) in planning	November 2018	ongoing		Stakeholders				
Identify/analyze possible system-wide financial savings to reallocate to alternative services/supervision	November 2018	March 2018	DA, PPB, GPD, MCSO	Stakeholders				
Develop service/response alternatives, as indicated	January 2018	July 2018	DA, PPB, GPD, MCSO					

Performance Tracking: Expected and Current Progress

Strategy Description: Increase use of cite and release

Lead Agency: Multnomah County Sheriff's Office

Owner: Sheriff Mike Reese

Sponsor: Jail Usage Workgroup

YEAR 1	BASELINE	EXPECTED	STATUS				
Outputs (Evidence of progress)	<Starting point>	<Year end goal>	Q1 (Oct-Dec)		Q2 (Jan-Mar)	Q3 (Apr-Jun)	Q4 (Jul-Sept)
Established guidelines for target population for drop off at Cascadia.	0	1	Current	0	★		
			Goal	0	1	1	1
Established guidelines for increased use of cite & release	0	1	Current	0			
			Goal	1	1	1	1
Outcomes (Performance metrics)							
Number of individuals dropped off at Cascadia rather than booking	0	144	Current	0			
			Goal	36	36	36	36
Number of individuals cited and released	0	144	Current	0			
			Goal	36	36	36	36
Impact (Effect on jail population)							
.18% for use of cite & release policies	0	.18% (cascadia portion of strategy only)	Current	0			
			Goal	0.045	0.045	0.045	0.045

Implementation Plan: Workstreams and Tasks

Jurisdiction Name: Multnomah County
Lead Agency: Local Public Safety Coordinating Council (LPSCC)
Owner: Scott Taylor, DCJ Director
Sponsor: Judge Nan Waller, Presiding Judge

STRATEGY #6: Move Bench Probationers to DCJ	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Launch Jail Use Policy Team	3/1/17	3/1/18	Judge Ed Jones; Commissioner Lori Stegmann	Abbey Stamp	LPSCC staff for scheduling and follow up	None identified	Establishment of 12 separate working groups to execute each strategy.	In Process
Assign Strategy #6 to policy leadership	March 2017		Judge Ed Jones; Commissioner Lori Stegmann					
Convene Small Workgroup	April 2017		Judge Ed Jones					
Report Progress Monthly to Jail Use Policy Team	April 2017	March 2018	Judge Ed Jones					
Pull sample of bench probationers to guide strategy	5/1/17	5/19/17	Kim Bernard	DCJ research staff		None identified	List of target population and reduction calculations	Complete
Estimate jail impact	May 2017	May 2017	Kim Bernard					
Estimate funds needed to supervise with DCJ rather than court	May 2017	July 2017	Scott Taylor					
Pilot program: Assign 300 new offenders to DCJ	July 2017	July 2017	Scott Taylor	Court and DCJ staff		None identified		In process
Obtain \$250,000 County General Fund for additional Probation Officer staff	May 2016	June 2017	Scott Taylor, Chair Deborah Kafoury	DCJ and court leadership				In process
Implement risk assessment. In pilot, DCJ will only supervise high risk misdemeanants.	July 2017	July 2017	Scott Taylor	DCJ Leadership				Not started
Determine timeline for case acquisition	June 2017	June 2017	Scott Taylor	DCJ and court leadership				Not started
DCJ execute implementation plan	July 2017	December 2017	Scott Taylor	DCJ leadership				Not started
Expand programming to 1500 additional bench probationers by October 2018	January 2018	October 2018	Scott Taylor	DCJ and Court leadership				
Determine timeline for case acquisition	January 2018	June 2018	Scott Taylor	DCJ and court leadership				Not started
DCJ execute implementation plan	January 2018	October 2018	Scott Taylor	DCJ leadership				Not started
Evaluate and plan	October 2018	Ongoing	Scott Taylor	Court and DCJ staff		None identified		Not started
Evaluate efficacy of pilot project. Determine possibility of additional case transfers and increased capacity for misdemeanor/bench probationers.	October 2018	Ongoing						

Performance Tracking: Expected and Current Progress

Strategy Description: Move bench probation from judges to the Department of Community Justice

Lead Agency: Department of Community Justice

Owner: Scott Taylor, Department of Community Justice

Sponsor: Nan Waller, Presiding Judge

YEAR 1	BASELINE	EXPECTED	STATUS			
			Q1 (Oct-Dec)	Q2 (Jan-Mar)	Q3 (Apr-Jun)	Q4 (Jul-Sept)
Outputs (Evidence of progress)	7/1/17	October 1, 2018				
Clear policy and procedures for supervising all misdemeanants by DCJ	0	1	Current	0	★	
			Goal	1	1	1
Outcomes (Performance metrics)						
Number of misdemeanants sentenced directly to DCJ supervision	0	1800	Current	300		
			Goal	500	400	300
Impact (Effect on jail population)						
3.7% reduction of jail use by sentenced misdemeanants	0	3.70%	Current	0		
			Goal	0.925	0.925	0.925

Implementation Plan: Workstreams and Tasks

Jurisdiction Name: Multnomah County
Lead Agency: Local Public Safety Coordinating Council (LPSCC)
Owner: Abbey Stamp, LPSCC Executive Director
Sponsor: Deborah Kafoury, Multnomah County Chair; District Attorney Rod Underhill

STRATEGY #7: Law Enforcement Assisted Diversion (LEAD)	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
LEAD implemented on February 28, 2017	2/27/17	NA -- Complete. SJC work will be to evaluate impact on jail						Complete -- an effort to decrease jail use by and prosecution of individuals struggling with addiction.
Ongoing QA and Monitoring Multnomah County has partnered with Portland State University (and possibly the Arnold Foundation) to evaluate LEAD.	February 2017	Ongoing	LPSCC ED and LEAD PM	LEAD Policy Team		None identified	Reporting on sanction length and jail use	In process

Performance Tracking: Expected and Current Progress

Strategy Description: LEAD

Lead Agency: Local Public Safety Coordinating Council

Owner: Abbey Stamp, LPSCC Director

Sponsor: Deborah Kafoury, Multnomah County Chair

YEAR 1	BASELINE	EXPECTED	STATUS			
			Q1 (Oct-Dec)	Q2 (Jan-Mar)	Q3 (Apr-Jun)	Q4 (Jul-Sept)
Outputs (Evidence of progress)	2/1/17	2/1/2018				
LEAD Policy document regarding eligibility and case processing	1	1	Current	1	★	
			Goal	1	1	1
Outcomes (Performance metrics)						
Number of clients engaging in LEAD	0	100	Current	0		
			Goal	25	25	25
Impact (Effect on jail population)						
1.3% reduction in jail use by LEAD clients	0	530 fewer jail beds used, or 1.3%	Current	0		
			Goal	0.25%	0.25	0.3



Implementation Plan: Workstreams and Tasks

Jurisdiction Name: Multnomah County
Lead Agency: Local Public Safety Coordinating Council (LPSCC)
Owner: Judge Maureen McKnight, Chief Family Judge
Sponsor: Judge Nan Waller, Presiding Judge

STRATEGY #8: Decrease Jail Stays for Inmates held by Pretrial Policy Holds (PJO)	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Launch Jail Use Policy Team	3/1/17	3/1/18	Judge Ed Jones; Commissioner Lori Stegmann	Abbey Stamp	LPSCC staff for scheduling and follow up	None identified	Establishment of 12 separate working groups to execute each strategy.	In Process
Assign Strategy #8 to policy leadership	March 2017		Judge Ed Jones; Commissioner Lori Stegmann					
Convene Small Workgroup	April 2017		Judge Ed Jones					
Report Progress Monthly to Jail Use Policy Team	April 2017	March 2018	Judge Ed Jones					
Impelement DV-specific Risk Assessment Instrument	2016	July 2019	Wende Jackson, Scott Taylor	DCJ, PRS staff	Consultation with DA, victims service providers	None identified		In process
Develop or acquire DV-specific pretrial risk assessment instrument	November 2018	March 2019	Scott Taylor					
Train staff and stakeholders on new tool	December 2018	May 2019	Wende Jackson, Scott Taylor					
Implement new tool	July 2019	July 2019	Wende Jackson, Scott Taylor					
Incorporate Victim Voice in pretrial release decision	2016	July 2019	Judge Maureen McKnight			None identified		In process
Identify best way to incorporate victim perspectives regarding release. Caution will be paid to sensitive information and victim safety.	We started discussions in 2016	July 2019	Judge Maureen McKnight	Victim service providers, DAs, DV attorneys				
Create guidelines and procedures for incorporation on victim voice.	May 2019	July 2019	Judge Maureen McKnight	Victim service providers, DAs, DV attorneys				
Train staff and stakeholders on new process.	June 2019	July 2019	Judge Maureen McKnight	Family Court and recog staff				
Communicate with victim services community about new practice	June 2019	September 2019	Judge Maureen McKnight	Family Court and recog staff				



Implementation Plan: Workstreams and Tasks

Establish DV-specific pretrial release supervision	July 2017	July 2018	Wende Jackson, Scott Taylor	Family Court and recog staff				Not started
Allocate staff to supervise DV defendants	May 2018	August 2019	Wende Jackson, Scott Taylor					
Create and implement DV-specific supervision	May 2018	September 2019						
Train staff and stakeholders on new process.	May 2018	September 2019						
Launch DV-specific supervision	September 2019	December 2019						
Evaluate	December 2019	ongoing	DCJ and Court evaluation staff	SJC data team				Not started

Performance Tracking: Expected and Current Progress

Strategy Description: Decrease jail stays for inmates held by pretrial policy holds (PJO)

Lead Agency: Oregon Judicial Department

Owner: Chief Family Judge Maureen McKnight

Sponsor: Nan Waller, Presiding Judge

YEAR 1	BASELINE	EXPECTED	STATUS			
			Q1 (Oct-Dec)	Q2 (Jan-Mar)	Q3 (Apr-Jun)	Q4 (Jul-Sept)
Outputs (Evidence of progress)	<Starting point>	<Year end goal>				
Number of planning meetings held	0	20	Current	4	★	
			Goal	4	4	4
Selected DV risk assessment instrument	0	1	Current	0		
			Goal	0	0	1
Outcomes (Performance metrics)						
Number of policy recommendations approved	0	3	Current	0		
			Goal	0	1	1
Impact (Effect on jail population)						
.44% reduction for people who wait in jail for resolution of PV (results by end of year 3)	0	0	Current	0		
			Goal	0	0	0

Implementation Plan: Workstreams and Tasks

Jurisdiction Name: Multnomah County
Lead Agency: Multnomah County District Attorney's Office
Owner: Travis Swell, Deputy District Attorney
Sponsor: District Attorney Rod Underhill

STRATEGY #9: Decrease Jail Use by Inmates Arrested on Drug Charges (Treatment First Program)	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Treatment First implemented on April 3, 2017	4/3/17	NA -- Complete. SJC work will be to evaluate impact on jail						Complete -- an effort to decrease jail use by and prosecution of individuals struggling ith addiction.
Ongoing QA and Monitoring	April 2017	Ongoing	DA, DCJ	SJC data team members		None identified	Reporting on Treatment First impact on jail use.	In process

Performance Tracking: Expected and Current Progress

Strategy Description: Treatment First

Lead Agency: Multnomah County District Attorney's Office

Owner: Travis Swell, DDA

Sponsor: Rod Underhill, DA

YEAR 1	BASELINE	EXPECTED	STATUS				
			Q1 (Oct-Dec)		Q2 (Jan-Mar)	Q3 (Apr-Jun)	Q4 (Jul-Sept)
Outputs (Evidence of progress)	<Starting point>	<Year end goal>					
Policy documenting Treatment First eligibility and case processing	0	1	Current	1	★		
			Goal	1	0	0	0
Outcomes (Performance metrics)							
Number of defendants entering Treatment First	0	12000	Current	0			
			Goal	3000	3000	3000	3000
Impact (Effect on jail population)							
1.3% reduction for people enter Treatment First	0	1.3% (5300 jail bed days)	Current	0			
			Goal	0.25%	0.25	0.3	0.5

Implementation Plan: Workstreams and Tasks

Jurisdiction Name: Multnomah County
Lead Agency: Oregon Judicial Department
Owner: Judge Ed Jones, Chief Criminal Judge
Sponsor: Judge Nan Waller, Presiding Judge

STRATEGY #10: Establish Best Practice for Sanction Length and Frequency	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Launch Jail Use Policy Team	3/1/17	3/1/18	Judge Ed Jones; Commissioner Lori Stegmann	Abbey Stamp	LPSCC staff for scheduling and follow up	None identified	Establishment of 12 separate working groups to execute each strategy.	In Process
Assign Strategy #10 to policy leadership	March 2017		Judge Ed Jones; Commissioner Lori Stegmann					
Convene Small Workgroup	April 2017		Judge Ed Jones					
Report Progress Monthly to Jail Use Policy Team	April 2017	March 2018	Judge Ed Jones					
Pull random sample	May 2017	May 2017	Abbey Stamp	Court and DCJ staff		None identified	Sample list of offenders to design strategy and jail savings	Complete
Use bench probation offender client list as proxy	May 2017	May 2017						
Develop/implement judicial training on best practices in jail sanctioning in community supervision	January 2018	December 2018	Kim Bernard	SJC Data Team, LPSC partners	Time and materials for training	None identified	Trainings for judges	Not started
Convene Small Workgroup	January 2018	June 2018	Kim Bernard	SJC Data Team, LPSC partners	Time and materials for training	None identified		
Schedule judicial trainings	July 2018	December 2018	Kim Bernard, Judge Ed Jones	SJC Data Team, LPSC partners				
Complete judicial trainings	November 2018	December 2018	Kim Bernard, Amanda Lamb, Judge Jones					
Evaluate progress and subsequent jail avoidance	January 2019	June 2019	Kim Bernard	SJC Data Team, LPSC partners		None identified		Not started
Peer review and data sharing regarding judicial jail sanction practice	January 2019	June 2019	Judge Ed Jones					

Performance Tracking: Expected and Current Progress

Strategy Description: Reduce jail use by increasing sanction length and frequency consistency imposed by judges

Lead Agency: Oregon Judicial Department

Owner: Chief Criminal Judge Ed Jones

Sponsor: Nan Waller, Presiding Judge

YEAR 1	BASELINE	EXPECTED	STATUS				
			Q1 (Oct-Dec)	Q2 (Jan-Mar)	Q3 (Apr-Jun)	Q4 (Jul-Sept)	
Outputs (Evidence of progress)	<Starting point>	<Year end goal>					
			Current	0	★		
Training curriculum	0	1	Goal	0	0	1	1
			Current	0			
Schedule of trainings	0	5	Goal	0	0	2	3
Outcomes (Performance metrics)							
			Current	0			
Number of judges who change sanction practices based on training	0	15	Goal	0	0	5	10
Impact (Effect on jail population)							
			Current	0			
1.8% decrease in jail use due to inconsistent sanctioning practices across bench	0	Strategy planning to launch 1/19	Goal	0	0	0.00%	0.00%

Implementation Plan: Workstreams and Tasks

Jurisdiction Name: Multnomah County
Lead Agency: Oregon Judicial Department
Owner: Judge Ed Jones, Chief Criminal Judge
Sponsor: Judge Nan Waller, Presiding Judge

STRATEGY #11: Decrease Jail Stays for Misdemeanants Undergoing Aid and Assist Evaluation and Subsequent Restoration.	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Launch Jail Use Policy Team	3/1/17	3/1/18	Judge Ed Jones; Commissioner Lori Stegmann	Abbey Stamp	LPSCC staff for scheduling and follow up	None identified	Establishment of 12 separate working groups to execute each strategy.	In Process
Assign Strategy #11 to policy leadership	March 2017		Judge Ed Jones; Commissioner Lori Stegmann					
Convene Small Workgroup	April 2017		Judge Ed Jones					
Report Progress Monthly to Jail Use Policy Team	April 2017	March 2018	Judge Ed Jones					
Task								
Pull sample of A&A clients	May 2017	May 2017	Judge Ed Jones					Complete
Political willingness by partners confirmed	May 2017	May 2017						Complete
Launch Aid & Assist competency docket to monitor case progress	September 2016	ongoing	Judge Ed Jones					Complete
Include weekly case staffings prior to docket review	September 2016	ongoing	Judge Ed Jones					Complete
Complete rapid assessments in-custody, rather than send defendants to the state hospital	March 2017	ongoing	Dr. Michael Seale					In progress
Hire psychiatrist to expedite local evaluations	March 2017	March 2017						
Send only appropriate A&A inmates to Oregon State Hospital for evaluation	March 2017	Ongoing						

Care and concern of MH conditions -- better assessment of understanding case processing in 2017 than in 2015. Case evaluation by prosecution. Not automatically sending folks to state hospital. Better care, therefore. Future: move to make same improvements for felons.

Performance Tracking: Expected and Current Progress

Strategy Description: Decrease jail bed days used by Aid and Assist defendants

Lead Oregon Judicial Department

Owner: Chief Criminal Judge Ed Jones

Sponsor: Nan Waller, Presiding Judge

YEAR 1	BASELINE	EXPECTED	STATUS				
			Q1 (Oct-Dec)	Q2 (Jan-Mar)	Q3 (Apr-Jun)	Q4 (Jul-Sept)	
Outputs (Evidence of progress)	<Starting point>	<Year end goal>					
Launch A&A docket to monitor cases	0	1	Current	1	★		
			Goal	1	0	0	0
Outcomes (Performance metrics)							
Number of defendants who have a local evaluation	0	150	Current	0			
			Goal	37	37	37	39
Impact (Effect on jail population)							
.25% reduction of jail use for defendants undergoing A&A process.	0	0.25%	Current	0			
			Goal	0.05	0.06	0.07	0.07

Implementation Plan: Workstreams and Tasks

Jurisdiction Name: Multnomah County
Lead Agency: Local Public Safety Coordinating Council (LPSCC)
Owner: Truls Neal, DCJ Deputy Director
Sponsor: Deborah Kafoury, Multnomah County Chair

STRATEGY #12: Creation of a Mental Health Alternative Placement and Supports for Women	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Launch Jail Use Policy Team	3/1/17	3/1/18	Judge Ed Jones; Commissioner Lori Stegmann	Abbey Stamp	LPSCC staff for scheduling and follow up	None identified	Establishment of 12 separate working groups to execute each strategv.	In Process
Assign Strategy #12 to policy leadership	March 2017		Judge Ed Jones; Commissioner Lori Steamann					
Convene Small Workgroup	April 2017		Judge Ed Jones					
Report Progress Monthly to Jail Use Policy Team	April 2017	March 2018	Judge Ed Jones					
Pull random sample of potential target population	April 2017	May 2017	DCJ managers, Forensic Diversion Manager	Abbey Stamp	Staff time	None identified		Complete
Send policy-makers random sample to verify political willingness	May 2017	May 2017	Abbey Stamp					Complete
Convene Small Workgroup	February 2017	May 2017	Abbey Stamp	"Women's Program" planning team	Meeting time and data pulls	None identified		Complete
Determine target population	February 2017	May 2017	Abbey Stamp	"Women's Program" planning team	Meeting time and data pulls	None identified		Complete
Develop program components: residential and day curriculum	February 2017	May 2017	Abbey Stamp	"Women's Program" planning team	Meeting time and data pulls	None identified		Complete
Identify possible facility and program budget	February 2017	May 2017	Abbey Stamp	"Women's Program" planning team	Meeting time and data pulls	None identified		Complete
Hire Project Manager	October 2017	November 2017	Abbey Stamp					Not started
Draft job description	October 2017	November 2017	Abbey Stamp	HR support				
Post job announcement	October 2017	November 2017	LPSCC HR					
Conduct interviews	October 2017	November 2017	LPSCC staff	HR support				
Hire new PM	December 2017		LPSCC staff	HR support				

Implementation Plan: Workstreams and Tasks

Select contractor/agency	October 2017	January 2018	Abbey Stamp/LPSCC	"Women's Program" planning team				Not started
Develop RFPQ and program criteria and outcomes	October 2017	January 2018						
Establish budget	October 2017	January 2018						
Execute contracts	May 2018	June 2018						
Select facility/location	October 2017	January 2018	Abbey Stamp/LPSCC	"Women's Program" planning team				Not started
Develop RFPQ and program criteria and outcomes	October 2017	January 2018						
Establish budget	October 2017	January 2018						
Determine needed facility improvements	October 2017	January 2018						
Execute contracts	May 2018	June 2018						
Select residential and day programming components	October 2017	January 2018	Abbey Stamp/LPSCC	"Women's Program" planning team				Not started
Develop RFPQ and program criteria and outcomes	October 2017	January 2018						
Establish budget	October 2017	January 2018						
Execute contracts	May 2018	June 2018						
Launch program	July 2018	ongoing	LPSCC partners	"Women's Program" planning team				Not started
Evaluate and Ongoing QA	July 2018	ongoing	SJC data team	"Women's Program" planning team				Not started

Performance Tracking: Expected and Current Progress

Strategy Description: Reduce jail time served by women on community supervision and in A&A process

Lead Agency: Local Public Safety Coordinating Council

Owner: Truls Neal, DCJ Deputy Director

Sponsor: Multnomah County Chair Deborah Kafoury

YEAR 1	BASELINE	EXPECTED	STATUS			
			Q1 (Oct-Dec)	Q2 (Jan-Mar)	Q3 (Apr-Jun)	Q4 (Jul-Sept)
Outputs (Evidence of progress)	<Starting point>	<Year end goal>				
Contracts with provider and facility	0	2	Current	0	★	
			Goal	0	0	1
Referral processes and procedures for two populations	0	2	Current	0		
			Goal	0	0	1
Outcomes (Performance metrics)						
Number of women served in residential program	0	12	Current	0		
			Goal	0	0	0
Number of women served in day program	0	60	Current	0		
			Goal	0	0	0
Impact (Effect on jail population)						
1.43% reduction in jail use by justice-involved women over 3 years.	0	.5% decline by the end of year 1.	Current	0		
			Goal	0	0	0

Implementation Plan: Impact Calculations

In this section sites are asked to demonstrate, through the data and calculations outlined below, the projected impact of revised implementation plan strategies. For each item, a set of instructions is provided to help guide sites through the calculation, and explain its purpose. At the end of the template, sites will find a set of additional considerations to keep in mind when estimating the impact of implementation plan strategies. At each step along the way, there is a place to provide information related to these additional considerations (or other context that will make it easier to understand the assumptions behind the numbers). Additionally, the next tab (labeled Summary Worksheet) provides a place to summarize the key numbers related to each strategy. Sites can use this as needed to organize the information provided.

*****PLEASE NOTE that sites that 1) already provided these calculations (or some close approximation of them) in their Phase II application and 2) are not changing the implementation plan from the original submission do not need to redo them for this updated implementation plan. Instead, those sites are asked to either transfer the original numbers into this template or attach in some other way the original impact calculations that were completed. If your site has any questions about whether or not the original calculations submitted adequately demonstrate impact, please discuss with your site coordinator and ISLG.**

1. BASELINE JAIL POPULATION

1A. Estimate: 1120

1B. Additional explanation/context:

1120 is the total average daily population from November 1, 2015 through April 30, 2016. This number does not include the average monthly number of contract beds (US Marshall Holds). We have also used yearly jail bed days as a way to calculate the impact of our 14 strategies. $1120 \times 365 = 408,800$. Using jail bed days allows for ease when calculating lengths of stay for particular inmate populations.

Explanation/guiding instructions:

This number should reflect the total number of people confined in the jail at the start of implementation, when Phase II (and progress tracking) officially begins. In the interest of consistency with the performance measurement baseline, sites are encouraged to use parameters for jail population baseline that are as close as possible to the following:

- Confined population only
- Contract beds excluded
- Six month average, using the six-month time frame preceding the start of the implementation phase (November 2015-April 2016)

If your site is not able to establish a baseline with these exact parameters, please use a number you feel is a close approximation to the population at this point and briefly explain the rationale.

2. PROJECTED 3-YEAR IMPACT FOR EACH STRATEGY

Strategy 1:

Target population: Inmates waiting in jail to adjudicate a PV

Projected impact: 1.5%

Additional explanation/context:

Implementation Plan: Impact Calculations

Chief Criminal Judge Ed Jones calculated offenders housed in jail on a Probation Violation use 12,000 jail bed days. This calculation is based on his operational knowledge that there are 5 cases heard a day, or 1250 cases per year. We anticipate this to remain stable. The average length of stay is 11 days, while waiting for PV disposition. $1250 \times 11 = 13,750$. After analyzing current policy and practice, it was agreed that by moving up the PV adjudication hearing (6 days) would decrease annual jail bed days used from 13,750 to 7,500. $13,750 - 7,500 = 6250$.

Strategy 2:

Target population: Release sentenced inmates to treatment

Projected impact: .6%

Additional explanation/context:

Each month, an average of 20 sentenced inmates wait in jail to be released to treatment because the treatment options are full. Based on a data pull by the Sheriff's Office, these inmates wait on average of 30 days each in jail. We assert we can reduce the wait time 10 days per inmate. $10 \text{ days} \times 20 \text{ inmates} = 200 \text{ bed days per month}$. $200 \times 12 \text{ months} = 2400 \text{ per year}$. $2400/408800 = .6\%$

Strategy 3: Interfering with Public Transportation

Target population: Individuals arrested for IPT

Projected impact: .01%

Additional explanation/context:

A Sheriff's Office analyst looked into jail use by individuals arrested for IPT only, the population target for the policy change instituted earlier this year. The vast majority of IPT arrest/bookings/prosecution will be for those situations including additional charges, and IPT stand alone charges will not be pursued unless there are exceptional circumstances. He concluded that the average daily population did not exceed two during the reporting period. To err on the conservative side, we assume 1 bed day used for each of the 510 individuals arrested for IPT in 15 months (34 per month). $34 \text{ jail bed days per month} \times 12 = 408 \text{ jail bed days per year}$. $408/408,800 = .01\%$

Strategy 4: Decrease DCJ jail sanction ALOS

Target population: Offenders on supervision needing jail sanction

Projected impact: 3.12%

Additional explanation/context:

Since 2008, DCJ has worked to reduce jail sanction length, based on community supervision science. DCJ also uses a wide array of non-jail sanction and intervention options (graduated sanctions). In April 2016, the average length was reduced to 10. Since then, the average came down to the lowest possible (according to DCJ leadership). The average has stayed at about 7 days since February 2017. DCJ leadership indicates a 7 day average has continued, and will stay consistent (approximately 354 PV's per month). With an average length of stay of 7 days down from 10, the total monthly jail bed day use has reduced 1062. $1062 \times 12 = 12,744/408,800 = 3.12\%$

Strategy 5: Increase use of cite and release

Target population: Low-level individuals w/MH issues arrested on non-person misdemeanors

Projected impact: .18%

Additional explanation/context:

Implementation Plan: Impact Calculations

Sheriff Reese identified capacity at a local non-profit treatment agency for 10 - 15 offenders to be dropped off (in lieu of booking) each month. Using 12 offenders per month as a guide, we identified an average LOS of 18 days in a random sample, but assert 5 days saved for each contact more appropriate for the target population due to the acute levels of behavior observed. It is anticipated the drop off programming will be successful, but thought it wise to estimate conservatively. Leadership reviewed the jail and criminal histories of the sample and deemed them appropriate for jail alternative. $12 \text{ people} \times 5 \text{ days} = 60 \text{ jail bed days per month}$. $60 \times 12 = 720$. $720/408,800 = .18\%$

Strategy 6: Bench Probation

Target population: Individuals sentenced to bench probation

Projected impact: 3.7%

Additional explanation/context:

There are currently 3150 misdemeanants on bench probation. In a data pull by DCJ analysts, it is shown that this population uses an average of 11.9 jail bed days per person per year in sanctions ($3150 \times 11.9 = 37,485$ jail bed days per year). In the same data pull, DCJ analysts note misdemeanants on supervision to DCJ use 3.4 jail bed days per person per year. By October 2019, DCJ will have approximately 1800 of the bench probation population assigned to supervision, leaving 1350 on bench probation ($1800 + 1350 = 3150$). 1800×3.4 (DCJ) = 6120 jail bed days per year. 1350×11.9 (remaining on bench probation) = 16,065 jail bed days per year. $16,065 + 6120 = 22,185$ jail bed days used in 2019. $37,485$ (2017) - $22,185$ (2019) = 15,300 fewer jail bed days used per year. $15300/408800 = 3.7\%$ reduction.

Strategy 7: LEAD

Target population: Individuals arrested for Possession of a Controlled Substance in target area

Projected impact: .13%

Additional explanation/context:

We looked at the current list of LEAD clients (15 people) and added up their jail use over the last year, prior to LEAD launch. These individuals used 1800 jail bed days last year. We anticipate approximately 100 clients LEAD clients in one year and policy-makers assert we can see a 30% reduction in use, resulting in 530 less jail bed days per year. $530/408,800 = .13\%$

Strategy 8: Presiding Judge Order

Target population: Individuals arrested for DV charges

Projected impact: .44%

Additional explanation/context:

The Presiding Judge did some calculations and identified that of persons arrested on DV charges, that 75 might be eligible to be release approximately 3 days sooner than current practice (due to an administrative hold policy), resulting in 150 bed days saved per month. Our Presiding Judge confirmed her calculations with other judicial leadership and members of the family law bench. This is a complicated strategy and will take the longest to implement. $150 \times 12 = 1800/408,800 = .44\%$.

Strategy 9: Treatment First

Target population: Individuals arrested for Possession of a Controlled Substance outside LEAD target area.

Projected impact: 1.3%

Additional explanation/context:

Implementation Plan: Impact Calculations

Jail savings for this strategy used the same assumptions articulated in the LEAD calculations because it is the same eligible target population. Based on a study of PCS cases from 2015 there may be as many as 2000 Treatment First eligible offenders. Of these offenders, analysis identified 12,700 jail bed days used per year. Like LEAD, it is believed with Treatment First programming will reduce this will reduce to 7400 (down approximately 30%), a reduction of 5300. $5300/408,800 = 1.3\%$

Strategy 10: Oregon Judicial Department Sanction Practices

Target population: All probationers/parolees subject to a jail sanction (when decided by judge)

Projected impact: 1.8%

Additional explanation/context:

This estimate was created by looking at a prior analysis of those in jail in on a sanction November 2016. In that month, 3,417 days were attributed to Court sanctions, rather than PO sanctions. This number divided by 30 equals approx 113 beds per day. Some of these sanctions will reduce due to strategy 8 (bench probation). Therefore, we estimate a very conservative reduction of 20% reduction, which is 22 per day. Rounding down to 20 per day, the total possible jail bed savings per year is $20 \times 365 = 7300$. $7300/408800 = 1.8\%$

Strategy 11: Aid & Assist

Target population: All individuals undergoing Aid & Assist evaluation and restoration processes

Projected impact: .26%

Additional explanation/context:

constant. The average impact on jail was approximately four weeks (due to wait time). Now with increased staffing, the wait time is significantly reduced. A conservative estimate is a 7 day decrease (from 14-21 days). $150 \text{ inmates} \times 7 \text{ day decrease} = 1050$. $1050/408,800 = .26\%$

Strategy 12: Mental Health Jail Alternatives for Women

Target population: All justice-involved women, with focus on women of color

Projected impact: 1.43%

Additional explanation/context:

from jail and fill 6 beds in this new program at any given time. DCJ program data indicates they can fill 15 beds at any given time (we would like this program to have 21 residential shelter beds). The new program estimates a LOS of 2-4 months. These numbers mean we could save 2190 jail bed days per year for the residential program for Aid and Assist (6 beds x 365 days). In addition, DCJ calculated the number of justice-involved women who lack sufficient programming which results in jail sanctions. They estimate saving another 3650 jail bed days per year (10 per day) for the day program due to a drop in the need for sanctions. Each of the 16 DCJ-involved woman will not have avoided jail, but many need the stabilization. DCJ mental health and women's program supervisors estimate 2/3 (or approximately 10) of the women in the shelter program will have avoided jail use, according to their client risks and needs. We anticipate serving an additional 20 women per day in the day program. Therefore: $2190 + 3650 = 5840$. $5840/408,800 = 1.43\%$

Explanation/guiding instructions:

Here sites are asked to demonstrate how the jail population is expected to change (be reduced) as a result of each strategy, through the calculations outlined below. Note that impacts can be calculated a few different ways depending on the nature of each strategy and how it is expected to impact the jail population. Specifically:

Implementation Plan: Impact Calculations

If the strategy's impact will come from reducing admissions

*Projected jail population saved for Strategy X = Projected admissions saved for Strategy X target population * Average LoS for Strategy X target population / 365*

If the strategy's impact will come from reducing LoS

*Projected jail population saved for Strategy X = Projected admissions for Strategy X target population * Projected LoS saved for Strategy X target population / 365*

If the strategy's impact will come from both

Perform both of the calculations above, estimating jail population reductions from LoS reductions and jail population reductions from admissions reductions separately. Note that the admissions savings are expected to come before LoS savings, or vice versa, this should be factored into the calculations.

During this step it is critical that data reflect admissions and LoS among the target populations, not the overall jail population. Where these specific data are not available, sites should use data that are available to make logical estimates for the target populations (e.g. if the only available LoS data is for the total pretrial population and a strategy is targeting low risk misdemeanants who are cycling through the jail, the estimated length of stay should be

It is also critical to factor in how strategies (and projected impacts) will be phased in over time. For example, a strategy that is rolled out at the very beginning of implementation will have the full three years' worth of impact to take into account (and should be calculated using that time frame). A strategy that takes a year to implement, however, should be estimated using numbers that reflect a two-year period (in other words, the projected three-year impact should be based on what can be accomplished during the second and third year of the three-year period).

3. TOTAL PROJECTED JAIL POPULATION SAVED ACROSS ALL STRATEGIES

3A. Estimate: Reduce ADP by 164 from baseline

3B. Additional explanation/context:

$17 + 7 + 1 + 35 + 2 + 42 + 1 + 5 + 15 + 20 + 3 + 16 = 164.$

Explanation/guiding instructions:

This involves adding up the impacts from Step 3.

Strategy 5: $720/365 = 2$ people. Strategy 6: $15,300/365 = 42$ people. Strategy 7: $530/365 = 1$ person. Strategy 8: $1800/365 = 5$ people. Strategy 9: $5300/365 = 15$ people. Strategy 10: $7300/365 = 20$ people. Strategy 11: $1050/365 = 3$ people. Strategy 12: $5840/365 = 16$ people.

Implementation Plan: Summary Worksheet

		Current Policy			With Plan			Absolute Reduction	Discount
	Strategy	Annual Bookings	LOS Days	ADP	Annual Bookings	LOS Days	ADP		
Total Jail									
Strategy 1									
Strategy 2									
Strategy 3									
Strategy 4									
Total Strategy		0	0	0	0	0	0	0	0.00%

above are just examples. Sites are not required to achieve the exact same impacts for each of their strategies, or to discount the calculations by a particular percent.