

Survey to Chief APOs

Issue: Bank Caseloads or Administrative Caseloads

Question (from Erie County):

I am evaluating the creation of bank caseloads here in Erie County. I am looking for input from any County that has implemented bank caseloads. In an effort to reduce field services caseloads, more effectively utilize our resources and focus our attention on moderate to high risk offenders I am strongly considering this change. Please reply to the following questions and feel free to comment or make additional suggestions. Thank you for your time and responses.

1. County?
2. County class?
3. Average field services caseload?
4. Average bank caseload total?
5. Are bank caseloads comprised of exclusively minimum level cases or inclusive of administrative case?
6. Pros/Cons of bank caseloads?

Cumberland County

1. County? Cumberland
2. County class? 3rd
3. Average field services caseload? 65
4. Average bank caseload total? 440
5. Are bank caseloads comprised of exclusively minimum level cases or inclusive of administrative case?

One PO assigned to an administrative caseload of 440 as of today. Low risk offenders, as determined by the ORAS screening and full assessment tools, are placed on the administrative caseload. Three main obligations for offenders: remain crime free, adhere to court ordered conditions and report any change of address. There are no reporting obligations unless instructed by the PO. PO re-assesses upon notification of new charges to determine new appropriate supervision level. Offenders on the administrative caseload also have the opportunity for early discharge at the halfway point if remaining crime free and completing all court ordered obligations (supervision fees reduced)

6. Pros/Cons of bank caseloads?

The administrative caseload has doubled since administering the ORAS in the beginning of 2016 which has reduced the caseloads of those supervising moderate and high risk offenders. Prior to ORAS our average field caseload size was around 75. Now around 65. The shift in caseload has allowed us to increase contact requirements for field officers from moderate risk 1 time per three months to 1 time per month and for high risk from 1 time a month to twice a month. The increased contacts allow the PO to focus on criminogenic needs.

Just a few issues to consider. Many of our offenders are determined to be low risk through the nine question screening tool. The less questions the less accurate the tool and many times the screening tool is completed in a rushed pretrial setting where we run through a lot of offenders in one day. The result is that we don't get it right some times. After a low risk offender is re-arrested we re-assess and it becomes obvious that the person was initially assessed poorly. This is certainly not a problem with the tool but more of a training issue. I have the Administrative PO reviewing cases upon assignment to identify the problem. Also, planning booster trainings for staff to address the issue. We also found many offenders using heroin score low risk as well as DUI offenders who pose a risk to the community because of their addiction (additional DUIs). In those cases we have inserted an override option so those case aren't placed on a big bank caseload and receive the attention they require.

Dauphin County

1. County? Dauphin
2. County class? 3
3. Average field services caseload? 72 (Bob Williams, keep your comments to yourself on this number)
4. Average bank caseload total? 300
5. Are bank caseloads comprised of exclusively minimum level cases or inclusive of administrative case? Both
6. Pros/Cons of bank caseloads? Pros: Focuses your resources on moderate and high risk offenders (this will have the greatest impact on future recidivism). Cons: Our reduced officers (bank officers) can get overwhelmed at times when the have multiple offenders get new charges. Example, one of our reduced officers had three offenders detained for technical (drug use) and four detained for new charges in one week. Remember, low risk does not mean no risk. This will occur with bank cases.

Lancaster County

1. County? Lancaster

2. County class? 3/2A
3. Average field services caseload? 110-120/officer
4. Average bank caseload total? 330
5. Are bank caseloads comprised of exclusively minimum level cases or inclusive of administrative case? Both
6. Pros/Cons of bank caseloads? Pros – In keeping with EBP implementation, banking your low risk cases allows you to focus your resources where they can have the greatest impact...medium & high risk cases. It also reduces the overall numbers that your medium/high risk officers are supervising.

Cons – While we haven't experienced this yet, there is always a chance that a client is miscategorized or even if correctly scored low risk per risk/needs assessment, he/she could commit a serious crime. This "fear" and the "what if" has been one of our largest hurdles in terms of getting officers to buy in to EBP. Officers really want to do a good job and not miss anything so they have trouble "letting go" of low risk cases. Our consistent message in response to that has been "...if you are following department policy, you will always be supported by management/the Court..."

Lebanon County

1. County? Lebanon
2. County class? 5
3. Average field services caseload? Various by R/N level.
4. Average bank caseload total? 280-350
5. Are bank caseloads comprised of exclusively minimum level cases or inclusive of administrative case? Our bank caseloads consist of the following:

Administrative/Monitor caseload standards: LSI 0-4

A. Appointments: As deemed necessary by officer or upon request from client.

B. Field Contacts: Not expected

C. Collateral Contacts: Phone and email updates

D. Drug testing: If triggered by reasonable suspicion

E. Sanctions: Same as Maximum

F. Incentives:

ARD DUI and Non-DUI Caseload Standards: LSI N/A

A. Comprehensive first appointment with additional appointments as deemed necessary by officer or upon request from client.

B. Field contacts: Not expected

C. Collateral Contacts: None required absent reasonable suspicion of an active and material violation of the terms of ARD conditions.

D. Drug testing: If triggered by reasonable suspicion

E. Sanctions: Revocation requests and expungement denial

F. Incentives: Opportunity for Expungement

6. Pros/Cons of bank caseloads? Pros - Bank caseloads allow us to focus more resources on high risk/high need offenders. Con – One could argue if you're not checking on an offender they may be "getting away with something". Potential risk - There's always the risk that an offender placed on a bank caseload may commit a violent offense which would result in the department having to explain why the department felt the offender did not require closer supervision.

Montgomery County

1. County? MONTGOMERY

2. County class? 2A

3. Average field services caseload? 120 TO 1

4. Average bank caseload total? We have several banked caseloads that report by way of web, phone, or mail. They are as follows:

In County Administrative Caseload – 1,493 (Support staff monitor for non-compliance and assign any issues to officers.)

Out of County Administrative Caseload – 1,041 (Support staff monitor for non-compliance and assign any issues to officers.)

Two Transfer Caseloads – 4,446 (County) and 1,197 (State) (Support staff monitor for non-compliance and assign any issues to officers.)

Cases waiting for PBPP Certification – 228

Offenders awaiting parole - 357

ARD Non-DUI – 537

ARD DUI – 1,083

5. Are bank caseloads comprised of exclusively minimum level cases or inclusive of administrative case? Both above Administrative caseloads are created from those that score out as LOW on our Risk-Needs tool. The ARD Caseload do not receive a risk-needs assessment.

6. Pros/Cons of bank caseloads?

Pros – allows us to better utilize our limited resources; allows us to focus on those that are of higher risk to recidivate; keeps those that are low risk away from our higher risk offenders by not having them report in person to our office; it is an incentive for offenders to reach by doing well under community supervision; we farm out the violations to active staff when they occur; our rate to recidivate for a new arrest is 3% for those on our largest administrative caseload; we are able to utilize support staff to monitor the caseloads for non-compliance and new arrests; for transfer cases, it allows for minimal contacts so offices know who to reach out to.

Cons – The numbers can be overwhelming at times for someone not ready to deal with the large amount of activity and they need to be organized.

Let me know if you have any questions.

York County

1. County? York

2. County class? 3rd Class

3. Average field services caseload? 105

4. Average bank caseload total? 412 will soon increase to 481

5. Are bank caseloads comprised of exclusively minimum level cases or inclusive of administrative case? Low Risk on the ORAS CSST or CST

6. Pros/Cons of bank caseloads? We reorganized caseloads with implementation of the ORAS Risk/Needs tool. As a result of this and other initiatives, we have been able to reduce the mod/high field caseloads from about 180/200 to their current level of 105. I have also been able to reduce the number of administrative officers and repurpose them to mod/high field caseloads. We also changed contact requirements, enroll all low risk defendants on the web reporting portal and simplified the paperwork. I just reduced the administrative caseloads again from 7 to 6 to create a new supervisor position to alleviate stress at the management level. I am also exploring a reduced caseload to supervise individuals that score a 10-14 on the ORAS. I would again repurpose an administrative officer to do this which would again increase the other officers caseloads. However, based on the research a truly administrative office should be able to handle a caseload of up to 1000. We've simplified the casework so much for these caseloads that the officers do not have enough to do.