

Herman Goldstein Award Submission:
The **Knoxville** Public Safety Collaborative (KPSC)
Knoxville Police Department (**KPD**)
April 2002

THE KNOXVILLE PUBLIC SAFETY COLLABORATIVE

"Working Together to Enhance the Safety and Well-Being of All Knoxvilleians "

Summary

The Knoxville Police Department (KPD) began a formal community policing structure in 1993. As a part of this process, citizens were invited to express their public safety concerns and participate in the development of a Crime Control Plan. In 1995 and 1996, concerned Knoxvilleians identified the negative impact of repeat adult and juvenile offenders on the quality of life in their neighborhoods as a high priority. To address this concern, the Knoxville Police Department and the Tennessee Board of Probation and Parole (BOPP) began development of a strategy aimed at enhancing public safety by helping parolees successfully reintegrate into the community. Crime statistics and parole revocation data were reviewed and analyzed to determine which offenders were at highest risk to re-offend and what factors might be involved in those parole violations. The KPD and the BOPP recognized the importance of including human service providers in this effort. Risk factors that are known to increase the likelihood that parolees will re-offend, such as chemical dependency, unstable family relationships, mental health issues, educational and vocational deficiencies, and unsuitable housing are all addressed in this **Team Supervision** process. The Helen-Ross McNabb Center, Child and Family Tennessee, the Metropolitan Drug Commission and the University of Tennessee School of Social Work Office of Research and Public Service joined the KPD and the BOPP, as major partners forming **the Knoxville Public Safety Collaborative (KPSC)**. Many other private and public human service agencies have also participated in this effort.

The KPSC provides a proactive, balanced and holistic approach to offender management that includes integrated treatment and supervision elements. Offender strengths and weaknesses are evaluated and a treatment and supervision plan developed through a multi-disciplinary case staffing process. Information sharing is critical to the process and is an integral part of the Knoxville Public Safety Collaborative.

The University of Tennessee College of Social Work Office of Research and Public Service (SWORPS) completed an evaluation of the KPSC in 2001. Recidivism was used as one measure of success. They compared the recidivism rates of KPSC parolees between September 1, 1998 and February 28, 2001 with a historical comparison group of parolees. Eighty-nine percent of the historical comparison group was incarcerated within two years of their release from prison as compared with 45% of those in the Collaborative's target population, an improvement of 44%.

The Knoxville Public Safety Collaborative

SARA Problem-Solving Model

Scanning

The Knoxville Public Safety Collaborative (KPSC) was formed to respond more effectively to citizen concerns about the negative impact of repeat offenders on the quality of life and public safety in the city of Knoxville, TN. Residents identified the problem by observing the actions of offenders in their neighborhoods. Neighbors also identified traffic and quality of life issues as problems in their communities. However, the problem of repeat offenders was selected for intervention because citizens identified it as their major public safety concern. Patrol officers echoed the sentiments of the community as it pertained to the issue of repeat offenders.

Crime prevention has long been a component of the policing function. The mission of probation/parole agencies should also be considered a community crime prevention tool. Until recently, these agencies operated somewhat independently from each other. The advent of community policing initiatives across America has contributed to the development of many innovative police/probation/parole partnerships. Increased attention to citizen input by law enforcement and community-corrections agencies has also helped redefine and reprioritize their missions and goals.

The target population originally included high-risk parolees who were living and/or working in the city of Knoxville. Over time, the Knoxville Police Department (KPD) and the Tennessee Board of Probation and Parole (BOPP) decided to include high-risk probationers in the target population as well since many of their behaviors, treatment needs and effects on public safety mirrored those of the parolees.

Analysis

After citizens identified repeat offenders as a major concern, the Knoxville Police Department (KPD) worked with the local office of the Tennessee Board of Probation and Parole (BOPP) to clarify and further define the nature and scope of the problem. The BOPP analyzed files regarding parolee residents living in the specified neighborhoods and confirmed that high-risk parolees had engaged in many criminal acts and other violations of their parole that were disruptive to their communities. The Police Department Crime Analysis Unit also reviewed crime patterns to verify and confirm citizen complaints regarding this population. Many of the parolees had an extensive prison history and had been released into the same communities multiple times. Recidivism rates for this group of parolees exceeded 85%.

Historically, a relatively small number of offenders have committed a disproportionate number of offenses. Their criminal behavior typically began at an early age, and most of them have faced multiple risk factors such as family conflict, drug and alcohol exposure and use, mental health issues, low-income, unsuitable housing, and education and vocational deficiencies. The criminal justice systems of most communities have, for many years struggled with ways to handle this difficult to serve population. The problem has been exacerbated with the tremendous increase of prison and probation/parole populations. In 1980, some 600,000 people were in prison or on parole. By 2000, that number had grown to over six million. It has been estimated that in 2001, some 585,000 felons were released from prisons across America (USA Today, 12/27/2000). Access to mental health inpatient and outpatient services were reduced just as more high-risk/high-needs offenders returned to their home communities. Without

adequate treatment or supervision services, many of these offenders continued their illegal and disruptive behaviors, which caused them to be incarcerated again.

The parolees making up the target population of the KPSC are typically property and drug offenders, so that their criminal activities are often driven by their need to acquire and use drugs. Their repetitive criminal behavior often supports those drug habits, and in the process, hurts innocent citizens, the families of the offenders and the offenders themselves. Victimization from these continuing activities can include loss of property, physical injury and emotional distress. Drug use and other criminal activity in victims' neighborhoods also adversely affected property values and quality of life in those neighborhoods.

The problem regarding repeat offenders was addressed in several ways prior to the development of the KPSC initiative. An increased police presence in known offender neighborhoods was an important tactic. However, police officers frequently encountered parolees only when they re-offended and had to be arrested. This caused parolees to have their parole revoked, and they were sent back to prison, costing Tennessee taxpayers much more money than if the offenders would have remained in the community. This approach also resulted in a lack of trust between the police and many minority communities within Knoxville. Another attempt to alleviate the problem was that parole officers for high-risk offenders had a reduced caseload compared to parole officers of regular offenders. Another attempt to correct the crime problem included parole officer referrals to human service agencies; however, due to a lack of communication between the officers and agencies, the offenders did not always receive the necessary services. A

lack of trust existed between authoritative agencies, such as BOPP, KPD, and the many social service agencies located in and around Knoxville.

Analysis of the target population and their communities revealed several underlying conditions and possible causes for the repeated criminal behaviors of this group. Parolees usually returned to the same drug-infested neighborhoods they had left upon incarceration. Another significant problem facing parolees was the return to dysfunctional families. This family conflict and other issues such as poverty, physical and emotional abuse, illegal drug use and other life skill deficits made successful reintegration almost impossible. Many of the parolees had untreated and sometimes undiagnosed mental health problems. There was also a lack of coordinated supervision and treatment, not to mention this population's general aversion to treatment. In many cases, previous treatment/diagnosis was unknown to the probation/parole officer and treatment and supervision agencies often operated in isolation from each other. This situation caused duplication or, more frequently, gaps in service for the offender and his or her family.

Response

As previously mentioned, one way the KPD chose to respond to the problem was by coordinating efforts between the police department and the Board of Probation and Parole. As a part of this intervention strategy, both agencies recognized the importance of including human service providers in this effort. A joint grant application to The Community Oriented Policing Services (COPS) Office of the U.S. Department of Justice was made and they selected Knoxville for a Demonstration Center grant. As a result, funds were made available to set in motion the kind of collaborative effort necessary to

enhance public safety by successfully reintegrating parolees into the Knoxville community. The structure of the KPSC now includes the KPD, the BOPP, Helen-Ross McNabb Center, Child and Family Tennessee, and 22 other human service providers in Knoxville. The Helen-Ross McNabb Center and Child and Family Tennessee are large, non-profit human service providers, that have provided consultation, case management and various treatment services for the target population. The KPD, in conjunction with BOPP and human service provider agencies, considered two options for the KPSC. The original grant proposal included a neighborhood resource center that would house the police, parole, and social service teams that would be assigned to supervise and treat the target population. In addition, a community service coordinator would have worked closely with faith-based groups, businesses, and other organizations in the parolee's neighborhood. The problem was that there was not a central location in which to place the center that would provide easy access to all parolees in Knoxville, and there was not enough funding to place a center in each neighborhood. Meetings among the KPSC members were held at the Knoxville Police Department and/or the Board of Probation and Parole and other agency locations as necessary. The KPD provided office space for parole officers in the Police Department East District Office and at the main Police Department building. This effort provided a more convenient reporting location for the many parolees who live in East and Central Knoxville.

The KPSC model that now exists expanded on the collaborative effort established between the KPD and the BOPP. It was first implemented on October 1, 1997. Many jurisdictions across the country have established links between the police and community corrections agencies. The distinguishing factor for the Knoxville Police Department and

its development of the Knoxville Public Safety Collaborative is the inclusion of coordinated and proactive treatment available to offenders through involvement of outside agencies. The expansion included human service provider agencies that address the multiple risk factors found in most high-risk parolee cases. The KPSC model also allows police officers, parole officers and treatment professionals to work side-by-side during home visits, which enhances supervision, treatment and trust for the parolees and their families. When offenders observe this team effort, they understand that with the enhanced supervision, they are less likely to successfully violate their conditions of supervision. Another important task for police officers has been checking in with offenders during their patrol hours. The sharing of information between KPD and BOPP has allowed police officers to be aware of the released high-risk offenders on their beats, so they can monitor them more closely. These efforts increase public safety and enhance officer safety.

The Knoxville Public Safety Collaborative Team Supervision and Treatment process can be divided into five steps. The first step occurs when the parolee develops a tentative release plan. A field parole officer then investigates that release plan and may approve or deny the release plan. Once a plan has been approved and the parolee released from prison, the parole officer meets with the offender to discuss his or her conditions of parole and any other concerns the offender might have. A multi-disciplinary case staffing is held to develop a supervision and treatment strategy for the offender. This meeting provides an opportunity for staff from the various agencies to discuss concerns about each high-risk offender. Each agency researches their own databases to determine what if any treatment they have provided to the offender in the

past. Other case staffings may be held as necessary as offender circumstances change. The KPSC allotted a certain amount of the Demonstration Center grant for sub-grants that resulted in contracts with local service providers to hire case managers who provided intensive case management to the parolees. The final step in the team supervision and treatment process includes monitoring, evaluation and modification of the supervision and treatment plan as necessary.

Efforts to enhance communication between the authoritative agencies (KPD and the BOPP) and the communities where the parolees frequently reside include the volunteer efforts by the KPD and the Board of Probation and Parole. Now community correctional officers and police officers in the city work closely with neighborhood organizations, town watch groups and private companies to define community service projects in which parolees and probationers work alongside their neighbors cleaning up vacant lots and building playgrounds for neighborhood children and families. These efforts have increased the level of trust between police officers, parole officers, and neighborhood residents.

The response was developed through an inter-agency agreement that originally included the KPD and the BOPP and approximately 24 human service providers, half-way houses, career centers, employment agencies, the Knox County school system, and the Knox County Health Department. Another crucial element in the ability of the KPD to implement the program was the \$935,000 grant given by the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS). The KPD used part of the grant money to hire consultants from Criminal Justice Associates to help prepare the KPD for integrating the program into the department and for helping the KPSC develop

effective intervention strategies. Helen-Ross McNabb also contracted with the KPSC to develop a sustainment plan for the KPSC initiative. Every agency has contributed personnel, time and other resources to the Collaborative.

The mission of the KPSC is to protect and enhance public safety and to promote better outcomes for at-risk children and families. The KPSC has developed six goals:

1. Enhance day-to-day working relationships among community correctional officers, police, and social service providers in the city of Knoxville.
2. Share information among parole and probation officers, police, and the social service providers to more effectively manage offenders in the community.
3. Organize and share inter-agency information and resources to address the changing needs and risks of offenders as well as their children and families.
4. Develop and use a comprehensive and proactive case management process for high-risk offenders and their children and families.
5. Use progressive sanctions, including supervised community service, for offenders in the target population.
6. Develop and implement a strategic action plan to expand and enhance the composition of the Collaborative and to obtain the resources required to sustain its mission in the future.

Many resources were available to help solve the problem. Community support was high, especially in neighborhoods concerned with the problem. This support was demonstrated by citizen participation in the community crime control meetings held by the department. Furthermore, a strong community policing philosophy already in place in the KPD provided the structure necessary for implementation of this collaborative

initiative. This community policing structure enabled citizens to identify, present and prioritize the problem of repeat offenders for the department. The established working relationship between the KPD and the BOPP paved the way for a stronger commitment from both agencies. The commitments of the KPD and BOPP to include the treatment community in the collaborative process has strengthened understanding and trust among all of the involved agencies and has improved service delivery for these very needy clients.

Overall, the KPSC process has been accepted by the various agencies and has had full support from most staff and supervisors. However, during implementation of the initiative, the KPSC encountered a few barriers. One early concern was the confidentiality issues regarding information sharing by all parties involved. The time constraints and other priorities of police officers sometimes prevented their best possible use by the KPSC. A slight resistance for publicity by some members of the collaborative may have prevented Knoxville citizens from understanding all of the KPSC's roles in the community. More recently, a significant difficulty the KPSC faced was a loss of funding for the case management positions. The intensive case management was very helpful to enhance the treatment for offenders. There has also been some resistance to creating a new database for the KPSC because so many databases currently exist within the police department and at the Board of Probation and Parole.

Various individuals and groups were involved in the response to the repeat offender problem. The Knoxville Chief of Police played a critical role in the development of the program, and he has continued to support the KPSC by encouraging officers to work with the KPSC. He has also instituted training on the KPSC in the police academy

and in the field training and evaluation program, the reserve academy, and among other personnel. The Regional Director of the Tennessee Board of Probation and Parole (BOPP), the Associate Director of Child and Family Tennessee, the University of Tennessee evaluator and many others participated in the development of the KPSC vision.

Assessment

An evaluation by researchers of the University of Tennessee College of Social Work Office of Research and Public Services (SWORPS) reported on the success of the KPSC:

The Knoxville Police Department's implementation of the Advancing Community Policing Demonstration Center Grant has brought noticeable change to the daily operations of managing offenders in the community. Although improvements are still needed, the Knoxville model sets forth some effective policies and procedures worth emulating in other jurisdictions. It also offers good indication of substantial, long-range savings for the state in terms of incarceration costs, as parolees are successful. (Broyles & Homer, 2001)

Compared to a historical parolee group, there was a 38% potential improvement in recidivism. The SWORPS researchers evaluated the KPSC's performance from September 1998 through February 2001. The evaluation incorporated both quantitative and qualitative research methods. A quasi-experimental approach was used to develop a historical comparison group. The formation of this historical group occurred by identifying all parolees released to Knoxville in 1996 and 1997 (413 parolees). The group was then narrowed down to 261 by selecting only those parolees who would have met the

criteria for inclusion in the KPSC program. Statistical analyses of variance tests indicated that the historical and the experimental groups are comparable samples. The evaluators determined the rate of recidivism of the comparison group, and because it was a historical group, they could observe the progression or digression of previous parolees over at least a two-year period.

Both quantitative data from parole officer caseload action reports and qualitative data from observations and interviews served as the data collection techniques. To gather qualitative data, evaluators spent time on-site, observing day-to-day operations. They went on ride-alongs with police and parole officers. They attended the Citizens Police Academy and held interviews with stakeholders, police officers, service providers, professionals, and a small group of parolees. SWORPS evaluators developed a stand-alone database to accommodate the data for the study. Data analysis included synthesizing observations and feedback into themes and overall trends. For quantitative data, descriptive statistics were performed to characterize participants demographically and to analyze other program data such as number of contacts and referrals. Inferential statistics determined the relationships among variables and the strengths of the relationships. Finally, the evaluator developed statistical models using multiple regression and logistic regression techniques.

The response effort could have been more effective had a few other plans been implemented. The evaluators recommended that a more complete policy and procedures manual be developed to clarify each agency's role in the collaborative. Although an inter-agency agreement provides some information on the responsibilities of each agency, a manual might be able to clarify any other process questions. It will also be important to

implement a better data collection method in the future to ensure parolees are receiving and taking advantage of treatment services and to measure the effects of the service delivery system on public safety. Keeping Knoxvilleians better informed of the KPSC mission, its progress, and ways in which the community can assist with the reintegration process might be an important improvement for the initiative. Another important aspect that could enhance the program is to include more parolee perspective. Parolees, as recipients of services, could provide more information on what services have helped them and those services that were not helpful. Parolee focus groups were conducted early in the development of the collaborative and could be used again to help determine other programmatic changes. Probably the most important resource needed to increase response effectiveness is more funding that would increase agency involvement and provide more case management and direct treatment services to the offenders and their families.

Displacement of the problem from one area to another is not a major concern for the KPSC. Offenders are required to live in an approved placement and are monitored by the collaborative wherever they live. The only "displacement" issue for these high-risk parolees or probationers refers to their possible re-incarceration, and much effort is directed toward prevention of a return to prison.

The KPSC initiative will require continued monitoring and efforts to maintain and exceed the results of the evaluation. As indicated by the S WORPS evaluation (Broyles & Homer, 2001) and the Helen-Ross McNabb Sustainment Plan (2001), the following are a few of the issues that must be included for the successful continuation of the KPSC initiative:

1. Continued outreach to other organizations in the Knoxville area
2. Annual review of the strategic plan
3. Continued effort to streamline data collection
4. Continued effort to educate and encourage police officers to actively participate in KPSC offender management
5. Continued effort to keep the public informed about KPSC principles, accomplishments, and concerns
6. Continued effort to quantify outreach efforts to other jurisdictions
7. Follow-up focus groups with offenders
8. Continuous review of the sustainment plan and innovative ways to provide support to KPSC participants and family members

Agency and Officer Information

The entire Knoxville Police Department adopted the KPSC problem-solving initiative, with much support, guidance and leadership from the Chief of Police. Although not every police officer has participated directly in the KPSC, the Team Supervision and Treatment process has affected the operations of almost every unit in the department. KPD has long been committed to problem-solving policing. This is evident through the various training programs and the fact that incentives are provided to officers who initiate and engage in problem-solving efforts each year. For the KPSC initiative, a manual entitled, *The Knoxville Public Safety Collaborative: Cross Training for Supervisions and Service Delivery* was developed by Criminal Justice Associates Inc. to serve as a training guide for police officers, probation/parole officers and others involved in the

collaborative. The Team Supervision process is also taught in yearly in-service training sessions for patrol officers and investigators.

Primary funding for the Knoxville Public Safety Collaborative came from a grant from the Department of Justice, Office of Community Oriented Policing Services, (COPS). These funds were used to hire consultants, visit other collaborative programs across the country, hire staff, conduct conferences (on site and video) for other jurisdictions interested in developing similar programs and have the initiative evaluated by the University of Tennessee, Social Work Office of Research and Public Service (SWORPS). The Knoxville Police Department has contributed equipment, office space, technical advice and support and probably most importantly, the time of patrol officers.

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Executive Summary

Overview

The Knoxville Police Department (KPD) has worked for many years to incorporate community oriented policing principles into its policy and day-to-day operations. With the U.S. Department of Justice's Office of Community Oriented Policing Services (COPS) demonstration center grant (Grant No. 97-PAW-XK-017) award, the KPD chose to specifically focus on the proactive management of high-risk offenders—the "worst of the worst"—released on parole to the city of Knoxville. With public safety accorded priority, the goal was to help these parolees successfully reintegrate into the community.

To accomplish this in the spirit of community policing, the KPD collaborated with the Tennessee Board of Probation and Parole (BOPP) and Knoxville area human services providers, forming the Knoxville Public Safety Collaborative (KPSC).

Nature and Scope of the Evaluation

The evaluator assessed the Knoxville Police Department's *Advancing Community Policing* Demonstration Center Grant in terms of content, input, process, and product. This report documents the grant implementation and summarizes evaluation activities and findings, primarily for the data collection period of September 1998 through February 2001. Any conclusions drawn are based on the conditions existing and on the data collected for the target population of 265 parolees during that period.

Research Questions

The following questions, derived from the program goals and objectives, guided the evaluation of the KPSC initiative:

1. How effective is the KPD handling of high-risk parolees?
2. How effective is the Knoxville Public Safety Collaborative in the systematic handling of high-risk parolees?
3. How can the Knoxville Public Safety Collaborative be evaluated systematically, at regular intervals, on an ongoing basis?

KPSC Leadership and Management

The KPSC **Executive Committee**, which reviews and approves policy and major operational decisions for the Collaborative, is comprised of leaders from the four major partners:

- KPD
- BOPP
- Child & Family Tennessee
- Helen Ross McNabb Center

The KPD's full-time **Community Corrections Program Manager**

- coordinates the daily activities of the Collaborative
- participates in training and educational activities
- makes policy and strategic planning recommendations
- gathers data related to offender and collaborative agency activities for analysis and evaluation

The **Collaborative** itself is open to any organization working with offenders and their family members.

Target Population

The target population refers to the **265 parolees whose cases were managed by the KPSC from September 1998 through February 2001.**

The target population is largely comprised of high-risk parolees being released to the city of Knoxville who scored five or more on the **Knoxville Team Supervision Program Case Plan** and were therefore referred to the **Case Staffing/Operations Group**.

The KPSC parole officers, police officers, and human service practitioners make many contacts and referrals in support of the targeted parolees. To

determine what available support might be helpful, they consider the specific needs, traits, criminal and treatment history, and current circumstances of the participant and family members. As the state's official case manager, the parole officer enters contact notes into the Tennessee Offender Management Information System (TOMIS) and reports monthly performance measurement data to the Community Corrections Program Manager.

These data were compiled for the 30-month period of September 1, 1998 through February 28, 2001, reflecting program activity for 265 participants under KPSC proactive management during the study period.

A historical comparison group, comprised of 261 parolees who would have been selected for the program had there been one in place in 1996-1997, was used for comparison to the target population.

Definition of Success

For the purposes of this study, success is defined in terms of recidivism.

Recidivism is defined as reincarceration for new charges (misdemeanors or felonies) or for technical violations (e.g., absconding, positive drug screens, repetitive failure to comply with conditions of parole).

Success, in contrast, refers to participants who continue to comply with parole while in the KPSC's target population. Specifically, participants are considered program successes if any of the following apply:

- They are transferred from the target population to regular supervision because of proven stability and lowered needs/risk level.
- They make an approved move to another jurisdiction while still in good standing.
- They die while in good standing.
- They reach termination of their parole and sentence.

Findings

The evaluation presents the degree of success attained with the target population and compares these rates to the historical comparison group. These calculations and comparisons are summarized below, followed by key findings from the study shown as accomplishments and remaining challenges.

Results

The degree of success attained with the target population is indicated by the participants' parole status as of February 28, 2001. Figure I shows the success rate among program participants. Figure II compares the success of KPSC participants with that of the historical comparison group.

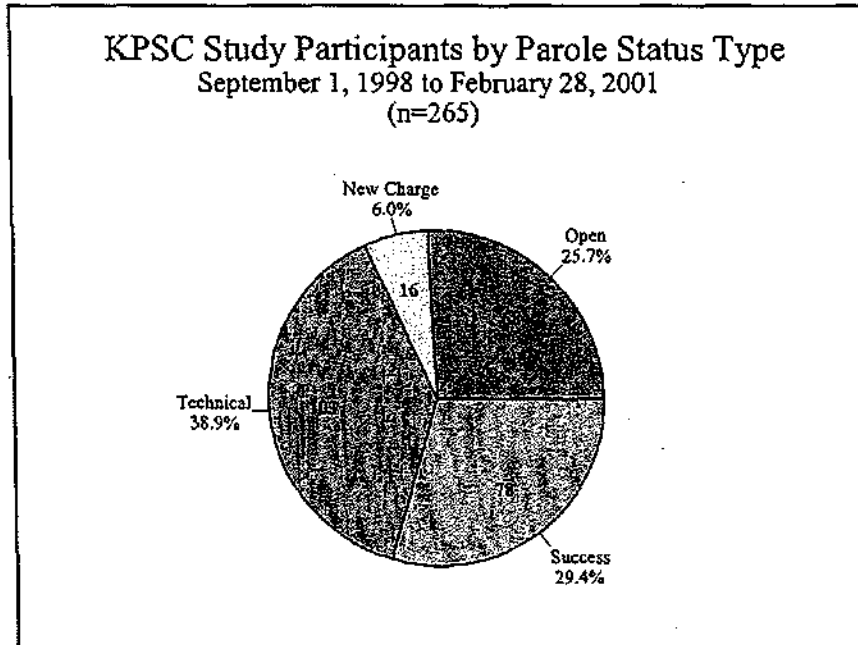


Figure I. KPSC Study Participants by General Parole Status

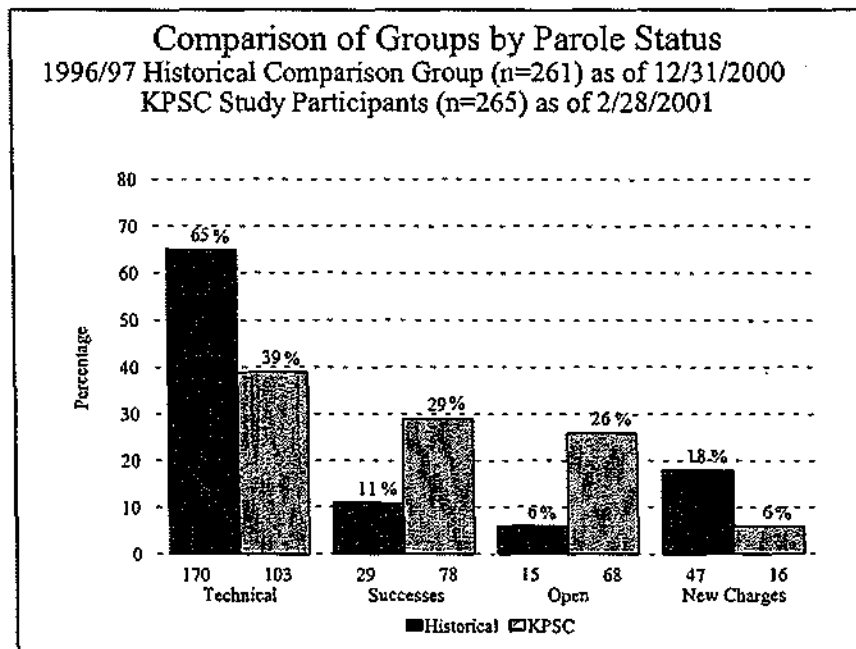


Figure II. Success: Target Population vs. Historical Comparison Group

Accomplishments and Remaining Challenges

The table below presents the major accomplishments associated with community policing and KPSC efforts, as well as challenges that remain. These challenges include areas for continuous improvement of the collaboration and some open issues that may warrant future study.

Table I. KPSC Accomplishments and Remaining Challenges

	Accomplishments	Remaining Challenges
1	Commitment letters establishing KPSC partnership among 26 member agencies	Continued outreach to other organizations in the Knoxville area
2	KPSC development of a strategic plan	Annual review of strategic plan
3	Regular meetings of the KPSC Executive Committee and the Case Staffing Group	Publication of minutes, including review of action items and responsible points of contact; continued effort toward development of steering group
4	KPSC sharing of resources (e.g., providing office space for KPSC work and taking turns hosting meetings)	
5	KPD creation of Community Corrections Program Manager and office assistant positions	Reassessment of the need to fill the assistant position vacancy; review of program manager role and database support needed
6	KPD reaccreditation and increase in patrol officer positions attributed in part to community policing	
7	KPD expansion of parolee management to all three patrol districts	Development of more directive policy and procedures on community policing activities; celebration of successes to encourage officer involvement and increase morale
8	<ul style="list-style-type: none"> BOPP's reorganization and merge of probation and parole functions BOPP's increase to 2 parole officers and addition of 6 probation officers to KPSC responsibilities 	Development of explicit, well defined policy and procedures regarding community policing activities
9	BOPP acquisition of computers for all staff	Continued effort to streamline data collection, enhance automation, and refine related procedures
10	KPSC training modules for KPD Police Academy, KPD annual in-service training, KPD roll-call training, KPD Citizens Police Academy	Adaptation of training modules for KPSC partner agencies reinforcing community policing principles and practices and/or reinforcement of community policing principles at appropriate agency meetings
11	Increased patrol officer awareness of parolee residence/activity in beat/neighborhood	Continued effort to educate and encourage officers to actively participate in KPSC offender management

	Accomplishments	Remaining Challenges
12	<ul style="list-style-type: none"> BOPP/KPSC completion of institutional case file review KPD/BOPP development of offender database/sheet or may spreadsheet to record monthly case load actions 	Continued development of better automated procedures for data extraction (e.g. interface with TOMIS); continued development of shared integrated KPSC database
13	KPSC attention to parolee perspective (e.g., focus group, interviews and case reviews, case management efforts, inclusion of family member concerns)	Follow-up focus groups with offenders (both parolees and probationers) and/or family members; development of additional case studies to demonstrate varying degrees of success
14	KPSC public information (e.g. newspaper and television news items, program manager presentations to Community Advisory Committee, Citizens Police Academy and other events involving civic groups)	Continued effort to keep public informed about community policing principles, accomplishments, and concerns
15	KPSC replicability in other jurisdictions: training conferences, videoconference, monographs, site visits and technical assistance, and monitoring guide	<ul style="list-style-type: none"> Continued effort to quantify outreach efforts to other jurisdictions and to improve any technical assistance provided Potential publication of KPSC products to the KPD website for access by other jurisdictions.
16	KPD implementation of a law records management system (RMS)	Continued design efforts to incorporate KPSC automation needs into the RMS
17	Inclusion of community policing items in Knoxville's Annual Budget Survey	Dissemination of next year's survey to a sample more representative of the demographic profile for Knoxville populace
18	Knoxville selected as one of 12 cities participating in a prototype of a city-level version of the National Crime Victimization Survey	Potential to repeat the city-level survey as resources allow
19	Continued Community Advisory Committee efforts toward community-wide partnerships in crime reduction and public safety initiatives	Potential to highlight community policing achievements and ongoing concerns for CAC consideration
20	KPSC adjustment to funding changes and Teen Care problems largely due to proactive steps taken by agencies such as the Knox County Health Department	Continued review of sustainment plan and innovative ways to provide support to KPSC participants and family members
21	KPSC development of case plans for 147 (55%) of its 265 participants during study period	Better adherence to target population selection criteria; case plan development for every KPSC participant
22	12,625 contacts and 329 referrals made on behalf of 265 parole participants during study period	Continued development of procedures to capture agency level of effort and actual KPSC costs/investments

	Accomplishments	Remaining Challenges
23	<ul style="list-style-type: none"> • KPSC successes exceed comparison group by 18% • KPSC decrease in new charges exceeds comparison group by 12% • KPSC recidivism rate improvement of 38% over historical comparison group • Target group stability indicated at 2-year level of 45% recidivism 	Recalculation needed at a later date to determine effect of change of status of cases that were still open on February 28, 2001 (68 target group cases open; 15 historical comparison group cases open)
24	KPSC potential cost savings for 2000: \$1,279,536 in institutional costs	Continued development of local rates for community corrections costs

Suggestions for Future Study

A number of topics mentioned in this report exceed the scope of this study or the data currently available. Also, some of the findings have implications in other arenas. As the opportunity arises and the necessary resources become available, the Collaborative may decide to develop these in greater depth. The following areas describe potential candidates for further review:

- database development and integration
- KPSC case management and data collection responsibilities
- BOPP staffing
- individual performance appraisal criteria
- more systematic case management
 - improved accounting of drug screens
 - separate tracking of offenders with drug-related crimes and needs
 - better police activity data
 - alternatives to recidivism (other gauges of levels of success)
- return on investment (ROI)
- intermediate sanctions and restorative justice
- systematic coordination with the domestic violence program
- assessment of technical assistance
- web presence

In Summary

The Knoxville Police Department's implementation of the Advancing Community Policing Demonstration Center Grant has brought noticeable change to the daily operations involved in managing offenders in the community. Based on the data collected for the target population, KPSC management very likely increases an offender's chances for success. Although improvements are still needed, the Knoxville model sets forth

some effective policies and procedures worth emulating in other jurisdictions. Further, the Knoxville experience offers good indication of substantial, long-range savings in incarcerations costs for the state.