

*Increase Public Safety and
Cut Costs by Charting a New Course
Through Partnership, Leadership
Technology & Innovation*



*“High achievement
always takes place
in the framework
of high expectation”*

- Jack Kinder



The Challenge

Criminal justice agencies today are increasingly focused on results. The emphasis on outcomes requires jurisdictions to consider how to implement more evidence-based and cost-effective approaches to case management that help reduce crime while increasing public safety.

The shift in focus is challenging the way criminal justice agencies operate.

- ▶ How do agencies balance traditional correctional practices with the growing literature on practices shown to be effective with criminal justice populations and their families?
- ▶ What obligation do agencies have in changing their practices to align with the evidence base on how to reduce recidivism?
- ▶ How will agencies modify operations to meet the fiscal challenges in state and local government?
- ▶ How will agencies use technology to support the change process?
- ▶ How will performance be measured to determine success?
- ▶ How will agencies train the workforce as criminal justice practices become a profession informed by knowledge from science and practice?

Northpointe is here to help you – promoting criminal justice solutions that partner science with practice to address each of the challenges that come with organizational change and improvement.

Northpointe's leadership and support continues to be instrumental in helping us through the implementation of our reentry initiative. The success of the Michigan Prisoner Reentry Initiative has positioned us as a national leader in the way we manage our offender population. As a result of our efforts Michigan's return-to-prison rates have decreased, we have fewer parole violators and we are actually closing prisons. In the past five years, through the improved policies and practices throughout our system, we've saved or avoided costs totaling more than \$300 million.

— Dennis Schrantz, Deputy Director,
Michigan Department of Corrections

Partnership

For 20 years, Northpointe has worked hand-in-hand with criminal justice practitioners and policy makers to create solutions that reduce crime and restore public safety. Our team works with you each step of the way to understand your needs and craft solutions focused on outcomes for your agency and the people you serve.

Case Studies

MICHIGAN REENTRY REFORM

Since 2005 Northpointe has worked closely with the Michigan Department of Corrections in the successful implementation of their Prison Reentry Initiative. Using COMPAS as a cornerstone to guide risk and needs assessment, more inmates are being paroled with fewer prison returns. Parolees leave the institution with a Transition Accountability Plan that addresses their primary criminogenic needs and case supervision strategies. The project has now been extended to prison admissions to drive institutional programming and to the Division of Probation for more effective case management.

NEW MEXICO CORRECTIONS DEPARTMENT IMPLEMENTATION EFFICIENCY

Northpointe has partnered with New Mexico's Corrections Department (NMCD) to implement the COMPAS risk and needs assessment as part of the reforms identified by New Mexico Governor Bill Richardson's Prison Reform Task Force. Northpointe's COMPAS system enables New Mexico's Corrections Department to effectively and accurately assess inmate risks and determine the appropriate treatment plans through evidence-based programming and intensive case management. COMPAS will help to increase institutional safety and decrease re-incarceration rates.

The system will also be utilized as a forum for other internal programming tools, which will decrease staff workload. New Mexico implemented COMPAS in the reception centers within 100 days of their agreement with Northpointe. The teamwork underscores the value of effective leadership and commitment as agencies introduce evidence-based practices.

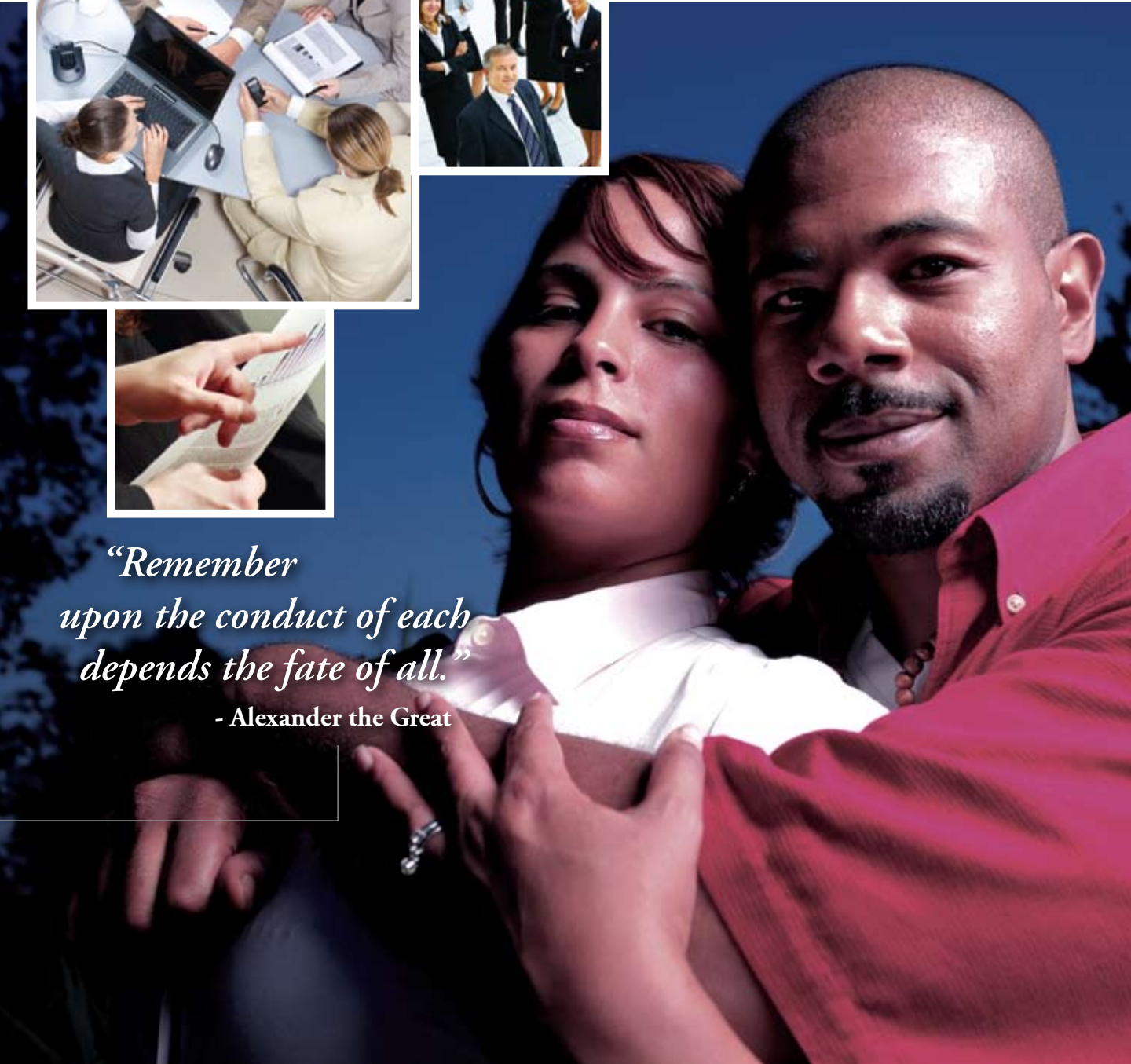
By working with Northpointe and the University of New Mexico, we will have an opportunity to conduct further research on our unique inmate population and remain in front of the issue of overcrowded prisons. Using the COMPAS tool will allow us to take a scientific approach to effectively assess the risk and needs of our inmates in a short period of time and determine how we can most effectively treat these needs to improve outcomes for our inmates and lower the chances of them re-entering the prison system.

— Gail Oliver, New Mexico's Corrections Department
Deputy Secretary for Reentry and Prison Reform



*“Remember
upon the conduct of each
depends the fate of all.”*

- Alexander the Great





*“The only difference
between a problem
and a solution
is that people understand
the solution.”*

- Charles F. Kettering



Solutions

Northpointe was established in 1989 with a dedication to create and implement innovative solutions to the problems that affect the criminal justice system. Our experienced team works with you to address the problems you deal with daily and to understand the causes and consequences they present to your organization. Our aim is to create improvements that target better outcomes and advance the knowledge base by fusing science with agency practice.

Northpointe partners with our clients to clearly define and resolve challenges head-on. The power of Northpointe is defined by our passion to be a part of the solution, creating success stories with each client we serve – one person and one issue at a time.

COMPAS

AN EVIDENCE-BASED RISK & NEED ASSESSMENT SOLUTION

COMPAS was developed in the late 1990's, with a series of innovative design features to address several shortcomings in risk and needs assessments that were clearly identified in our criminal justice literature. Based on the most recent research

and theory we selected risk and need factors guided by the major theories and explanations of crime to achieve optimal explanatory and treatment relevance for managing a broad spectrum of offenders. We use state-of-the-art psychometric measurement and advanced statistical techniques to optimize its reliability and validity beyond previous criminal justice assessment tools. As COMPAS has evolved we have sought continuous improvement by consistently accepting feedback from our users and incorporating new research findings and more powerful statistical methods as they emerge.

Treatment-Relevant COMPAS Typologies

ADVANCING THE INTERPRETATION OF ASSESSMENT DATA

The classification techniques in COMPAS function as “decision-support” tools focusing on “Explanatory and Treatment” principles. These classifications offer guidance to treatment staff in understanding the causal patterns that may underlie an offender’s criminality. These explanatory types support staff in designing individualized treatment and case management plans to match risks and criminogenic needs and to address the difficult problem of offender “responsivity”.

“The incorporation of the COMPAS assessment in the Georgia Department of Corrections’ business practices has brought our program interventions into the 21st century, allowing us to adhere to the Principle of Effective Intervention. Northpointe staff have shared a wealth of knowledge surrounding not only the use and delivery of assessments, but also in our strategic planning for implementation.”

— LeAnne Lemmond, Operations Manager
Risk Reduction Services, GADOC

COMPAS FOR WOMEN – COMPREHENSIVE GENDER RESPONSIVE ASSESSMENT

In the last several years research has identified several criminogenic risk factors that appear to have particular impact on women's criminality from both a predictive and explanatory perspective – e.g. sexual abuse, violent dominating partners, child care concerns and stress, self efficacy, and so on. These measures are not only improving our ability to identify explanatory patterns among women offenders but they also appear to augment predictive models for recidivism among women. Separate and validated classification systems have now been developed by Northpointe on female-only samples so that

these classifications are not simply adaptations of male-based systems, but are fully authentic and developed on women's specific profiles of needs and risk.

COMPAS CLASSIFICATION – BUILDING PERFORMANCE MEASUREMENT CAPACITY

Northpointe began working with the Michigan Department of Corrections Jails Division in 1989 after an initial six county jail pilot project of our JICS classification system to test the validity and appropriateness of the "Decision Tree" tool in small, medium and large jails. As a result of the passage of Michigan's P.A. 511 Community Corrections Act and the pilot project, all counties receiving funding were

required to implement objective inmate classification in their jail's to assist in better inmate management decision support and to identify low risk inmate populations for diversion. Over the next few years Northpointe trained more than 60 Michigan jails in the implementation of these new classification methods. In addition, as a result of this project a standardized jail population information reporting system (JPIS) was developed which collected monthly inmate population data from each jail for monitoring, analysis and planning purposes. Since then Northpointe has trained hundreds of jails in objective inmate classification.





*“Efficiency is
doing things right;
effectiveness is
doing the right things.”*

— Peter Drucker

Leadership

Northpointe doesn't just implement our software solutions and move on – we work with agencies nationwide providing expert consultation and training services to support the planning and successful implementation of new offender case management strategies.

Expert Consultation, Training and Implementation Support

Ultimately, the efficiency and effectiveness of these new technology and case management improvements is dependent upon several critical agency factors, including:

- ▶ Aligning agency operations and infrastructure with practices known to be effective.
- ▶ Empowering a network of partnerships that ensures a systemic approach.
- ▶ Planning that integrates improvements with the current practices.
- ▶ Promoting approaches that ensure the policy and financial infrastructure to support the work of the agency.
- ▶ Evaluating performance, identifying areas of strength and improvement.

In the criminal justice system, numerous advances in the use of technologies, information and programs are being incorporated into jails, courts, probation, community corrections, prisons and parole. These improvements increase efficiency, cost savings, comply with legal requirements, increase public safety and solve critical agency problems.

The increasing complexity of agencies and the high costs of failure have created a need for improved understanding of the keys to successful implementation. Northpointe works with agencies to gain commitment and help staff understand, adapt and adopt our technical solutions.

Northpointe's desire to apply current research creates a culture that encourages continuous improvement. Working with agencies across the county, we are implementing leading edge tools and practices to improve decision making and support agencies as they move toward improved performance and outcomes.

“Northpointe has been at the forefront in helping the California Department of Corrections and Rehabilitation implement the COMPAS risk and needs assessment tool into their prison reentry initiatives to help make better decisions and transform lives. Working in close collaboration with Robert Ambroselli, Deputy Director of Parole, and his team we are helping them take a proactive approach to prison reform.”

— Dave Wells, Northpointe President and CEO

Technology

The COMPAS Software Suite is an integrated web-based assessment and case management system including COMPAS core, women, youth and reentry assessment functionality for criminal justice practitioners who must make decisions regarding community placement, supervision, treatment and case-management. COMPAS is used across the criminal justice platform including applications in pre-trial, courts, probation, institutions, parole and community corrections.

The COMPAS Software Suite

- ▶ Comprehensive Offender Assessment
- ▶ Classification
- ▶ Case Management

COMPAS RISK AND NEEDS ASSESSMENT

In overloaded criminal justice systems, brevity, efficiency, ease of administration and the clear organization of key risks/needs data are critical. COMPAS optimizes these critical factors. We acknowledge the trade-off between comprehensive coverage of key risk and criminogenic need factors on the one hand and expediency on the other. COMPAS deals with this trade-off by providing a comprehensive set of key factors that can be selected so that an agency can customize the set of risk and criminogenic need scales to achieve the ease of use, practicality and focus that are critical for each decision in the case management process.

KEY COMPAS FEATURES:

- ▶ Measures critical risk and need areas
- ▶ Integrated case planning and outcomes tracking
- ▶ Built-in custom report generator
- ▶ Regression, typology and narrative reports
- ▶ Secondary assessments
- ▶ Case supervision review instrument
- ▶ Fully automated and scalable
- ▶ Separate male, female, youth community and institutional norms
- ▶ Local norming available
- ▶ User configurable

“Through our work with Northpointe, New York State has implemented the customized COMPAS risk and need assessment instrument throughout our probation departments. Probation practitioners now have the tools to identify a person’s criminogenic needs and develop more effective case plans that will assist offenders in changing their behavior and reduce recidivism.”

— Robert Maccarone, State Director,
NYS Division of Probation and Correctional Alternatives



*“Just as energy
is the basis of life itself,
and ideas the source of innovation,
so is innovation the vital spark
of all human change,
improvement and progress.”*

Ted Levitt



COMPAS CASE MANAGER

Northpointe's COMPAS Case Manager was developed from years of staff experience in community corrections program design, implementation, management and evaluation. COMPAS Case Manager, including an optional drug court module, is a comprehensive, dynamic software solution managing all aspects of offender processing and case management. As with all titles in the COMPAS Software Suite – COMPAS Case Manager easily interfaces with other third party management information systems providing a seamless, easy to use system for all your case management needs.

COMPAS CLASSIFICATION

Northpointe is a nationally recognized leader in the development of inmate classification systems, implementation and inmate management training. Northpointe's COMPAS Classification, also known in the industry as the Jail Inmate Classification System (JICS), is currently used in more than 400 small, medium and large jails.

The COMPAS Classification instruments are validated, court tested and reliable. Northpointe's Decision Tree classification, taught at the National Institute of Corrections, meets all accepted principles and guidelines of objective classification methods.

Courts and professional criminal justice organizations demand the use of objective inmate classification. By effectively implementing a well-designed and validated inmate classification system agencies can operate a more efficient, effective and informed institution, minimizing potential liability and increasing public safety.

Going beyond the traditional decision trees and point scale methods – we are now working to introduce new statistical approaches to the development of the next generation of "external" and "internal" inmate classification systems.

Innovation

At Northpointe we have a highly skilled in-house research and development team. Our expert team dedicates itself to the exploration of new ideas and tools to support learning and contributes to the growing knowledge base of effective practices in criminal justice.

The team conducts ongoing research in support of the further development of the COMPAS Software Suite applications. Working with our internal information technology team that employs state of the art programming techniques, we continue to build new inmate classification systems and other assessment and case management tools to provide the next generation of innovation to the field.

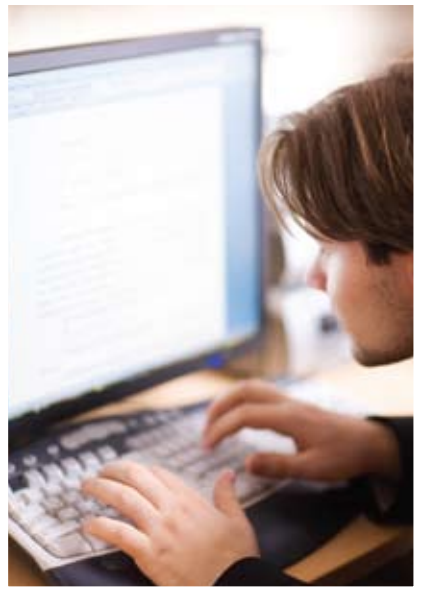
Northpointe's research and development team is advancing our understanding of criminal justice populations. Using

sophisticated statistical models, we are able to see and understand a more holistic compilation of risk and needs present in the lives of people involved in the criminal justice system. These holistic renderings are ushering in a new way of appreciating the match between client service needs and effective case management strategies to better mitigate offender risk and needs. Our work with the California Department of Corrections and Rehabilitation, for example, has empirically revealed these patterns for women, validating the theoretical research into the pathways women take into crime.

These techniques are also informing our work with judges and other key stakeholders where science is brought to the bench informing a more complete understanding of the individual. Using advanced pattern recognition, we are able to match individuals with a combination of evidence-based supervision and treatment strategies that account for the complexity of needs present in criminal justice populations.

Northpointe has been instrumental in assisting us in implementing their Jail Inmate Classification System. This system has allowed us to satisfactorily address classification and related inmate management issues in our Federal Court Consent Decree. Northpointe's training and consultancy services have enabled us to more effectively manage our large inmate population through better housing and behavior management strategies. The Northpointe team was highly professional, knowledgeable, personable and easy to work with."

— Rob Masko, Corrections Bureau Chief
Pierce County Sheriff's Department in Washington State



*“Without change
there is no innovation,
creativity, or incentive
for improvement.
Those who initiate change
will have a better opportunity
to manage the change
that is inevitable.”*

- William Pollard



The Northpointe team is dedicated to serving the field of criminal justice supporting our collective interests in learning and improved performance. Our goal is to provide vital tools and leadership support in strengthening cost effective, efficient inmate and offender case management strategies to reduce re-offending while increasing public safety.

We welcome the opportunity to talk with your agency and answer any questions you may have. We are confident that we can work hand-in-hand with you and your agency to be a part of your solution.

Visit our web site at www.northpointeinc.com to view our publications and to learn more about the products and services we offer.

Services:

- ▶ Consulting
- ▶ Research
- ▶ Implementation Support
- ▶ Training
- ▶ IT Customization

Products:

- ▶ COMPAS Software Suite
 - ▶ Core
 - ▶ Reentry
 - ▶ Women
 - ▶ Youth
- ▶ COMPAS Case Manager
- ▶ COMPAS Drug Court
- ▶ COMPAS Classification



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