

# OFFICE OF THE DUTCHESS COUNTY COMPTROLLER



## AUDIT REPORT

---

## PROJECT M.O.R.E., INC.

**ROBIN L. LOIS  
COMPTROLLER**

**MAY 2019**



# Office of the Comptroller

## Dutchess County

22 MARKET STREET

POUGHKEEPSIE, N. Y. 12601

(845) 486-2050

FAX (845) 486-2055

E-MAIL: [comptroller@co.dutchess.ny.us](mailto:comptroller@co.dutchess.ny.us)

**Robin L. Lois**

Comptroller

**Karl G. Schlegel**

Deputy Comptroller

Dear County Officials & Taxpayers,

The Dutchess County Comptroller's Office has completed an audit report and program review of Project MORE, Inc. a contract agency providing criminal justice reform and alternatives to incarceration programming to the County. Project MORE has worked with the Department of Probation and Community Corrections as well as the Dutchess County Sheriff's Office Corrections Division for over a decade, growing and adjusting its programming based on the County's needs and industry evidence-based data. Over that time Project MORE has provided reform services detailed in this report to thousands of Dutchess County residents in the criminal justice system. These services, both inside and outside of the jail, include transitional housing, cognitive behavioral change skills, High School Equivalency (HSE) education, employment readiness, anger management, life skills, and more.

These types of programs are critical to assisting those in the criminal justice system gain the confidence and skills needed to re-enter the community and decrease the risk of recidivism. Project MORE has reported, and the Department of Probation and Community Corrections has confirmed, a high success rate in most of the programs administered within the County. The County has expanded its contracts with Project MORE over the years as needs have evolved and as success has been evidenced.

The County has paid Project MORE \$2.3 million and \$2.4 million respectively for services in 2017 and 2018. Our audit found only minor billing issues that were corrected and improved controls since this office's last audit of the agency. The average client costs per day for these programs are difficult to pinpoint due to the varied length of time each client spends in the programs: however, estimated rates cited in this report range from \$6.84 to \$46.04 per day which are nominal compared to the average cost of \$210 per day to incarcerate an individual at the County Jail. This, coupled with the social benefits of providing the clients with the services they need, prove to be a good investment for the County.

Dutchess County should continue to invest in these valuable alternatives to incarceration and should additionally and specifically monitor the Women's Center to determine if the County should begin to invest in expanding that successful program.

We would like to thank the staff and management of Project MORE for their professionalism and efficiency in sharing necessary information to produce this report.

Respectfully submitted,



Robin L. Lois

Dutchess County Comptroller

# Table of Contents

<b>Background &amp; Organization .....</b>	<b>3</b>
<b>Audit Scope &amp; Objective .....</b>	<b>3</b>
<b>Methodology.....</b>	<b>3</b>
<b>Summary of Community Correctional Services Provided by Project MORE.....</b>	<b>4</b>
<b>Program Funding .....</b>	<b>5</b>
<i>Observations .....</i>	<i>5</i>
<b>Contract Provisions and Statistics</b>	
<b>Transitional Housing Program .....</b>	<b>5</b>
<i>Program Expenses Claimed.....</i>	<i>6</i>
<i>Program Statistics.....</i>	<i>7</i>
<i>Daily Rates .....</i>	<i>7</i>
<b>Community Transitions Center - Day Reporting.....</b>	<b>8</b>
<i>Program Expenses Claimed.....</i>	<i>9</i>
<i>Program Statistics.....</i>	<i>9</i>
<i>Daily Rates .....</i>	<i>10</i>
<b>RESTART Program .....</b>	<b>10</b>
<i>Program Expenses Claimed.....</i>	<i>11</i>
<i>Program Statistics.....</i>	<i>12</i>
<b>The Women’s Center .....</b>	<b>12</b>
<i>Program Statistics.....</i>	<i>13</i>
<i>Observations &amp; Recommendation .....</i>	<i>13</i>
<b>EXHIBIT I - Agency Response.....</b>	<b>14</b>

## Background & Organization

Project Model Offender Reintegration Experience, Inc. (Project MORE, or PMI) is a not-for-profit corporation based in New Haven, Connecticut who contracts with Dutchess County to provide criminal justice reform and alternatives to incarceration programming. Project MORE is an industry specialist in alternatives to incarceration and behavior reform.

Project MORE provides several community correctional services for Dutchess County: the Community Transition Center (CTC), the Transitional Housing Program, and an in-jail and post release program called **Re-Entry Stabilization Transition And Reintegration Track**, or RESTART, which were reviewed during the period of the audit. These three contracts with the County totaled \$2,304,747 in 2017 and \$2,447,795 in 2018. CTC and Transitional Housing are funded by appropriations through the Dutchess County Office of Probation and Community Corrections, and RESTART is funded by appropriations through the Dutchess County Jail.

Project MORE also oversees a Women's Reporting Center (WRC) in Poughkeepsie that serves Dutchess County women in the criminal justice system. This program is fully funded by New York State; the County provides no financial assistance in the administration of this program.

## Audit Scope & Objective

This audit was conducted for the period of January 1, 2017 through December 31, 2018. The primary objective of this audit is to validate payments to PROJECT MORE for adherence to contracts and their respective payment provisions. Our secondary objective was to analyze the effectiveness of the programs to ensure Dutchess taxpayers funds are being used effectively.

## Methodology

- A review of personnel costs to the agency's W-2s and respective payroll records. Salaries were verified based on the wage allocation information provided with the monthly claims, then compared to each employee's payroll summary provided by the agency's payroll department.
- Validation of claims for the following line items:
  - Travel/Staff Training which included staff training in-house and at outside facilities.
  - Facilities, including lease agreements for the Community Transition Center and the Transitional Housing Program.
  - Contractual expenses included insurance, vehicle payments, software licenses, computer support and office equipment leasing.
  - Review expenses for advertising, telephones, recreational and social events, licenses, equipment maintenance, annual fees, vehicle registrations and expenses.
- A review of each relevant County department's claiming procedures.
- Interviews with key employees of both Project MORE and the County.
- Tours of program facilities and locations.
- Presentation of program measures and outcomes through statistics provided by Project MORE and Dutchess County's Office of Probation and Community Corrections.

Project MORE's administrative and fiscal offices are located in New Haven, Connecticut; as a result, our review of the agency's internal controls and original documentation were limited to its operations in Dutchess County.

## Summary of Community Correctional Services Provided by Project MORE to the County

**The Transitional Housing Program** offers incarcerated individuals from the Dutchess County Jail alternative housing while awaiting recommendation to a treatment facility. Individuals are placed by court order following a legal screening by the Dutchess County Office of Probation and Community Corrections and a forensic assessment by the Department of Behavioral and Community Health (DBCH). A total of 38 co-ed beds are available for the Transitional Housing Program. Approximately half of the clients within this program are involved in day treatment programs for substance dependence or abuse. Most participate in Dutchess County's Intensive Treatment Alternatives Program, also known as ITAP. Project MORE provides all the transportation for clients to and from the treatment programs. Clients are kept on a set schedule of meal times, groups, recreation, wake-up, and lights out.

**The Community Transition Center (CTC)** is an alternative to incarceration program aimed at a high-risk population of both sentenced and pre-trial individuals. CTC is a Day Reporting Center located in Poughkeepsie which provides services for up to a total of 120 male and female clients aged 16 and older. Referrals to the CTC program are made through the Dutchess County Office of Probation and Community Corrections. An assigned Probation Officer works in conjunction with CTC to provide intensive on-site supervision and home-site visits. CTC provides clients with cognitive behavioral change skills, High School Equivalency (HSE) preparation, employment readiness, and community service opportunities. The contract for this program was awarded to Project MORE in 2015. The original contract provided services for up to a total of 80 male and female clients.

**The RESTART (Re-Entry, Stabilization, Transition and Reintegration Track) program** is an in-jail treatment program that provides highly structured interventions and services including cognitive behavioral interventions, psychoeducational classes, in-jail case management, and structured transition plans for inmates as they prepare to transition back into the community. Clients in the RESTART program are in a segregated area of the jail to help ensure the daily continuity of the program and to control distracting behavior. Project MORE is part of the Jail-Based RESTART Team that includes personnel from the Jail, the Office of Probation and Community Corrections, and Family Services Inc. (formerly Hudson Valley Mental Health, Inc.). Funding for Project MORE is used to implement and develop transition and release plans in consultation with the participant and program specialists. The RESTART program commenced mid-year 2015. During the period of the audit, Project MORE reported 50 men and 20 women were provided programming at any given time.

**The Women's Center** was established with a grant from the New York State Division of Criminal Justice Services to provide gender-specific programming for women in the criminal justice system. Such a center has long been promoted by Dutchess County's Criminal Justice Council which includes a Justice Involved Women's Committee. **The Women's Center is not a contracted service with Dutchess County; however, services are provided to Dutchess County residents.**

Ancillary programs administered through the above programs include:

- Transportation to all scheduled court dates
- Assistance in obtaining Medicaid, State Identification, Temporary Assistance, Social Security card, Birth Certificate, etc.
- Referral to out-patient drug and alcohol treatment facilities
- Moral Reconciliation Therapy (MRT) groups
- Alcoholics / Narcotics Anonymous meetings both in the facility and out in the community
- HSE courses
- "Ready, Set, Work" Program (Employment)
- Anger Management courses
- Referral to in-patient treatment or halfway houses
- Furloughs to re-establish family and community support

## Program Funding

Dutchess County has entered into three contracts annually with Project MORE, for a total funding of \$2,304,747 in 2017 and \$2,447,795 in 2018.

Dutchess County Department	Contracted Program	2017	2018
Department of Probation and Community Corrections	Transitional Housing Program	\$1,404,673	\$1,537,075
Department of Probation and Community Corrections	Community Transition Center	\$636,932	\$656,000
Sheriff's Office Corrections Division (Jail)	RESTART Program	\$263,142	\$254,720
<b>Total Dutchess County Funding</b>		<b>\$2,304,747</b>	<b>\$2,447,795</b>

The contracts are generally 100% funded with County tax dollars through the annual budget process. Contracts are expense-driven, meaning actual expenses incurred for each program area are submitted for reimbursement based on budgeted line items. Claims are submitted to the respective County Departments for reimbursement. Each contract the County had with Project MORE has been validated to ensure the receipts and financial records were available and supported the funds claimed by Project MORE.

### Observations

As part of the regular payment claim process (which includes the Comptroller's Office final review), the County Departments responsible for administration of the contracts had properly submitted claims in accordance with each contract's line item budget provisions. There were minor instances where funds paid out for program reimbursements were repaid to Dutchess County. Financial records and agency processes were generally found to be in good order.

## Contract Provisions and Statistics

### Transitional Housing Program

Project MORE has operated the Dutchess County Transitional Housing Program since January 1, 2007. Contracts have been renewed annually to provide funding for the Transitional Housing Program; Contract #15-0024 was renewed to provide funding for calendar year 2017. The goals of the program are: to lower criminogenic risk levels identified through an evidence-based assessment tool known as COMPAS (Correctional Offender Management Profiling for Alternative Solutions); to improve each individual's capacity to live drug-free in the community; and to reduce recidivism. Facility services include twelve step program facilitation, housing development, life skills, recreation and healthy living, and educational advancement with HSE preparation. Successful discharge from the facility includes an aftercare plan for housing, drug and alcohol rehabilitation services, and other supportive services. This program is funded through annual appropriations to the Dutchess County Office of Probation and Community Corrections.

The Transitional Housing program is housed in a 38-bed facility for men and women with chemical dependency or co-occurring disorders. It is part of a coordinated criminal justice approach in the County. Transitional Housing provides structure and support before and during the treatment process. Individuals are placed by court order following a legal screening by the Office of Probation and a forensic assessment by the Department of Behavioral and Community Health. Most residents are transported directly from the County Jail to Transitional Housing by a probation officer. A treatment plan is in place for the individual at the time of admission. Residents generally remain at the Transitional House for up to six months while participating in several different outpatient programs, including Step One, Intensive Treatment Alternative Program (ITAP), Personalized Recovery Oriented Services (PROS), and Turning Point; residents may also be waiting for a bed at a designated inpatient program. Transitional Housing is generally used during the first stage in the supervision and treatment process.

Transitional Housing provides supportive services and transportation to medical appointments, court appointments, ITAP, and the Department of Community and Family Services to complete applications for assistance. Successful completions of the program are defined as either remaining in the program until deemed ready for discharge by Probation and Community Corrections and by their outpatient programs, or being transferred to a designated inpatient program. The Office of Probation and Community Corrections manages the intake process and the census. Following discharge, residents may participate in various community-based and aftercare programs. Unsuccessful discharges are usually due to a serious violation of program rules and/or discharge from an outpatient program. Occasionally there may be a waiting list for the inpatient program.

**Probation Violation Residential Center (PVRC)** - Project MORE operates an 8-bed regional Probation Violation Residential Center for male and female probation violators as part of the existing 38-bed Transitional Housing Facility currently funded by Dutchess County. The PVRC serves the Hudson Valley counties of Dutchess, Putnam, Columbia, Orange, and Ulster and is funded by the New York State Division of Criminal Justice Services. Compensation by the State is achievement-based on milestones and is not guaranteed. Project MORE reports that the PVRC program averages 8 clients throughout the year. The average length of stay is 90 to 120 days dependent on how quickly a client completes their treatment program. Funding provided by the New York State Division of Criminal Justice Services for this program was as follows:

2014	\$161,210
2015	\$161,210
2016	\$200,000
2017	\$200,000
2018	\$238,596

### Transitional Housing Program Expenses Claimed

	2017 Expenditures	2018 Expenditures
Personnel Services	\$645,403.65	\$677,850.40
Fringe	245,253.48	257,583.14
Travel/Staff Training	4,916.45	2,779.77
Equipment	4,200.00	4,892.36
Supplies	124,226.74	155,612.04
Contractual	30,061.37	24,709.60
Facilities	87,040.69	120,031.85
Other Expenses	49,296.86	59,146.05
Administrative Costs	214,271.24	234,468.94
<b>Total Expenses</b>	<b>\$1,404,670.48</b>	<b>\$1,537,074.15</b>

#### Facilities Line Item - Expenditure Observation/Findings

The lease for the Transitional Housing Program was reviewed. The lease term for the Transitional Housing Program expired in March 2010; however, the lease remains in effect on a month-to-month basis. Project MORE reported that the landlord - the New York State Dormitory Authority - has expressed an interest in issuing a new lease and having the Transitional Housing Program continue for the foreseeable future. The total amount of rental expenses claimed by the program was \$48,305 for 2017 and \$48,305 for 2018.

*A new lease has not been executed for the Transitional Housing Program facility as of this audit. This program continues to operate under the terms of the original lease on a month-to-month basis.*

## Transitional Housing Program Statistics

Measures	2012 Outcomes	2013 Outcomes	2014 Outcomes	2015 Outcomes	2016 Outcomes	2017 Outcomes	2018 Outcomes
Admissions	151	200	202	203	160	188	212
Successful Completions	125	170	167	149	149	145	183
Success Percentage	83%	85%	83%	73%	93%	77%	86%
Remands	13	5	7	24	11	18	19
Absconds	15	11	17	21	17	20	18
Residents transported to DCFS within 5 business days	All						
Residents transported to courts as required	All						
Residents transported to probation appointments as required	All						
Residents transported to outpatient services	All						

*Statistics provided by Project MORE, Inc.*

## Daily Rates

	Total Expenses	Days per year	Successful Completions	Cost Per Day *
2017	\$1,404,670	365	145	\$26.54
2018	\$1,537,074	365	183	\$23.01

*\*Cost per day does not include outside programming costs*

## Observation

The program cost per day is substantially lower than the cost to jail an offender, representing less than 13% of the \$210 daily prisoner cost at the Dutchess County Jail.<sup>1</sup>

<sup>1</sup> Daily prisoner cost provided by the Dutchess County Office of Probation and Community Corrections

### **Community Transitions Center - Day Reporting**

A Request for Proposals (RFP) for the operation of a Day Reporting Center was issued by Dutchess County in 2014, with an initial contract period of January 1, 2015 to December 31, 2015; this contract allowed for four (4) one-year extensions beginning on January 1, 2016 at Dutchess County's option. This contract is funded through annual appropriations to the Dutchess County Office of Probation and Community Corrections.

Contract #15-0020 was originally executed for the 2015 fiscal year. It has subsequently been renewed annually to provide funding for the Day Reporting Center. Program goals include: reducing recidivism; lowering risk scales as measured by assessment instruments; and, ultimately, a lower jail and criminal justice population.<sup>2</sup> As a condition of probation or pretrial release, and as assigned by the Office of Probation and Community Corrections, this program was originally created to accommodate 30 full-time and 50 part-time individuals with the target population being 16 to 25 years old. In 2018, the program was increased to accommodate up to a total of 120 male and female individuals. Structured supervision and services to pre-trial and probation participants are provided based on needs assessments and/or court requirements.

The program's objectives are to:

1. Administer identified assessment instruments and/or coordinate with the Department of Probation and Community Corrections to identify criminogenic and other needs of clients;
2. Provide targeted interventions and case management;
3. Encourage client attendance and participation;
4. Maintain a database that tracks client participation and outcomes; and
5. Provide individual and summary reports to the Office of Probation and Community Corrections and the Court.

Project MORE uses evidence-based assessments such as COMPAS to identify a client's risk and motivation levels, criminogenic scale of needs and protective factors, and to recommend specific interventions and services for that client.

Contract #15-0020 requires that the following evidence-based principles be incorporated in the Day Reporting Center program:

- Assess Offender Risk and needs;
- Enhance Offender Motivation;
- Target Interventions;
- Address Cognitive-Behavioral Functioning;
- Provide Positive Reinforcement;
- Provide Ongoing Support; and
- Measure Outcomes

In addition, Project MORE provides on-site group interventions, urinalysis, community service opportunities, and individual case management.

The program's goal is to address risk factors such as substance abuse, mental illness, chronic illness and disease, lack of education, high unemployment, homelessness, and cognitive development. Project MORE attempts to address these risk factors and issues through targeting dynamic criminogenic factors, proper program dosage, program integrity, cognitive-behavioral intervention, educational strategies, and case management services

---

2 RFP-DCP-45-14

## Community Transition Center - Day Reporting Expenses Claimed

	2017 Expenditures	2018 Expenditures
Personnel Services	\$294,794.56	\$291,171.08
Fringe	112,022.10	110,645.02
Travel/Staff Training	1,947.12	11,547.12
Equipment	0.00	4,608.44
Supplies	22,354.24	25,741.16
Contractual	13,559.86	17,114.55
Facilities	58,314.70	58,654.48
Other Expenses	36,754.44	36,447.17
Administrative Costs	<u>97,154.70</u>	<u>100,067.22</u>
<b>Total Expenses</b>	<b>\$636,901.72</b>	<b>\$655,996.24</b>

### Other Expenditure – Line Item Observations/Findings

The Other Expenses line item included expenses for gift card purchases which are issued to clients as incentives for completing a group cycle including MRT, Anger Management and Life Skills/Employment classes. A total of \$5,957.50 was claimed for gift cards in 2017 and a total of \$4,262.50 in 2018. We reviewed the agency's written policy and gift card purchase receipts with the agency's inventory and log.

*The gift card inventory was verified to the card numbers on hand and matched to CTC's log with no discrepancies. All required signatures and documentation for distribution were also entered correctly.*

### CTC Statistics

Measures	2015 Outcomes	2016 Outcomes	2017 Outcomes	2018 Outcomes
Admissions	230	355	468	347
Successful Completions	115	170	249	186
Remained Enrolled at Year-End	68	109	109	98
Successful completions that experienced a reduction in COMPAS scores*	28 of 33	14 of 19	21 of 32	14 of 16
Participated in HSE vs. Obtained HSE	37 vs. 2	40 vs. 6	43 vs. 10	38 vs. 4
Obtained employment or enrolled in higher education/vocational training*	21 of 33	15 of 19	24 of 32	15 of 16
Enrolled in Community Service vs. Completing Community Service	31 vs. 8	68 vs. 16	121 vs. 48	78 vs. 31
Enrolled in MRT vs. Completing MRT	170 vs. 110	275 vs. 122	359 vs. 161	284 vs. 142
Enrolled in Anger Management vs. Completing Anger Management	89 vs. 60	114 vs. 51	98 vs. 43	93 vs. 35
Enrolled in Employment Skills vs. Completing Employment Skills	8 vs. 4	9 vs. 2	16 vs. 3	5 vs. 2

*\*Statistics provided by Dutchess County Office of Probation and Community Corrections. All other statistics provided by Project MORE, Inc.*

## Daily Rates

	Total Expenses	Days per year*	Successful Completions/ Enrolled at Year End	Cost Per Day
2017	\$636,902	52 - 260	358	\$6.84 - \$34.21
2018	\$655,996	52 - 260	274	\$8.88 - \$46.04

*\*Individuals may attend one to five days*

### Observation

The program cost per day is substantially lower than the cost to jail an offender, representing 22% or less of the \$210 daily prisoner cost at the Dutchess County Jail.<sup>3</sup>

### **RESTART (Re-Entry, Stabilization, Transition and Reintegration Track) Program**

A Request for Proposals (RFP) was issued by Dutchess County in 2015 for in-jail treatment services with an initial contract period of July 1, 2015 to December 31, 2016; this contract allows for five (5) 1-year extensions at the discretion of Dutchess County. This contract is funded through annual appropriations to the Dutchess County Jail.

Contract #15-0264 was renewed for the year 2017 to provide funding for screenings and assessments, implementing care plans connected to risk factors, and transition/release plans in consultation with the participant and program specialist.

RESTART is a jail-based transition and re-entry program designed to reduce recidivism. It is a collaborative evidence-based initiative among the following: the Dutchess County Jail, the Office of Probation and Community Corrections, the Department of Behavioral and Community Health, Family Services, Inc. (formerly Hudson Valley Mental Health, Inc.), and Project MORE.

RESTART was developed by the Special Populations Committee of the Dutchess County Criminal Justice Council. It can serve up to 50 male and 20 female participants at any one time; program capacity is limited by the physical constraints of the present jail facility. This program is designed for higher-risk individuals as determined by a risk assessment and an interview process. Screening is done by the Office of Probation and the Department of Behavioral and Community Health, with services provided by case managers from Project MORE and mental health workers from Family Services. A Clinical Unit Administrator from the Department of Behavioral and Community Health oversees the program, with the Special Populations Committee of the Criminal Justice Council providing general oversight and quality assurance in conjunction with a consultant. The duration of the jail-based portion of the program is 6-8 weeks, followed by ongoing community-based programming tailored to each individual.

Programming provided under RESTART includes: Moral Reconciliation Therapy (MRT), Stages of Change, "Ready, Set, Work" employment training, Habits of Mind, Anger Management, "Seeking Safety" trauma counseling, "New Directions" substance abuse counseling, Dialectical Behavior Therapy, Critical Thinking, Grief and Loss group, Interactive Journaling, individual sessions, case management, and transition planning.

<sup>3</sup> Daily prisoner cost provided by the Dutchess County Office of Probation and Community Corrections

## RESTART Program Expenses Claimed

	2017 Expenditures	2018 Expenditures
Personnel Services	\$144,200.85	\$135,228.10
Fringe	54,796.54	51,386.66
Travel/Staff Training	1,214.69	1,869.33
Supplies	668.77	1,040.50
Contractual	6,989.68	9,490.36
Other Expenses	15,637.60	16,573.06
Administrative Costs	40,231.85	38,805.84
<b>Total Expenses</b>	<b>\$263,739.98*</b>	<b>\$254,393.85</b>

*\*While this amount was claimed, a total of \$597.98 was repaid by Project MORE.*

### Travel/Staff Training – Line Item Expenditure Observations / Findings

A total of \$1,215 in 2017 and \$1,869 in 2018 were claimed by the RESTART Program for staff training and travel. Monthly claims and receipts were reviewed for both years. Funds claimed were for in-house trainers, transportation, lodging, tolls, parking and refreshments.

*Refreshment expenses claimed by the RESTART Program in 2017 totaled \$124.03. The County Jail disallowed these expenses due to Dutchess County policies' regarding refreshments. As a result, Project MORE, Inc. returned \$124.03 to Dutchess County in January 2019.*

### Contractual – Line Item Expenditure Observations / Findings

A total of \$6,483 in 2017 and \$9,490 in 2018 were claimed by the RESTART Program for contractual expenses. Monthly claims and vendor invoices were reviewed for both years. Funds were used for computer support and vehicles.

The contractual line item for the RESTART Program in 2017 was overpaid by \$506.86. This overpayment also caused the administrative costs line item to be overpaid by \$91.12. Project MORE, Inc. returned a total of \$597.98 to Dutchess County in August 2018 for this overpayment.

## RESTART Statistics

Measures	2016 Outcomes	2017 Outcomes	2018 Outcomes
Waitlist	0	217	104
Admissions	244	297	391
Successful, Probation & MORE*	28	34	51
Successful, Probation & Other**	7	26	33
Successful no probation and reported to referred treatment program	29	13	16
Successful and chose not to attend referred treatment program	61	102	88
Total Successful	125	175	188
Unsuccessful	26	38	41
Incomplete	88	102	129

\*Completed program, on probation and have gone into a PROJECT MORE program (CTC, Women's Center, Transitional Housing, employment, or PVRC)

\*\*Completed program, on probation and referred to other services not operated by PROJECT MORE (Lexington Center for Recovery, Hudson Valley Mental Health, ITAP, Family Services, Salvation Army, Turning Point, Step One, etc.)

Statistics provided by Project MORE, Inc.

### The Women's Center

The Women's Center was established with a grant from the New York State Division of Criminal Justice Services. Its purpose is to provide gender-specific programming for women in the criminal justice system. Extensive research supports the need for specialized gender-specific programming for women.

The Women's Center provides a safe, supportive environment for women to receive a variety of evidence-based services, some of which are required by the State. Such services include: Moral Reconciliation Therapy (MRT) Interactive Journaling, "Ready, Set, Work" employment training, Anger Management, and case management. Child care is also offered to clients while they receive services. Participants must be under the supervision of Probation and placed in the program by court order. Women may attend other treatment programs either while at the center or following discharge.

Clients at the Women's Center may participate in one or more programs and services. The types of services provided to each client are determined through an assessment by the Office of Probation and Community Corrections and staff at the Women's Center. A specialized assessment instrument – the Women's Risk Need Assessment (WRNA) – provides a case management treatment plan tailored to the individual woman. Staff using the WRNA must be trained and certified.

A probation officer works in partnership with the Women's Center. Following successful discharge, most women remain on probation for a period of time while they complete any other conditions of probation. The Office of Probation and Community Corrections is notified in the event that a client does not complete the program. Project MORE reported that there is a wait list for this program, with up to 8 women awaiting openings at any time.

## The Women's Center Statistics

	2014	2015	2016	2017	2018
Admissions	79	86	86	76	147
Successful Completions	34	80	72	54	89
Admissions remaining enrolled at year-end	Did not track in 2014	Did not track in 2015	30	26	58
Clients enrolled in Ready, Set, Work vs. number completing Ready, Set, Work	N/A - No RSW	N/A - No RSW	N/A - No RSW	Enrolled: 4 Completed: 3 Transferred: 1	Enrolled: 11 Completed: 5
Number that completed Ready,Set,Work and obtained employment or enrolled in higher education/vocational training.	N/A - No RSW	N/A - No RSW	N/A - No RSW	2	4
Clients enrolled in MRT vs. number completing MRT	Enrolled: 79 Completed: 34	Enrolled: 86 Completed: 80	Enrolled: 86 Completed: 72	Enrolled: 73 Completed: 51	Enrolled: 133 Completed: 64
Clients enrolled in Anger Management vs. number completing Anger Management	N/A - Anger Management started in 2018	Enrolled: 27 Completed: 20			

### Observations:

Project MORE reported that the industry-recommended number of clients per case manager is a maximum of 25; Project MORE currently averages around 35 women per case manager in an effort to not turn individuals away or put them on a waiting list. Despite these efforts, there is currently and consistently has been a waiting list for this program.

### Recommendation:

The County should study and monitor the outcomes and waiting lists for the Women's Center to determine if County investment in this program would be beneficial. Providing funding for an additional case worker may allow the Center to accommodate more women that may benefit from diversionary programs and services offered. Other program outcomes in this report have shown these programs to cost a fraction of that to incarcerate an individual.

## EXHIBIT I - AGENCY RESPONSE

830 Grand Avenue  
PO BOX 8147  
New Haven, Connecticut 06530



21 Cheney Drive  
PO BOX 190  
Poughkeepsie, New York 12602

| P. 203.865.5700 | F. 203.848.3442 |

May 10, 2019

Robin L. Lois, Comptroller  
Dutchess County  
22 Market Street  
Poughkeepsie, New York 12601

Project M.O.R.E.'s response to audit

We are in receipt of your audit report for 2017 and 2018 and sincerely appreciate your time, effort and detail which went into this report. Your observations were thoughtful and very much welcomed, and we will continue to strive for excellence in our financial records and reporting.

We look forward to continuing our collaboration with Dutchess County and providing you with the best services possible going forward.

Thank you,

Edward A. Martin  
Chief Financial Officer

cc: Dennis W. Daniels, President and C.E.O.  
Morris D. Moreland, Vice President  
Martin D. Lynch, Program Director

**PROJECTMORE.ORG**

"...Inasmuch as ye have done it unto the least of these my brethren, ye have done it unto me."



## **DUTCHESS COUNTY COMPTROLLER**

*ROBIN L. LOIS, COMPTROLLER*

**22 MARKET STREET, 4TH FLOOR  
POUGHKEEPSIE, NEW YORK 12601**

**[WWW.DUTCHESSNY.GOV/COMPTROLLER](http://WWW.DUTCHESSNY.GOV/COMPTROLLER) | [COMPTROLLER@DUTCHESSNY.GOV](mailto:COMPTROLLER@DUTCHESSNY.GOV) | (845) 486-2050**