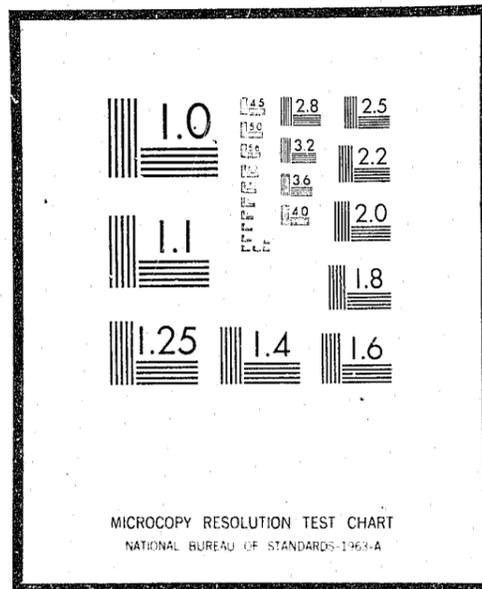


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Date filmed,

2/25/76



CITY of NEW ORLEANS

MAYOR'S
CRIMINAL JUSTICE
COORDINATING COUNCIL

FRANK J. VACCARELLA, Director

TARGET AREA EVALUATION

A six month report on the development of Target Area Projects and the Evaluation System.

R. Sternhell, Director of Evaluation
S. Carroll

Submitted July 26, 1974

MAYOR MOON LANDRIEU
Chairman
MR. BLAKE G. ARATA
Vice-Chairman



**PRIDE BUILDS
NEW ORLEANS**

MOON LANDRIEU
MAYOR

CITY OF NEW ORLEANS

OFFICE OF THE MAYOR

July 25, 1974

Colonel Wingate White, Executive Director
Louisiana Commission on Law Enforcement
Room 314 - Wooddale Towers
1885 Wooddale Boulevard
Baton Rouge, Louisiana 70806

Dear Colonel White:

The enclosed document is a programmatic assessment of eleven Target Area programs that were funded by the Law Enforcement Assistance Administration (LEAA) in 1973. This report is the first of several evaluation studies to be issued by the New Orleans Criminal Justice Coordinating Council (CJCC). The focus of this evaluation report is limited to an examination of the development of each project. No reference is made in the study to the impact of any project upon the stated objectives. Instead, primary concern is whether the development of the projects conforms to the grant applications.

The Six Month Evaluation Report is the final product of two months of analysis, review, and revision. It should be noted that because of the cautious development of many of the projects the report covers a period closer to ten months (from the date of grant award forward). The CJCC adopted the following schedule as a means of reviewing and circulating the study.

June 26, 1974 The initial draft was reviewed by the executive staff of the CJCC.

*Criminal Justice Coordinating Council / Frank J. Vaccarella, Director / 1000 Howard
Avenue, Suite 1200 / New Orleans, Louisiana 70113*

"An Equal Opportunity Employer"

Page 2
July 25, 1974

July 8, 1974-- The initial draft, with (minor) revisions, was released to project and operating directors, agency heads, and three departments of city government.

July 15, 1974- Meetings were held with all project personnel, and representatives of relevant agencies and city departments. The CJCC staff attended all meetings. Reaction was recorded, and in some cases, changes in the text were agreed upon. The substance of these changes is detailed in the report's epilogue.

This document marks the first significant experience of the New Orleans CJCC with objective and rigorous evaluation. Many of the effects of the process were, I think, of considerable surprise to myself and my staff. In looking back on the evaluation process--and I stress the term process--I am able to list four positive functions that this first evaluation experience identified. First, because the evaluator had carefully listed, often in a chronology, a systematic description of project activity, it was nearly impossible for the staff to avoid unpleasant facts surrounding the development of several of the projects. The text appeared to be the catalyst for the discussion of controversial issues that had heretofore been submerged. As a result of these discussions among staff members, a number of "action decisions" were made. The net effect was to invigorate the administrative and planning functions in this agency.

Second, the importance of a federally mandated evaluation was not lost on the project directors and agency heads that we met with. A number of project directors expressed the opinion that future federal funding was a major factor in their attitude toward the evaluation. It didn't take us too long to realize that, given this set of attitudes by project personnel, here was a lever available to us as a mechanism for establishing some "quality control" over project activity. I think this agency has just begun to realize the potential monitoring functions possible as a result of a formal evaluation procedure.

Page 3
July 25, 1974

Third, communication both within this agency and between our staff and project personnel, has trebled. We need information from project personnel; they need assurances of continued and future funding. The flow of information, in this context, has increased significantly.

Finally, I believe the evaluative format has had an impact upon the planning section. At the risk of overstating the extent of the learning process, there is far greater appreciation for the problems of implementing planning documents, and the necessity to verify and fully substantiate all promises and agreements extended by the host agencies. These lessons apply most substantially to those projects in which two or more agencies must cooperate in order for the project to become operational.

Despite my satisfaction with the uses of the evaluation procedure, I will admit that some of the information was disturbing, and that other pieces of information were incorrectly interpreted by the evaluator. The most salient observation I have of the meetings with project personnel is that several of the directors shared a similar view: they did not like some of the interpretations made by the evaluator. This, I believe, is as it should be. I don't find it necessary to agree with the evaluator. Rather, I prefer that he insist on raising issues irrespective of my views.

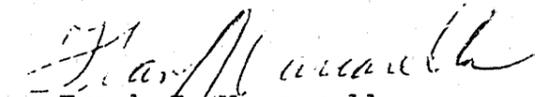
In concluding this letter I would like to dwell on one area of disagreement between myself and the evaluator, a dispute that is likely to persist as long as there are directors and evaluators. Because he is not the director, because he does not have to deal on a daily basis with the legitimate prerogatives of other agencies, the evaluator cannot fully grasp the organizational problems involved in planning activities. We have discussed this difference in perspective among us and have agreed to disagree.

Page 4
July 25, 1974

On balance, I commend the evaluator, Mr. Sternhell, for a careful, well documented and precise assessment of project development. I am awaiting the report on the impact of the eleven projects on their quantitative objectives.

Finally, throughout the review process, I have sought to involve all interested and relevant departments within city government, in an attempt to increase communication and decrease the isolation of our agencies.

Sincerely,


Frank J. Vaccarella
Director, CJCC

FV/nm

TABLE OF CONTENTS

	INTRODUCTION	1
1.	TA-I Prison Rehabilitation	6
2.	TA-II Prison Detoxification	12
3.	TA-III Drug Enforcement	17
4.	TA-IV Manpower Deployment System	23
5.	TA-V High Intensity Street Lighting	28
6.	TA-VI Public Housing Security	33
7.	TA-VII Juvenile Delinquency Enforcement	38
8.	TA-VIII Community Based Residential Facility	50
9.	TA-IX Volunteer Probation	62
10.	TA-X Youth Service Bureau	77
11.	TA-XI Court Diversion	95
	EPILOGUE	103

I. Introduction

The Law Enforcement Assistance Administration awarded to the New Orleans Criminal Justice Coordinating Council in June 1973, a three-million dollar grant for the purpose of reducing criminal activity and improving the administration of justice. The title given to this comprehensive approach was the Target Area Program.

One component of the Target Area Program is evaluation. LEAA has created the evaluation component for the purpose of deriving an assessment of the impact of each of the eleven projects that comprise the Target Area Program. Rigorous, careful assessments of project performance serve as one factor in decisions related to the continuation of funding. The absence of evaluative reports alters the context in which individual projects are judged.

In New Orleans, evaluation is intended to serve two distinct functions, of which post hoc assessment is but one. The other function is one that is intended to support and improve the effectiveness of the projects during the life of the project. It is this latter function that underlies the release of programmatic assessments in this Six Month Report¹.

1. The Target Area Evaluation Plan calls for a programmatic and evaluation system report after six months of project activity. Although all eleven projects received grant awards by August 1, 1973, the cautious development of most of the projects (and the evaluation division as well) encouraged a postponement of the original reporting date. Despite the title of the report, this study covers project and evaluation system development from July 15, 1973 through June 10, 1974.

II. The Objectives of the Report

The Target Area grant application for each project contains specifications regarding the intentions of the applicants and the objectives of the project. Ostensibly these descriptions are the basis for the awarding of funds. One objective of this report is to assess the extent to which project activity reflects the description presented in the grant application. "Are they doing what they said they were going to do?" Obviously, in those projects that are not yet operational the answer to this question is no.

A second objective of the report is the demonstration of evaluation progress. "Is the evaluation proceeding at a rate sufficient for the timely analysis of the Target Area projects?" Because evaluation tends to be circumscribed by the rate of development of the project operations, virtually no progress can be shown in those projects that are not yet operational.

This report should be read with the understanding that the primary purpose of the document is to provide a mechanism for project personnel to review CJCC's evaluation of project activity. This report represents an alternative to gossip, rumor and innuendo as a means of estimating the direction and effort of project activity. Moreover, this approach provides project personnel with recourse. Mechanisms (listed below) have been established for the discussion of all aspects of the project evaluation with the evaluator and the CJCC director.

III. Who Wrote This Report?

This report is issued under the authority of Mr. Frank J. Vaccarella, director of the CJCC. The report was organized, and supervised by the head of the division of evaluation, Robert Sternhell. All evaluation reports were written by Mr. Sternhell and Stuart Carroll, research analyst.

IV. How Was This Report Written?

The Six-Month Report is an end product of the following research activities performed for each project.

1. A reading and analysis of the grant application.
2. A reading and analysis of the planning document.
3. Extensive discussions with project personnel.
4. A review of all narratives submitted to CJCC by the projects.
5. A review of all vouchers and quotations present in the master file maintained by the Grants Administration Division of the CJCC.
6. Extensive seminars with the heads of the Planning and Grants Administration divisions, and the Supervisor of the Target Area Program.
7. A review of all correspondence related to the project.
8. An internal review process, designed to modify those aspects of the evaluation that were found to be without reasonable supporting documentation.

Who Will See the Report?

1. The CJCC director, assistant director, division heads, and the Supervisor of the Target Area Program.
2. The project director and the operating director, and at the discretion of the project director, appropriate project personnel.
3. Department heads in which a project is located.
4. The regional office of the Justice Department, Law Enforcement Assistance Administration, Dallas, Texas.
5. Louisiana Commission on Law Enforcement, Baton Rouge.
6. Program Development and Coordination Division
7. The Budget and Operations Management Division
8. The Executive Board of CJCC.

The Procedure for the Distribution of the Report

1. An internal review performed by the executive staff of the CJCC, on the initial draft. Date of release: June 26, 1974.
2. The release of the revised draft to project and operating directors, and department heads. NOT FOR QUOTATION.
Date of release: July 8, 1974.
3. Reaction to the reports by project personnel will be received in meetings to be held with directors and department heads during the week of July 15-19.
4. The completed report will be released to the state and regional offices on July 26, 1974.

VII. What Mechanisms Are Available for the Modification of the Report?

A series of meetings with interested project personnel will be held prior to the release of the finished report. As indicated earlier, the meetings will take place between July 15 and 19. The meetings will provide a forum for project personnel to indicate their reaction to the report. These meetings will be attended by the evaluation staff, the Target Area Supervisor, CJCC staff, representatives of the Executive Board of CJCC, the Program Development and Coordination Division, the Budget and Operations Management Division, appropriate departmental heads, and the Office of Policy Planning.

TA I - PRISON
REHABILITATION

TA-I PRISON REHABILITATION

A Six Month Report on the Development
of the Project and Evaluation System

I. Project Development

The grant application (subsequently awarded on July 15, 1973) indicates that certain tasks are essential in order for the program to become operational. These tasks include: (1) the renovation of 6900 sq. ft. within the prison, (2) the delivery of furnishings and equipment, and (3) the staffing of professional positions. As of June 10, 1974 none of these three essential steps has been completed.¹ As a consequence, the project is not operational.

Project development has been impeded by two events. First, the Orleans Parish Criminal Sheriff has jurisdiction over the prison. In November 1973 an election for that office was held, and the incumbent sheriff was defeated. The effect of the election, including the campaign and the "lame-duck" period following, was to suspend both the renovation and staffing process. The newly elected sheriff took office on April 1, 1974. Subsequent to taking office, the new criminal sheriff asked to be named as project director, replacing the penologist designated by the previous sheriff. This change in directorship was effected on May 15, 1974.

As a consequence of the election, developmental activity in the period from October 1973 through April 1974 was minimal. To illustrate the magnitude of the inactivity, the following examples are presented.

1. See Table I, Project Development

1. A recruitment program was initiated in July 1973 to hire the operating director. Recruitment was concluded seven months later, in January 1974. A candidate was selected in early February. The position was frozen, however, pending the appointment of the new sheriff.
2. The penologist and the city Department of Property Management were directed in September 1973 to prepare specifications for the renovation of the prison. The specifications were completed and submitted to the CJCC in late January 1974. Consequently, the actual renovation (preceded by bid process) was undertaken in April, nearly nine months after the grant was awarded. Estimated date of completion is August 1, 1974.

The second event that has contributed to the delay in project development is an outgrowth of the election of the new criminal sheriff. The sheriff has taken the position that personnel on the program need not be civil service employees. This position has been challenged by the Civil Service Commission. After some delay, the sheriff has begun to fill staff positions through the use of personal service contracts.

Conclusions:

The history of TA-I strongly suggests a breakdown in cooperation among those agencies and persons responsible for the implementation of the program. All phases of development, except the delivery of equipment, significantly behind schedule: including both renovation

and staffing. This situation has come about by the election for the criminal sheriff at a crucial point in the development of the project.

The effect of the breakdown in cooperation and the change in officeholders has been to remove the project from the normal course of development.

II. Evaluation System

Evaluation operates within the context of the project's development. The evaluator works with the operating director to define activities, set parameters, and design monitoring procedures. In the absence of an operating director, the undertaking of these tasks is not feasible. Consequently, those evaluation tasks most closely related to project activity have not been performed.

It is anticipated that as the project nears implementation, the evaluator will act to carry out already defined procedures for the development of the evaluation system.

Project Title: TA-I PRISON REHABILITATION

PROJECT DEVELOPMENT

Six Month Report

	1973						1974					
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Grant Awarded / Funds Received	△				▲							
Director Chosen	▲				▲			△			▲	
Project Staffing		△										
Ordering of Equipment					△							
Renovation / Installation										△		
Operational												

△ - Task Undertaken
 ▲ - Task Completed

Project Title: TA-I PRISON REHABILITATION

EVALUATION SYSTEM DEVELOPMENT

Six Month Report

	1973						1974					
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Identification of Evaluation Measures	▲											
Evaluator - Project Orientation	NA											
Definition of Activities & Parameters	NA											
Monitoring Forms	NA											
Monitoring Procedures	NA											
Collection of Baseline Data										△		
Collection of Operations Data	NA											

- Task Undertaken
 - Task Completed

TA II - PRISON
DETOXIFICATION

TA-II PRISON DETOXIFICATION

A Six Month Report on the Development
of the Project and Evaluation System

I. Project Development

As of June 10, 1974, the Drug Detoxification Program is not operational. The initial grant award was received on July 15, 1973. A revised grant award was accepted on June 4, 1974. In that one year period, a series of administrative and political events acted in concert to hinder the evolution of the project.

The most important events are listed below.

1. A change in the directorship of the program, from the City Health Department to the Coroner's Office.
2. The defeat of the incumbent sheriff and the election of a new sheriff.
3. A succession of three directors of the Charity Hospital medical unit at Parish Prison in a period of nine months.

The changes in personnel produced numerous problems for project development. These problems included: (1) The coordination of activities (2) consensus regarding the objectives of the original planning document, and (3) the absence, for a significant period, of a project director.

As a consequence of these problems, most project activity outlined in the original grant application, was suspended. The grant was eventually revised and the Coroner was named as director.

This revised grant award, referred to earlier, was received by CJCC on June 4, 1974. The revision of the detoxification program is extensive. Where the original grant was directed toward the establishment of a detoxification facility within the Parish Prison, the revised grant creates a pre-treatment phase of the program. This phase is research in nature, and is intended to measure the magnitude of the drug usage in the prison, and to identify patterns and types of usage.

As of June 10, 1974 the operating director has not been hired and the staffing of positions has not begun. The ordering of equipment is in its initial stages. No renovation is scheduled.

The major hurdles in order for the project to become operational are: (1) the refinement of a design to be used in the research phase, and (2) obtaining the consent and cooperation of all participating agencies.

II. Evaluation System Development

The development of an evaluation must proceed within the context of the project's operations. The slow development of the project has been the major factor in the minimal evaluation effort to date. Of particular importance to the evaluator is the role of the operating director. The evaluator must work with the operating director to set definitions of activities and establish project parameters. Evaluation cannot proceed without an operations director. The evaluation staff is prepared to move ahead in the implementation of the evaluation model, pending the appointment of an operating director.



Project Title: TA-II PRISON DETOXIFICATION

**PROJECT DEVELOPMENT
Six Month Report**

	1974											
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Grant Awarded / Funds Received	△											
Director Chosen	▲											▲
Project Staffing												
Ordering of Equipment												△
Renovation / Installation												
Operational												

△ - Task Undertaken
▲ - Task Completed

Project Title: TA-II PRISON DETOXIFICATION

EVALUATION SYSTEM DEVELOPMENT

Six Month Report

	1973						1974					
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Identification of Evaluation Measures	▲											
Evaluator - Project Orientation												
Definition of Activities & Parameters												
Monitoring Forms												
Monitoring Procedures												
Collection of Baseline Data	△											
Collection of Operations Data												

- Task Undertaken
- Task Completed

**TA III - DRUG
ENFORCEMENT**

TA-III DRUG ENFORCEMENT

A Six Month Report on the Development
of the Project and Evaluation System

I. Project Development

As of June 10, 1974, the Grants Administration Division of CJCC is withholding the allocation of "buy money" to the narcotics unit until the ambiguity surrounding the project is resolved. In order to provide the reader with a context in which to examine the drug enforcement component, a brief chronology of events is presented.

August 1, 1973 -- TA-III was awarded a grant totaling \$237,823.00.

The grant award statement is an administrative device for the itemization of the budget broadly outlined in the Target Area Plan. The Plan was approved by the regional administration of LEAA in June, 1973. With the receipt of the grant award, the project director is charged with implementing the plan.

October 25, 1973 -- The initial request for funds, submitted August 10, 1973, was approved. (Since then eight more fund requests have been received, the last being April 3, 1974). All requests for funds have been for the purpose of purchasing equipment indicated in the plan. No requests have been extended for overtime reimbursement.

March 13, 1974 -- Project Director, Sergeant Henry Spako, of the NOPD, requested funds for confidential expenditures from the regional office of LEAA.

March 19, 1974--The Target Area Supervisor, the evaluator, and the police planner met with Major John Koch of the NOPD. Major Koch is the head of the Criminalistics Laboratory. It was Major Koch who had been identified by Sergeant Spako in the planning process as the appropriate person to supervise the Depository. At this meeting Major Koch indicated there had been a misunderstanding and that he had never been consulted. As a result of this new information, concern over project development was transmitted to the CJCC Director. A meeting with the Deputy Chief was arranged to deal with these concerns.

March 19, 1974--In a meeting with Deputy Chief Louis E. Turner, Major Joseph Murry, Major Koch, Sergeant Spako, Sergeant Robert Oehlke and CJCC personnel, the NOPD was alerted to the magnitude of the problem. As a result of the failure to (1) create a depository and (2) train district personnel, the project was subject to cancellation--with a reprogramming of monies. Deputy Chief Turner requested that the CJCC notify Superintendent Clarence Giarrusso of the dilemma and request his aid in finding a suitable depository arrangement.

April 1, 1974-- A letter was sent to Superintendent Giarrusso per the request of Deputy Chief Turner.

May 2, 1974--Superintendent Giarrusso responded to the April 1, letter stressing the problems of physically locating the depository in the NOPD complex.

As a consequence of the organizational and administrative problems indicated above, the CJCC is faced with the decision of

either (1) closing the project and re-programming the funds, or (2) severely modifying the grant to reflect the present status of the project. As of this writing, a decision has not been rendered.

II. Evaluation System Development

The ambiguous position of the Drug Enforcement component has been a major factor in the minimal development of the evaluation system. Few of the basic evaluation tasks have been performed, due to the continuing possibility of project closure. The evaluator made the decision to allocate effort to other Target Area projects, when it appeared in mid-March that TA-III was not fulfilling the stipulations of the planning document.

A second factor in the cautious development of the evaluation system was the relative inaccessability of the project director. During March, 1974 the evaluator attempted on a dozen occasions to arrange a series of orientation meetings with the director. Regretfully the project director either did not respond or found it necessary to cancel the meetings.

In light of the tenuous nature of the project and the inaccessability of the director, scarce evaluation resources were directed elsewhere. Should the project continue operation, either in its present form or in a modified version, the same tasks need to be performed. That is, orientation sessions must be held, definitions of activities agreed upon, and monitoring forms and procedures established. Finally, both operations and baseline data are maintained by the city on magnetic tape. The release of these tapes by the city is anticipated in the near future.

Project Title: TA-III DRUG ENFORCEMENT

PROJECT DEVELOPMENT

Six Month Report

	1973						1974					
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Grant Awarded / Funds Received		△		▲								
Director Chosen	▲											
Project Staffing	NA											
Ordering of Equipment		△										
Renovation / Installation												
Operational												

△ - Task Undertaken
▲ - Task Completed

Project Title: TA-III DRUG ENFORCEMENT

EVALUATION SYSTEM DEVELOPMENT

Six Month Report

	1973						1974					
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Identification of Evaluation Measures	▲											
Evaluator - Project Orientation												
Definition of Activities & Parameters												
Monitoring Forms												
Monitoring Procedures												
Collection of Baseline Data										△		
Collection of Operations Data												

△ - Task Undertaken
▲ - Task Completed

TA IV - MANPOWER
DEPLOYMENT
SYSTEM

TA-IV MANPOWER DEPLOYMENT SYSTEM

A Six Month Report on the Development
of the Project and Evaluation System

The Manpower Deployment System project was awarded a grant on August 1, 1973. Funding was approved in October, 1973.

The pre-condition for the project to reach the operational stage was approval of two contracts by the city. The contracts were with a mathematician and a sociologist, to identify, and then manipulate, the relevant data for the creation of an automated manpower deployment system. The contracts were not successfully completed until late March, 1974. The eight month period, between the grant award and the approval of the contract, was characterized by the inability of the NOPD's office of Operations and the City Attorney's office to coordinate the writing of the two contracts. As a consequence of the lack of coordination, two versions of the contracts were rejected by the Chief Administrative Office of the City.

There is some evidence that the administrative structure of the project contributed to the delay. That is, the project director of record, the head of Research and Planning for the NOPD, was not directly involved in the project. The effect of this arrangement was to minimize the influence that the project director might normally wield in the clearing of administrative delays.

With the approval of the contracts in March, the project is considered operational. As of June 10, 1974, the project is in its initial phase. This phase consists of a comparative analysis of the manpower deployment systems used in other cities. Phase two is scheduled to begin in July 1974, with the construction of a deployment system. The target date for implementation of the system is January 1, 1975. Further analysis is dependent upon the completion of the deployment system.

II. Evaluation System Development

The evaluation of the manpower deployment system is linked to the completion of the deployment report. The report is expected to be delivered by December, 1974. Until that time, informal monitoring procedures will be used. The primary purpose of monitoring here is to gauge the progress of the report. Baseline data will be collected until January 1, 1975, in anticipation of the testing of the deployment system.

Project Title: TA-IV MANPOWER DEPLOYMENT SYSTEM

PROJECT DEVELOPMENT
Six Month Report

	1973						1974						
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
Grant Awarded / Funds Received		△											
Director Chosen													▲
Project Staffing													▲
Ordering of Equipment													
Renovation / Installation													
Operational													△

△ - Task Undertaken
▲ - Task Completed

Project Title: TA-IV MANPOWER DEPLOYMENT SYSTEM

**EVALUATION SYSTEM DEVELOPMENT
Six Month Report**

	1973						1974					
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Identification of Evaluation Measures	▲											
Evaluator-Project Orientation							△		▲			
Definition of Activities & Parameters							△					
Monitoring Forms	NA											
Monitoring Procedures	NA											
Collection of Baseline Data									△			
Collection of Operations Data												

- Task Undertaken
- Task Completed

**TA IV - HIGH INTENSITY
STREET LIGHTING**

TA-V HIGH INTENSITY STREET LIGHTING

A Six Month Report on the Development
of the Project and Evaluation System

I. Project Development

The Street Lighting project is distinct from the ten other Target Area projects in that the normal operating procedures are absent. All project activity is centered around the installation of 591 lamps (with a voltage of 4,000 and 32,000 lumens) in police districts 6F and 6I. Upon the completion of the installations, all project activity ceased (with the exception of occasional repairs). The project has no operating director, no staff and no equipment. Due to the unusual nature of the project, an assessment of project development is relatively straightforward.

Light installations were performed by the New Orleans Public Service Incorporated (NOPSI). NOPSI initially indicated that all work would be completed by May 1, 1974. The task was completed well within that target date. With the lamps installed, the project was declared operational.

II. Evaluation Development

Due to the unusual structure of the project (ie...no personnel, procedures or activities) the development of the evaluation system is focused entirely on the analysis of relevant data. The major evaluation task has been the collection of baseline and operations data. For purposes of evaluation, it is necessary to have the

appropriate arrest and offense information in a "raw" format. Summary presentations do not adequately meet the evaluation needs. The information is available on magnetic tapes that are compiled by the Police Department and maintained by the City Electronic Data Processing Center. As of June 10, 1974 the city has not released the tapes to a data processing firm that is contracting with CJCC. it is anticipated, however, that the city will agree to the release.

With the release of the tapes, the information will be processed, formatted and analyzed. The first comprehensive analysis of the project's impact will be available in November, 1974 with the release of the annual report.



Project Title: TA-V HIGH INTENSITY STREET LIGHTING

PROJECT DEVELOPMENT
Six Month Report

	1974												
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
Grant Awarded / Funds Received													▲
Director Chosen	NA												
Project Staffing	NA												
Ordering of Equipment	NA												
Renovation / Installation										△			▲
Operational													△

▲ - Task Undertaken
△ - Task Completed

Project Title: TA-V HIGH INTENSITY STREET LIGHTING

EVALUATION SYSTEM DEVELOPMENT

Six Month Report

	1973						1974					
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Identification of Evaluation Measures	▲											
Evaluator - Project Orientation	NA											
Definition of Activities & Parameters	<div style="display: flex; justify-content: space-around;"> △ ▲ </div>											
Monitoring Forms	NA											
Monitoring Procedures	NA											
Collection of Baseline Data	<div style="display: flex; justify-content: space-around;"> △ </div>											
Collection of Operations Data	<div style="display: flex; justify-content: space-around;"> △ </div>											

▲ - Task Undertaken
 ▲ - Task Completed

TA VI - PUBLIC HOUSING SECURITY

TA-VI PUBLIC HOUSING SECURITY

A Six Month Report on the Development
of the Project and Evaluation System

I. Project Development

The Public Housing Security project received a grant award on August 1, 1973. Ten months later, in May 1974, the project became operational. The first official patrol took place June 2, 1974.

The major obstacle to project development, was the staffing of the Urban Squad, the unit identified as the public housing patrol force. The Target Area Plan for TA-VI called for the addition of 20 men: two sergeants and 18 patrolmen. The delay in filling the full complement was linked to the general departmental manpower shortage. In late May of 1974, 13 graduates and five recruits were assigned to work under Sergeant Rinal Martin, the head of the Urban Squad.

A one week training program was undertaken immediately, and the Squad is now fully operational. There remains several problems regarding equipment and automobiles. None of these problems appears to be affecting operations. Due to the recent operationalization, an analysis of procedures is inappropriate. A more definitive study of the project will be conducted in the annual report.

II. Evaluation System Development

An evaluator has not yet been assigned to the Public Housing Security project. An assignment will be made in the first two weeks of July, 1974. Evaluation activity already performed includes the identification of measures of project performance, initial orientation meetings with the project director, and the agreement to transmit activity forms to the evaluator on a weekly basis.

Additional refinements and monitoring is expected to be initiated in July, 1974.

Project Title: TA-VI PUBLIC HOUSING SECURITY

EVALUATION SYSTEM DEVELOPMENT
Six Month Report

	1974												
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
Identification of Evaluation Measures	▲												
Evaluator - Project Orientation												△	
Definition of Activities & Parameters												△	
Monitoring Forms													
Monitoring Procedures													
Collection of Baseline Data												△	
Collection of Operations Data													

▲ - Task Undertaken
△ - Task Completed

Project Title: TA-VI PUBLIC HOUSING SECURITY

PROJECT DEVELOPMENT

Six Month Report

	1973						1974					
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Grant Awarded / Funds Received		△		▲								
Director Chosen												
Project Staffing		△										▲
Ordering of Equipment				△								
Renovation / Installation	NA											
Operational												△

△ - Task Undertaken
 ▲ - Task Completed

TA VII - JUVENILE DELINQUENCY
 ENFORCEMENT

TA-VII JUVENILE DELINQUENCY ENFORCEMENT COMPONENT

A Six Month Report on the Development
of the Project and Evaluation System

I. Project Development

The grant award for TA-VII was received on July 15, 1973 and funding was released during August, 1973.

As an overview of the project's life to date the following task accomplishments are presented.

a. Staffing and Equipment

The Director was chosen and staffing was completed by September, 1973. All personnel are policemen and include five full-time patrolmen and two part-time officers. Equipment has been ordered and is being put into service upon receipt.

b. Procedures

Definitions of tasks and operating procedures were formally detailed during September, 1973, the result of which is used as an operating manual. Coordination has been established with the Headquarters Planning Division, the Criminal Investigation Section, and the electronic data processing unit with the result being the establishment of intensive investigative tools and specific crime data by police district. Appropriate files have been established for data received and use of the data as an investigative aid continues on an ongoing basis.

A photographic capability has been established which results in the timely delivery of black and white prints and color slides for use as investigative aids. Additionally, a geographically-based offender file has been established for the purpose of speeding the investigatory process.

III. Evaluation Development

Evaluation and monitoring procedures have developed conjointly with operations development. Through arrangements with the City EDP Center and the New Orleans Police Department the evaluator is receiving the following data printouts:

Juvenile Arrest by District and Zone
Juvenile Report by Age, Race, Sex, and charge
Juvenile change--First offenders

Arrangements are also in progress to have programming done which will result in expanded parameters for analysis. Specifically, it will be possible through cross tabular analysis to construct matrices, graphs and other displays indicating temporal changes in crime patterns and the relative effect of JDEC efforts.

Monitoring procedures have been established, reporting forms have been developed and are in use, and data flow has begun. (Exhibit 1) Monitoring is facilitated through contacts between the evaluator and JDEC personnel. Baseline data is currently being collected and preparations are being made to have it readily transferred to a format compatible for evaluative research.

MONTHLY MONITORING FORM

JUVENILE ENFORCEMENT
(TA-7)

Reporting month and year _____

Note: Percentage figures may be left out. They will be computed by evaluator. The remainder of this form is to be completed by JDEC and returned to the evaluator at MCJCC by the 5th working day of each month.

WARRANTS

- 1. Number of warrants on hand at beginning of month. _____
- 2. Number of warrants received during month. _____
- 3. Number of warrants executed during month. _____
- 4. Number of unexecuted warrants at end of month. _____

INVESTIGATIVE AIDS

- 5. Number of juvenile photos taken this month. _____
- 6. Number of identifications attempted from photos (7 & 8). _____
- 7. Number of negative identifications. _____
- 8. Number of positive identifications (list number and offense). _____
- 9. Percentage of JDEC arrests based on positive photo identification (8 + 18a). _____
- 10. Persons arrested as a result of fingerprint identification. _____

District	17. Number of offenses not cleared by arrest	18. Number of offenses cleared by arrest				19. Total offenses	20. Number of people arrested by location of residence
		(a) JDEC	(b) Other	(c) total	(d) JDEC		
1							
2							
3							
4							
5							
6							
7							
8							
total							

INSTRUCTIONS

- 17. Obtain from teletype file JDEC.
- 18. (a) JDEC files
(b) Subtract JDEC figure from printout total
(c) From printout
(d) a ÷ c
- 19. Add 17 and 18 c.
- 20. Printout total add 1st offender and repeater.

III. Conclusions

TA-VII has experienced significant progress during this reporting period. Not only have procedures been established, they have been operationalized and are functioning successfully.

One of the objectives of the project is to execute the backlog of Juvenile Court warrants. Within two months of operation the backlog was reduced from 400 unserved warrants to 110. Due to the inability to serve some warrants, such as in the case where the juvenile has moved out of the state, it is necessary to maintain unexecutable warrants. A system has been established to return these warrants to the court. There is an average of 18 adult and juvenile warrants per month being successfully served by this project.

A second operational objective was to establish a photographic capability, including processing and file maintenance, to assist investigative endeavors. This capability has been realized during this reporting period. Two separate photographic files have been developed. A black and white photographic negative file has been developed which results in immediate reproductions being available as suspect identification aids. Color slides are used in "show up" proceedings and their display approximates the physical features of the suspect. A total of 671 juveniles have been photographed in black and white and 610 have been photographed in color. Seventy-three identifications have been attempted from photographs from November, 1973 to May 31, 1974.

IV. Recommendations

Due to the success of TA-VII in rapidly developing its procedures it is recommended that the CJCC Planning Section investigate the possibility of expanding the impact area to include more than the Second and Sixth Police Districts. This would allow TA-VII the possibility to move into districts which may not be receiving adequate coverage. The Target Areas are now being patrolled by the expanded Urban Squad.

Project Title: TA-VII JUVENILE DELINQUENCY ENFORCEMENT COMPONENT

PROJECT DEVELOPMENT

Six Month Report

	1974												
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
Grant Awarded / Funds Received	△	▲											
Director Chosen		▲											
Project Staffing			▲										
Ordering of Equipment		△											
Renovation / Installation	NA												
Operational												▲	

△ - Task Undertaken
▲ - Task Completed

Project Title: TA-VII JUVENILE DELINQUENCY ENFORCEMENT COMPONENT

EVALUATION SYSTEM DEVELOPMENT

Six Month Report

	1973						1974					
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Identification of Evaluation Measures	▲											
Evaluator-Project Orientation							△				▲	
Definition of Activities & Parameters							△					
Monitoring Forms									△			▲
Monitoring Procedures							△					▲
Collection of Baseline Data									△			
Collection of Operations Data									△			

△ - Task Undertaken
 ▲ - Task Completed

**TA VIII - COMMUNITY BASED
 RESIDENTIAL FACILITY**

TA-VIII COMMUNITY BASED RESIDENTIAL FACILITY

A Six Month Report on the Development
of the Project and Evaluation System

I. Project Development

The grant award for TA-VIII was received on July 15, 1973 and funding was released during September, 1973.

As an overview of the project's life to date the following task accomplishments are presented.

a. Staffing

Although the Project Director changed during this reporting period, the transition was smooth and caused no major impediment. The Operating Director was selected in November, 1973. Staffing was completed during February, 1974 with the exception of one position which was filled in May, 1974.

b. Procedures

Since November, 1973, the Coordinator and staff have been setting policies and procedures for the facility. A manual of policies and procedures is expected to be

completed in June, 1974. Appropriate forms and record keeping systems have been developed. State licensing applications have been submitted and approved.

c. Training

A formal in-service training meeting was held during March, 1974 and included a field trip to a similar out-of-state facility. (Exhibit 1)

d. Renovation

The project moved to temporary facilities during May, 1974. In November, 1973 an architect was contracted for renovation plans. Bids have been invited and received from contractors and an award seems likely during June. Equipment has been ordered.

e. Community Relations

During October, 1973 selected community leaders and the District Councilman were contacted to generate support for the project. In addition, speaking engagements were scheduled for neighborhood organizations. In March, 1974, approximately 7,000 Fact Sheets were distributed to neighborhood residents. These efforts were directed toward the community and community leaders in order to encourage positive community reaction toward the project.

THURSDAY,
March 14, 1974

(Exhibit 1)
TRAINING SCHEDULE

FRIDAY,
March 15, 1974

MAR 18 1974

00 - 10:00 Introduction of Program
James W. Williams
Project Coordinator
Community Base Residential Facility

10:00 - 10:30 Philosophy
James W. Williams
Project Coordinator
Community Base Residential Facility

10:30 - 10:45 Coffee Break

10:45 - 12:00 Ancillary Services
Milton Vignes
Acting Superintendent
Milne Boys' Home

12:00 - 1:00 Lunch

1:00 - 2:00 Tour Building
Danelle Fleming
Group Worker
Community Base Residential Facility

2:00 - 2:30 Overview of Types of Treatment Groups
Zona E. Newman
Social Worker
Community Base Residential Facility

2:30 - 3:00 Coffee Break

3:00 - 4:30 Tour Milne Boys' Home
Lew Andrews
Program Supervisor
Milne Boys' Home

4:30 - 5:00 Questions

9:00 - 10:00 Personnel Procedure
Scheduling
Days off
Holidays
Sick leave
Shift rotation

10:00 - 10:30 Coffee Break

10:30 - 11:00 Description of Reserch Component
David McTate

11:00 - 12:00 Dailey Log Recording
Danelle Fleming
Group Worker
Community Base Residential Facility

12:00 - 1:00 Lunch

1:00 - 2:30 Overview of Existing Group Home Programs in Florida
Mr. Richard Hutchinson
Consultant Psychologist
Keros Home - Boys Base
Pensacola, Florida

2:30 - 3:00 Coffee Break

3:00 - 5:00 Question and Answer Period
Mr. Richard Hutchinson &
Two (2) Adolescents from
Boys Base, Pensacola, Florida

Handwritten signature and notes at the bottom of the page.

MONDAY,
March 18, 1974

7:00 - 5:00

Trip to Karos House,
Boys Base, Pensacola, Florida

Tour Leaders:

Wesley Westbrook, Director
Karos House

John Vogelley, Director
Boys Base

TUESDAY,
March 19, 1974

MAR 19 1974

9:45 - 10:00

Coffee and Discussion

* 10:00 - 10:30

Work Placement and On-The-Job-
Training

Mr. Jesse Taylor
Vocational Rehabilitation
Representative

* 10:30 - 12:00

Guided Group Interaction

Joyce Ivory
Director, Social Service
Milne Boys' Home

12:00 - 1:00

Lunch

* 1:00 - 5:00

Communication

Cynthia Chauvan
Clinical Social Worker,
New Orleans Mental Health
Center

WEDNESDAY,
March 20, 1974

9:00 - 10:30

Admission Procedure and
Discharge
Zona E. Newman

10:30 - 11:00

Coffee Break

* 11:00 - 12:30

Work With Families
John Williams
Field Placement Student
Tulane University School of
Social Work

12:30 - 1:00

Lunch

* 1:00 - 2:30

Youth Study Center (to meet there)
Mr. Robert Stuart
Superintendent, YSC
&
Ms. Loanne Ibel, Supervisor
of Diagnostic Unit, YSC

2:30 - 3:00

Coffee Break

* 3:00 - 5:00

Relationship to Other Agencies
Mary Jordan
Director, Welfare Department
&
Joan Milley
Juvenile Probation

THURSDAY,
March 21, 1974

* 9:00 - 1:00

Normal Development and Character
Formation

Lillian Robinson, M.D.
Child Psychiatrist
Associate Professor
Tulane Medical School
Consultant, Milne Boys' Home
Consultant, Community Base
Residential Facility

1:00 - 2:00

Lunch

2:00 - 3:00

Behavior Management

Edith Back
Former Supervisor, Social
Service, Milne Boys' Home

3:00 - 3:30

Coffee Break

3:30 - 4:30

Questions and Answer Period

4:30 - 5:00

Suggestions for Areas to be Covered
in Future In-service Training
Programs

II. Evaluation Development

The evaluation system has proceeded within the limits of project development. Most evaluation tasks must wait until more juveniles are admitted to the project, since baseline data will be dependent upon the project's first six months of activity. Reporting forms have been completed and monitoring procedures have been established. (Exhibit 2)

Arrangements for baseline and continuous update data from the New Orleans Police Department and the Orleans Parish Court for arrest and petition recidivism have been made. Until such time as more juveniles are admitted to the project, further evaluation endeavors are not warranted.

III. Conclusions

As a result of the slow start-up time for this project, questions concerning goals and objectives tend to be inappropriate. Since the project is in its operational infancy there is no way to measure project orientation or activities. However, comment should be made on the project's pre-operational period.

The major blocks to further development of this project becoming fully operational have been (1) community opposition in the area in which the facility is located, (2) the actions of the City Council of New Orleans, and (3) the politically charged environment resulting from this issue. At the beginning of 1974 the City Council halted plans on this project until public hearings could be scheduled. At that time it became necessary for TA-VIII to change its developmental emphasis from policy and procedure planning to community organization and public relations.

TA-8--Residential Facility

Date:

- 1. Total number of residents as of last day of preceding month. _____
- 2. Total number of residents accepted this reporting month. Source: _____
- 3. Total number of residents who successfully completed program this month. _____
- 4. Total number of residents who have been dropped from program this month. Reason and Disposition: _____
- 5. Total number of residents currently in residence. _____
- 6. Total number of residents accepted since project inception. _____
- 7. Total number of residents who successfully completed program since inception. _____
- 8. Total number of residents dropped from project since inception. _____
- 9. Number of residents arrested or rearrested during this reporting month. _____

- 10. Number of residents arrested or rearrested since project inception. _____
- 11. Number of residents presently in school. _____
- 12. Number of residents presently in vocational training programs. _____
- 13. Number of residents employed
 F/T _____
 P/T _____
- 14. Number of individual counselling sessions this month. _____
- 15. Number of group counselling sessions this month. _____
- 16. Number of group recreational or cultural activities this month. _____

By early April, 1974 the Council passed a resolution which enabled the project to proceed under strict monitoring. On June 6, 1974 the Council passed a resolution requesting implementation of the project be held in abeyance until a citizen steering committee could be formed. On June 20, 1974, the steering committee was formally appointed by the City Council.

Based on the experience of similar projects, adverse community reaction should have been seen as a practical consequence of placing a facility for juvenile offenders in a residential area. Although Milne Boys Home was chosen as a site for the Residential Facility in order to minimize adverse community reaction, the failure to anticipate the magnitude of the reaction is a major factor in the conflict.

An operational plan of community organization should have been developed and undertaken upon receipt of the grant award, in July, 1973. Positive benefits may have been accrued had the project taken the initiative to organize a steering committee of local leaders and residents rather than having been directed to do so by the City Council, a year later. In fact, intensive community organization developed as a reaction to proposed City Council hearings rather than as a method of establishing community rapport.

Future problems for this project may result from proposed litigation which, if affirmed, would re-structure the intake policy of the entire Milne Complex and, in effect, render it impotent for the treatment of juvenile delinquents.

Slow start-up time has had one positive benefit rarely afforded a new program. Without clients to be serviced the staff was able to devote time to the establishment of procedures and policies. Through group interaction they were able to work out policy, procedure, and personal differences prior to the introduction of residents. This should benefit residents in that organizational changes will not be a way of life.

IV. Recommendations

1. Emphasis should continue to be placed on improving community relations. One approach which is suggested is to invite local community residents to visit the facility and meet the residents.
2. It is recommended that all boys entering the program be administered standardized personality, aptitude, and attitude tests. The scores should be kept as a permanent part of the boy's file. At the time the boy completes his residence he should be re-tested to ascertain if changes in personality traits, aptitudes, and attitudes have been manifested during his residence period. This would serve the dual purpose of monitoring
 - (1) the technique of guided group interaction, and
 - (2) the re-socializing effect (resulting in an increase in personal efficacy of each resident). Arrangements should be made to contract for these services or to develop the in-house capability to test and interpret scores. This can be accomplished through cooperation between the project Coordinator and the planning staff of the CJCC.

Project Title: TA-8 COMMUNITY BASED RESIDENTIAL FACILITY

PROJECT DEVELOPMENT
Six Month Report

	1974					
	July	Aug.	Sept.	Oct.	Nov.	Dec.
Grant Awarded / Funds Received	△		▲			
Director Chosen	▲					
Project Staffing				△		
Ordering of Equipment					△	
Renovation / Installation						△
Operational						△

△ - Task Undertaken
▲ - Task Completed

Project Title: TA-VIII COMMUNITY BASED RESIDENTIAL FACILITY

EVALUATION SYSTEM DEVELOPMENT

Six Month Report

	1973						1974					
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Identification of Evaluation Measures	▲											
Evaluator - Project Orientation								△			▲	
Definition of Activities & Parameters								△				
Monitoring Forms									△			▲
Monitoring Procedures									△			
Collection of Baseline Data									△			
Collection of Operations Data												△

▲ - Task Undertaken
 △ - Task Completed

TA IX - VOLUNTEER
 PROBATION

TA-IX VOLUNTEER PROBATION PROGRAM

A Six Month Report on the Development
of the Project and Evaluation System

I. Project Development

The grant award for TA-IX was received on July 15, 1973 and funding was released during October, 1973.

During its formative period TA-IX has made progress both in the development of internal operations and procedures and in making its services available to potential clientele. The following task accomplishments are presented as an overview to TA-IX operations during this reporting period.

a. Staffing

Although the Project Director changed during this period, the transition was uncomplicated and posed no problem. An Operating Director was selected in July, 1973 and was functioning at the time funding was released. A new Operating Director was selected in June, 1974 and is being trained by the outgoing Operating Director. Operational staffing was completed during December, 1973.

b. Procedures

During December, 1973 internal policies and procedures were formulated and reporting procedures were proposed. Additionally, during April, 1974 a newsletter, edited by a volunteer, was published. This newsletter will serve as a monthly communication link among involved personnel and agencies.

c. Cooperating Agencies

Contacts and communication channels have been established with eleven community organizations. These contacts serve three essential services. First, they are a primary source for volunteer recruitment. Second, they serve a publicity function by keeping community residents aware of the program. Third, they have provided appropriate contacts with local universities which have resulted in students receiving field placements to the Volunteer Program.

d. Training Programs

An in-house training program has been developed to orient volunteers to their responsibilities. (Exhibit 1) Additionally, specialized training is given those volunteers who work in direct service and intake processing. Regular monthly meetings are scheduled for all volunteers through which information is transmitted and cases are discussed.

(Exhibit 1)
VOLUNTEER TRAINING CLASS

Monday, January 7, 1974

Panel Discussion "Juvenile Justice System"
Edward Gillin--Juvenile Court Judge
Helen Kohlman--Attorney; Juvenile Court
Volunteer
Elaine Cunningham--Director of Volunteer
Services
John Montz--Assistant Director of Volunteer
Services

Wednesday, January 9, 1974

Film--"A Second Chance"
Group Discussion

Thursday, January 10, 1974

Discussion of Volunteer Activities

e. Volunteer Services

The following types of volunteer services have been developed through the program:

1. Direct Service Volunteers work directly with the youthful offender and provide the needed contact and counselling normally performed by the Probation Officer.
2. Intake Volunteers perform in two capacities. Intake interview volunteers perform the initial contact with the Probationer. This service has relieved two probation officers of this task. Secondly, intake volunteers perform follow-ups requested by the Probation Department on probationers.
3. Indirect Resource Volunteers are responsible for a multiplicity of duties. They publicize the activities of the program, perform clerical services when needed, and plan recreational and cultural activities for the probationers. In addition, they serve as volunteer chaperones, accompanying female delinquents who are being transferred to correctional or mental institutions thereby relieving the probation officer of that task.

II. Evaluation Development

The monitoring and evaluation system was instituted during March, 1974 and operations data was first collected in April. Monitoring and evaluation forms are undergoing revision and should be implemented during July, 1974. (Exhibit 2) Frequent contact by the evaluator with project personnel has continued as part of the ongoing monitoring process. Arrangements have been made with the Orleans Parish Court and the New Orleans Police Department to receive data relevant to juvenile petition and arrest recidivism.

III. Conclusions

Due to the lack of accurate record keeping by project personnel and the recent institution of adequate monitoring procedures, the following conclusions are tenuous at best.

At the outset it is helpful to distinguish between two sets of volunteers and probationers. Total volunteers refers to the list of people who have shown their willingness to be volunteers. Active volunteers refers to those volunteers who are currently carrying a case load or who regularly participate vis-a-vis office work, publicity, chaperone service, etc. Total probationers refer to the number of probationers accepted into the program. Active probationers refers to those probationers who are assigned to a volunteer probation officer.

MONTHLY MONITORING REPORT FORM

TA-9 Volunteer Probation

Date:

- 1. Number of probationers brought forward from previous month. _____
- 2. Number of new probationers. _____
- 3. Number of probationers lost. Reason: _____
- 4. Total number of probationers in program. _____
 Net monthly change (____)
- 5. Number of volunteers _____

	During Month		current total
	gained	lost	
direct service	_____	_____	_____
indirect resource	_____	_____	_____
intake	_____	_____	_____
students	_____	_____	_____

- 6. Ratio of direct service volunteers to probationers. _____
- 7. Number of probationers re-arrested during month. _____
 % of total _____

Available figures support the statement that total volunteer recruitment and probationer growth has increased since project inception. Figure 1 depicts this growth as it refers to total volunteers and probationers.

Figure 1

TOTAL VOLUNTEER AND PROBATIONER GROWTH

	October, 1973	May, 1974	Difference	Percent Charge
Probationers	21	54	+33	157%
Total Volunteers	38	84	+46	121%
Direct Service Volunteers only	16	60	+44	275%

Note: The ratio of total Direct Service Volunteers to Total Probationers increased during the reporting period from 1.1.31 to 1.11.1.

This increase in growth indicates the emphasis has been given to volunteer and probationer recruitment. Emphasis has also been given to the recruitment of Direct Service Volunteers as illustrated in Figure 2. This is important inasmuch as the Direct Service Volunteer is the person most responsible for relieving probation officers of case loads.

Figure 2

TOTAL VOLUNTEERS BY SERVICE RENDERED

<u>Service</u>	<u>Number</u>	<u>Percent of Total</u>
Direct	60	71%
Intake	11	13%
Indirect Resource	13	16%
Total	84	

However, the project has experienced some difficulties retaining volunteers on an active basis. Some volunteers are reluctant to have their names removed from the roster and are in effect functionally inactive. Others may desire a break between case load assignments. Additionally, field placement students from local universities are assigned to volunteer probation. When their course of study is completed they leave thereby causing their case loads to be unserved. Figure 3 presents a picture of the status of the program in relation to Active Direct Service Volunteers and probationers.

Figure 3

ACTIVE

<u>Direct Service Volunteers</u>	<u>Probationers</u>
22	26

Ratio: 1:1.18

As of June 1, 1974 the field placement students terminated their service thereby creating the situation depicted in Figure 4.

Figure 4

ACTUAL STATUS
VOLUNTEERS VS. PROBATIONERS

<u>Active Direct Service Volunteers</u>	<u>Total Probationers</u>
22	54

Ratio: 1:2.45

The effect of the termination of the students was to significantly decrease the ratio of volunteers to probationers.

A second objective of the project was to release probation officers to work with more serious delinquents. Volunteers have been instrumental in directly serving 103 probationers who ordinarily would have been serviced by probation officers. Additionally, volunteers have replaced probation officers as intakers and have completed approximately 900 intake interviews.

Figure 5
VOLUNTEER INTAKE INTERVIEWS

<u>Month</u>	<u>Number</u>	<u>Percent of Total Intakes</u>
January	147	64%
February	194	75%
March	199	80%
April	229	87%
May	133	90%
Total	902	

Further, a source of time spent away from case work by probation officers has been the necessity to perform chaperone duty for delinquents being transported within the state by automobile. Volunteers have assumed this duty and have completed approximately 20 trips. In summary, volunteers have contributed approximately 2,560 hours to this project.

Figures for recidivism are not available for this report but will be emphasized in the next scheduled report.

IV. Recommendations

The following recommendations concerning policies and procedures are made for TA-IX.

CONTINUED

1 OF 2

1. Project personnel and the evaluator should work closely together to establish accurate record keeping and reporting procedures. If practical, this should be done historically.
2. Procedures should be established to keep volunteers active as well as recruiting new volunteers. Incentives for timely and accurate reporting for volunteers need to be explored.
3. The procedure of using field placement students as direct service volunteers needs a serious review. Procedures need to be established relative to the short duration of student/probationer contact, or alternatives to student participation should be explored. Students could perform as intakers rather than direct service if this were cleared with the participating universities.
4. Tracking procedures must be finalized and implemented before recidivism can be measured.
5. Recruitment policies for direct service volunteers should be reviewed. Emphasis should be placed on age, sex, and race of the volunteer so as to more closely reflect the needs of the probationers relative to the establishment of role models.

Figure 6 illustrates the sex and racial breakdown of active direct service volunteers and active probationers, as of May, 1974. Special attention should be given to the recruitment of Black Males.

Figure 6
SEX AND RACE
ACTIVE VOLUNTEERS/PROBATIONERS

	Black Female	Black Male	White Female	White Male	Total
Volunteers	8	9	2	3	22
Probationers	6	16	2	2	26

Project Title: TA-IX VOLUNTEER PROBATION PROGRAM

PROJECT DEVELOPMENT

Six Month Report

	1974												
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
Grant Awarded / Funds Received	△												
Director Chosen	▲												
Project Staffing	△ ^z												▲
Ordering of Equipment	NA												
Renovation / Installation	NA												
Operational													△

△ - Task Undertaken
▲ - Task Completed

Project Title: TA-IX VOLUNTEER PROBATION PROGRAM

EVALUATION SYSTEM DEVELOPMENT

Six Month Report

	1973						1974					
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Identification of Evaluation Measures	▲											
Evaluator-Project Orientation							△				▲	
Definition of Activities & Parameters							△					
Monitoring Forms									△			▲
Monitoring Procedures							△					
Collection of Baseline Data									△			
Collection of Operations Data											△	

△ - Task Undertaken
 ▲ - Task Completed

TA X - YOUTH SERVICE
 BUREAUS

TA-X YOUTH SERVICE BUREAU

A Six Month Report on the Development
of the Project and Evaluation System

I. Project Development

The grant award for TA- X was received on July 15, 1973 and funding was released during September, 1973.

TA-10 consists of three servicing centers, geographically separated, and staffed by different personnel under the direction of an Operating Director. The St. Bernard Center¹ was in operation at the time funding began. Central City began operations during March, 1974 and the Desire Center began functioning during April, 1974 and this is considered the operational date for the project. Unless otherwise indicated the individual centers will not be considered separately in this report. Evaluation of each center will by necessity be reflected in the next scheduled report.

The following task accomplishments will serve as an overview to the accomplishments of TA-X to date.

A. Staffing

During this reporting period the Project Director changed. The transition to the new director was orderly and posed no problem. The Operating Director was selected and

¹The St. Bernard Center was previously funded as the St. Bernard Area Youth Guidance Center under HEW Project Grant # 74-P-30248/6-01.

staffing began in October, 1973. Staffing has not been completed during this reporting period.

b. Procedures

Project personnel have developed a multitude of internal forms. Forms and reporting procedures are adhered to by project personnel and they complete their responsibilities in a timely manner. Policy formulation and administrative procedures were developed by the Operating Director and staff and procedures are uniform at all locations.

Open communications channels connect the Center Managers with the Operating Director, who as a centralizing agent, compiling the reports from, and overseeing, daily activities of the separate centers.

c. Training

A regular schedule of training is given each new staff member. Updated and specialized training sessions are scheduled on an "as needed" basis. During April and May, 1974 approximately 200 hours were spent in training sessions, as indicated on the monthly sub-

grantee narrative report.

d. Renovations and Equipment

Renovations were begun during January, 1974 and were completed in March. Equipment for the project has been ordered but not all has been received.

e. Linkages

The Youth Service Bureau is cooperating with the Youth Assistance Council, Anchor Outreach, Save Our Selves, the Courts, and neighborhood schools in delineating those services locally available to youth in trouble.

f. Public Relations

Endorsements for the project have been received from prominent members of the community such as the Mayor, the Juvenile Court Judges, and the Superintendent of Schools. The project has received a great deal of coverage from local media (radio, television, and newspapers). (Exhibit 1) In addition, the Operating Director and members of the advisory board have generated numerous public speaking engagements. Contact with interested agencies, neighborhood residents, and prospective clients

December 28, 1973

EXHIBIT I

LETTER OF SUPPORT- news articles- news letters

Mr. Sidney J. Barthelemy, Director
Department of Welfare of the
City of New Orleans
1300 Perdido Street
New Orleans, Louisiana 70112

Dear Mr. Barthelemy:

I would like you to know how pleased I am that the Department of Welfare of the City of New Orleans has expanded the Youth Services Bureaus to the Calliope and Desire-Florida areas. The New Orleans Public School System supports and endorses the Program and will cooperate in every way possible to make it a success.

The Youth Services Bureaus complement the kind of services the schools in these areas offer, and they are much needed. The school system will cooperate by identifying students for services, provide test information on students, provide a representative for the Advisory Committee, and make available the resources of the New Orleans Public Schools to the Youth Services Bureaus as far as possible.

In turn, we understand that the Youth Services Bureaus will provide relief to teachers by crisis room attendants, liaison workers between the school and home for the purpose of counseling and making referrals to community agencies and institutions, alternative programs for truants and undisciplined youth, parent training in Child Management, and programs designed to discourage the "labeling" of youth.

Kindly inform us as to the official opening dates of the Bureaus.

Sincerely,

Gene Geisert (handwritten signature)

Gene Geisert
Superintendent

GG/mr

3 Bureaus offer help

Curbing delinquency

By ALLAN KATZ

By the time he was 14, the police knew Steve Landry quite well.

The police picked him up on three separate occasions before he was 13. Once when he ran away from home, another time when he was found on his neighborhood's school grounds after midnight and again when he was discovered in a barroom early one morning.

At that time, Steve could rarely be found anywhere near the school except after midnight. He was often truant, was a problem on the rare occasions when he did go to class and for all intents and purposes, had become a school dropout.

The best tipoff as to the direction he was headed in came shortly after his 14th birthday when the police picked him after he served as a lookout on a pair of residential burglaries.

BECAUSE HE SEEMED to be following a tried and tested pattern of juvenile involvement in crime that usually leads to adult arrests, a policeman who had been aware of the youth's problems remarked after the arrest for

the burglaries, "Steve's got a big future—at Angola."

At the Juvenile Court, Steve was not placed on probation. But, the judge did refer him to the St. Bernard Youth Services Bureau (YSB). The police, who have seen hundreds of cases like Steve's, figured they'd soon be picking him up again.

The Youth Services Bureau is a new concept. The city's three federally-funded bureaus—located in the housing projects in St. Bernard, Desire-Florida and Central City—are intended to pick out youngsters when they first get in trouble and provide help.

At the St. Bernard YSB, one of the eight staff members was assigned to Steve. The staffer first gave him a battery of tests.

SHE DISCOVERED that Steve was four years below what is considered normal for a 14-year-old in reading, four years below normal in spelling and three years below normal in arithmetic.

Further investigation showed that Steve was living at home with his mother, grandmother and six other children. The mother worked

three days a week and found it difficult to cope with her brood. The grandmother was crippled and also could not deal effectively with the kids. Steve's oldest brother, in fact, is presently at the Louisiana Training Institute in Baton Rouge after being declared delinquent.

The YSB staff member contacted Steve's counselor at school. Together, they told Steve they'd work with him if he wanted help. They helped him work out a program where he'd attend regular counseling sessions, set up a schedule for himself and get help in school.

Steve voluntarily set a 9 p.m. curfew for himself and promised to be home by that time. He seemed pleased to have two adults paying so much attention to his problems.

STEVE BEGAN spending three hours daily at the YSB. Some days, he was given permission to go to the YSB instead of school. That, too, seemed to please him. He discovered that he liked art. Soon, he was spending half-a-day at the YSB and half-a-day at school. His staff worker at

the YSB had to encourage him to go home after school.

Finally, he told his counselor that he'd like to get away from home altogether. Through the city and state welfare departments, it was arranged for him to be sent to a special school in Florida with the state paying the bill.

In the six months after he was referred to the YSB, Steve had no problems with the police or his teachers. At present, he's doing well at the school in Florida.

Steve is one of 450 youngsters who have been referred to a YSB by the police, the Juvenile Courts, the probation department, or social welfare agencies.

NOT ALL YSB cases have turned out as well as Steve's. But, judges and police alike say the failure rate of the YSB's is less than they had expected.

The Youth Service Bureau concept in New Orleans is mostly a creation of Mrs. Dolores Aaron, a staff worker at the City Welfare Department and a consultant to the Orleans Parish School Board.

Mrs. Aaron says, "When you consider the fact that there are 10,000-15,000 kids out of school on the streets in New Orleans every day, the 450 or so who have been referred to the YSBs is a drop in the bucket.

"Yet, when you consider that the police say that there are only 200-300 hard-core juvenile delinquents causing most of the juvenile crime problems in the city, the work we're doing becomes especially significant."

MRS. AARON says the Youth Service Bureaus are aimed at helping the potential hard-core juvenile delinquent. The idea is to reach the youngster, like Steve, who is just reaching his teen years, is constantly in trouble with police, is dropping out of school, may already be experimenting with drugs and is showing all the symptoms of becoming a major problem for the community.

"The Youth Service Bureaus are staffed by both professionals and by people from the neighborhoods," she explains. The program is funded



Staff member

Joycelyn Daniels who works at the Youth Services Bureau in the St. Bernard Project, meets with four youngsters assigned to the YSB. The concept behind the bureaus is to provide help to youngsters after they first begin to get in trouble at school, at home or with police.

and now the NEWS...



YOUTH SERVICES BUREAUS
CENTRAL CITY, DESIRE-FLORIDA, ST. BERNARD

YOUTH IDENTIFICATION

(Children Who Seem to Need Extended Guidance Services)

The child who seems to be unable to establish a sound relationship at home, at school and in the community

The child not accepting responsibility for his own behavior

The slow learner

The excessively aggressive child

The child engaging in car theft, break ins, petty thievery at home, school..... and in the community

The child on drugs (any form)

The child exhibiting hostile tendencies

The child constantly in contact with police for infractions such as throwing bricks and rocks, damaging property, fighting, stealing \$5.00 or more

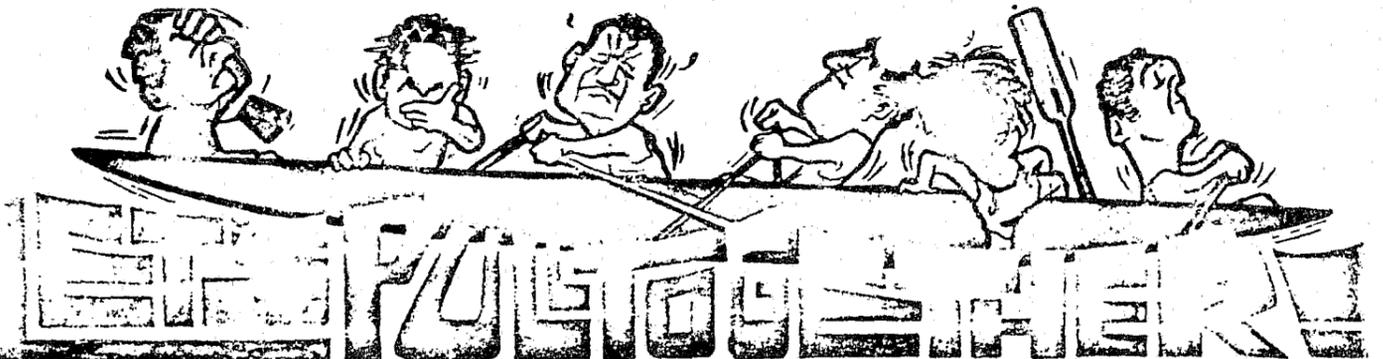
The adolescent displaying no interest in the opposite sex

The retiring or withdrawn child

The child who sees himself in need of guidance services (self-referral)

CITY WELFARE DEPARTMENT

Sidney J. Barthelmy, Director
Dolores T. Aaron, Project Coordinator



October 1973

Dear Friend(s):

In the very near future, the City Welfare Department hopes to have completed implementation of its second Youth Services Bureau. Plans for the Center in the Central City area came as a result of a felt need and a number of requests from residents of the area.

Our aim is to service youth in trouble and those on the brink of trouble. Hopefully, we will be able to offer a variety of services needed by youths between 9 and 16 years of age.

In order to assist us you must be knowledgeable about the program. If you or any of your friends would like to know more about the program please call 524-4657 and a representative will come to visit with you.

Enclosed please find a statement on services.

Respectfully,

Dolores T. Aaron
Dolores T. Aaron
Project Coordinator

Enclosure
mbp

is further facilitated through the publication and distribution of two separate newsletters.

g. Services

The Youth Service Bureau has developed a component of three rather broad service areas. The Bureau has serviced 237 youths, as of May 31, 1974.

1. Individual and group counselling sessions are scheduled on a regular and as needed basis. Recognizing the need for family involvement, counselling sessions are also arranged for parents. In addition, parents are encouraged to participate in Parent Effectiveness Training (PET) classes. Counselling is the major emphasis of the project, and its importance is illustrated by looking at the number of counselling sessions through May, 1974. Through May, 463 individual counselling sessions were held, 240 group sessions, 22 parent sessions (average attendance of 24 parents per session) and 134 home visits.

2. The Bureau acts as a referral agency to guide the youth to the appropriate agency for his particular needs. Figures for May, 1974 indicate that 125 outside agency referrals were made. The referrals were varied, but included categories of referral for: psychological counselling, legal assistance, special education, and medical treatment. Bureau personnel are knowledgeable as to the services available, locations of facilities, and procedures to follow.
3. The Bureau also acts to enrich the cultural and recreational life of the project participants. The primary vehicle for this enrichment consists of planned field trips to locations in and around the city. In addition, members of the community and local agencies have donated time and facilities for recreational activities.
4. In addition to these activities the Bureau has placed one staff member from each of the Centers in the Probation Department as a part-time intake processor.

Not only does this give needed assistance to the Probation Department, but it helps to identify prospective project participants and direct them to the appropriate geographically based center. Case aids and Community Service Workers function as Attendance Officers at neighborhood schools. This serves the function of facilitating referrals of probable participants from the school system.

II. Evaluation Development

Arrangements have been made with the Orleans Parish Court and the New Orleans Police Department to furnish data relevant to juvenile arrest and petition recidivism. In the case of arrest information on City EDP tapes, data, will be geographically segregated by police districts. This will aid in identifying not only participants but the environmental texture of each individual center.

Monitoring and evaluation procedures are in the formative stage. Reporting forms are being designed and are expected to be implemented during July. Reporting forms developed by the Project were used initially and were found to be unsatisfactory for the purposes of monitoring and evaluation.

In lieu of hard data during this reporting period the evaluator maintained personal contact with the Operating Director and project staff. Contact included site visits and monitoring of staff meetings and aids in the development of the following qualitative analysis.

III. Conclusions

The project has made progress toward the following goals and objectives.

Although it is impossible, because of the lack of recidivist data, to make a definitive statement about the goal of diverting 450 juveniles from the juvenile justice system, an indication of the project growth can be made. The three centers have serviced 237 juveniles, which is 53% of this goal. If one considers only active cases, the centers are still servicing 205 juveniles or 46% of their goal.

Project personnel have assisted in the planning and development of new projects or policies within the juvenile justice system as reflected by the establishment of linkages to other youth-serving agencies and its participation in the Greater New Orleans Association of Youth Serving Agencies. They have

attempted to mobilize community support through numerous speaking engagements and mass mailings.

The project's physical appearance and the attitudes of personnel afford an inviting and comfortable environment for the participants. Open hours for the facilities are consistent with school and vacation periods. That is, during the school months centers are open later at night and during vacation periods open earlier in the day, thus being adaptable to the participants' free time.

The project staff are knowledgeable concerning local agencies to refer participants with special problems. Also, appropriate contacts have been made with agencies upon which the project depends for referral. Most referrals to date have been received from the Probation Department, Juvenile, Courts, and the neighborhood schools.

The major problem experienced by the project has been the hiring of professional staff. One problem is the inability to find properly credentialed people who have had appropriate experience in dealing with juveniles. A second problem is the level of compensation. Qualified persons who have applied

(and were willing to take on Center Manager responsibilities) insisted they could not afford to depend on the salary of a Group Worker III as their only source of income. A major consideration in staffing is the race of the applicant. Factors such as rapport with the participants, serving as a role model, understanding of ethnic social problems, acceptance by neighborhood residents, and safety, dictates a majority of black staffers. To date, civil service lists have not been fruitful in filling vacancies.

Because of security problems at site locations, secretarial help is not available at the individual centers. All three secretaries work in the office of the Operating Director, which is located in City Hall. This necessitates frequent trips between the centers and City Hall. The evaluator has been assured by Center personnel and the Operating Director that this does not constitute a problem. A routine has been established to which personnel are now accustomed.

IV. Recommendations

1. The continued development and implementation of adequate monitoring forms should be continued with all due speed.

An orderly flow of appropriate data is essential to evaluation analysis. Historical data should be collected on standardized forms if possible.

2. The feasibility of simplifying internal forms and procedures should be studied. It is reasonable to assume that if administrative duties could be lessened for direct service personnel, more time would be available for counselling and other activities. One method would be to implement the use of dictaphones in each center, with the secretarial staff doing the transcribing. This approach would also function to keep files legible and up to date. However, adequate security measures would have to be demonstrated prior to the introduction of this type of procedure. Another method would be to design and implement multi-purpose forms, thus doing away with the multiplicity of forms currently being used.
3. In order to attract professionally trained people and give them experience, it is suggested that local universities be contacted relative to establishing field

placements or internships with the Youth Service Bureau. Preferably, the students should be specializing in middle management or Community Organization. Students could act as the Administrative Assistant to the Center Manager, and help with administrative problems.

Project Title: TA-X YOUTH SERVICE BUREAU

PROJECT DEVELOPMENT

Six Month Report

	1973						1974					
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Grant Awarded / Funds Received	△		▲									
Director Chosen	▲			▲								
Project Staffing				△								
Ordering of Equipment				△								
Renovation / Installation							△		▲			
Operational											▲	

△ - Task Undertaken
▲ - Task Completed



Project Title: TA-X YOUTH SERVICE BUREAU

EVALUATION SYSTEM DEVELOPMENT

Six Month Report

	1973						1974					
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Identification of Evaluation Measures	▲											
Evaluator - Project Orientation								△			▲	
Definition of Activities & Parameters								△				
Monitoring Forms											△	
Monitoring Procedures									△			
Collection of Baseline Data									△			
Collection of Operations Data									△			

△ - Task Undertaken
▲ - Task Completed

TA XI - COURT
DIVERSION

TA-XI COURT DIVERSION PROGRAM FOR FIRST OFFENDERS

A Six Month Report on the Development
of the Project and Evaluation System

I. Project Development

The grant award for TA-XI was received on July 15, 1973 and funding was released during September, 1973.

TA-XI has encountered significant obstacles since funding began. The project became operational May 31, 1974 with the admission of its first client. The following task accomplishments will serve as an overview to the project's formative period.

a. Staffing

Due to a change in District Attorney in April, 1974 a new Project Director was named. On April 15, 1974, the Operating Director was appointed. Staff hiring was begun in March and was completed in May, 1974.

b. Procedures and Training

Policy formation, administrative procedures and in-house training began during April and are still being conducted. Appropriate internal forms have been developed and are currently in use.

c. Equipment and Facilities

Necessary office equipment has been ordered. Personnel are now situated in their permanent facility in the Criminal Courts Building.

II. Evaluation

The evaluation system has proceeded within the limits of project development. Evaluation must wait until more participants are admitted to the project. Reporting forms have been completed and monitoring procedures have begun. (Exhibit 1) Baseline data and updated operations information will be received from the city EDP center and the Orleans Parish Criminal District Court. Arrest and arraignment are the primary measures of project impact¹.

III. Conclusions

Because of the slow start-up time for this project, conclusions as to the accomplishments of the project and progress toward goals and objectives are not appropriate.

The major blocks to the further development of this project have been a result of (1) the choice of the site for the facility and (2) the political environment.

Originally, the physical site for the facility was to be the loft in the library in the Criminal Courts Building. Renovation began in September, 1973. This site was found to be unacceptable to court personnel and construction was halted immediately. A new site was agreed upon in February, 1974 and work proceeded. Between September, 1973 and February, 1974 project development slowed appreciably.

During this same period (September--December, 1973), an election for the office of District Attorney was taking place. As a result of the Primary election, the incumbent District Attorney lost the office. The change in office-holders necessitated that

1. See Target Area Plan for a more complete statement of evaluation measures.

MONTHLY MONITORING REPORT

TA-11 Court Diversion
Date:

- 1. The number of persons identified as potential diversions this month. _____
- 2. The number of persons identified as potential diversions to date. _____
- 3. The number of persons diverted this month. _____
- 4. The number of persons diverted to date. _____
- 5. The number of clients who have completed the program this month. _____
- 6. The number of clients who have completed the program to date. _____
% of total (_____)
- 7. The number of clients who failed to complete the program this month. _____
Reasons: _____
- 8. The number of clients who failed to complete the program to date. _____
% of total (_____)
- 9. The number of clients presently in academic or vocational training. _____
% of total (_____)
- 10. The number of clients presently employed. _____
% of total (_____)
- 11. Number of clients presently being served. _____

12. The number of clients who have been re-arrested this month. % of total ()

13. The number of clients who have been re-arrested to date. % of total ()

a new Project Director be selected. Moreover, the District Attorney did not take office until April 1, 1974, further postponing the effective development of the project. In the short period, April 1 through May 31, all necessary tasks for operation were completed, and the project is now in its action phase.

IV. Recommendations

1. Project personnel and the evaluator must work together during the initial monitoring phase of operations to assure accuracy of record keeping systems.
2. Procedures for the establishment of control groups must be developed immediately.
3. Tracking and follow-up procedures must be instituted and tested.
4. The evaluator should be alert to possible areas of administrative conflict within the project. Specifically, attention should be given to the organizational arrangement in which the Operating Director of court diversion has two superiors: the District Attorney and the Criminal Court Judges. This structure is a result of a decision to administer the Release on Recognizance Program (under the direction of the Criminal Court Judges) and the Diversion Program (under the direction of the District Attorney) under a single umbrella organization.

Project Title: TA-XI COURT DIVERSION PROGRAM FOR FIRST OFFENDERS

PROJECT DEVELOPMENT

Six Month Report

	1973						1974					
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Grant Awarded / Funds Received	△		▲									
Director Chosen	▲									▲		
Project Staffing									△		▲	
Ordering of Equipment									△		▲	
Renovation / Installation	NA											
Operational												△

△ - Task Undertaken
▲ - Task Completed

Project Title: TA-XI COURT DIVERSION PROGRAM FOR FIRST OFFENDERS

EVALUATION SYSTEM DEVELOPMENT

Six Month Report

	1973						1974					
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June
Identification of Evaluation Measures	▲											
Evaluator - Project Orientation								△			▲	
Definition of Activities & Parameters								△				
Monitoring Forms										△		▲
Monitoring Procedures								△				▲
Collection of Baseline Data									△			
Collection of Operations Data												△

△ - Task Undertaken
▲ - Task Completed

EPILOGUE

This epilogue is a report on the meetings held with project personnel pursuant to the review of the Six Month Evaluation Report. In the cases of four of the eleven Target Area programs, significant changes have occurred since the report was written on June 10, 1974. These changes are included in the text below.

Target Area I--Prison Rehabilitation

Those in attendance:

Sheriff Charles Foti Project Director	Mr. Robert Sternhell CJCC
Mr. A. J. Goubler Operating Director	Mr. James Brandt CJCC
Mr. Russell Frankofsky Administrative Office	Mr. Richard Brown CJCC
Mr. Frank Serpas CJCC	Mr. Stuart Carroll CJCC
Mr. Philip Guillot CJCC	

At the review meeting (July 17, 1974) the Sheriff expressed concern that the dispute between his office and the city Civil Service Commission was not fully delineated, and that his position was not sufficiently presented. The evaluation response was that in the five weeks since the report was written, the positions of both parties had been more clearly defined. Prior to June 10, the substance of the dispute had not been formally drawn, and that to comment further would have been inappropriate.

Since June 10, the following events have taken place. The director of the Civil Service Department has indicated in a letter of July 12 that the Department is obligated to enforce a state statute that requires that all employees of the Parish Prison Rehabilitation Program be classified by civil service. The Sheriff, who has continually rejected this interpretation, referred us back to his letter of March 28, 1974 to the director of the CJCC. In that letter he cites a revised Louisiana statute that "authorizes the Criminal Sheriff to create, establish, operate, and maintain 'Community Rehabilitation Centers'". As this is written the Sheriff has an option to appear before the Civil Service Commission and argue his position. The Sheriff has employed an operating director and four staff members. Payment of salary to the rehabilitation staff is one of several issues related to the settlement of the dispute.

No changes were made in the text of this report as a result of the review meeting.

Target Area II--Prison Detoxification

Those in attendance:

Sheriff Charles Foti	Mr. Philip Guillot CJCC
Dr. Frank Minyard Coroner, Project Director	Mr. Robert Sternhell CJCC
Mr. Russell Frankofsky Administrative Office	Mr. James Brandt CJCC
Mr. Frank Serpas CJCC	Mr. Richard Brown CJCC
	Mr. Stuart Carroll CJCC

The review meeting was held on July 17, 1974. No changes were made in the text as a result of the meeting.

As this is written, the Coroner is supervising a pre-test of the research procedures to be used in the central lock-up of the Police Department.

Target Area III---Drug Enforcement

Those in attendance:

Clarence Giarrusso Chief of Police	Mr. Robert Sternhell CJCC
Sergeant Henry Spako Project Director	Mr. James Brandt CJCC
Sergeant Robert Oehlke Grants Administrator	Mr. Richard Brown CJCC
Mr. Russell Frankofsky Administrative Office	Mr. Stuart Carroll CJCC
Ms. Cynthia Lewis Office of Policy Planning	Mr. William Hunter CJCC
Mr. Frank Vaccarella CJCC	

The review meeting was held on July 23, 1974. Both the Chief of Police and the Project Director objected to the quality of the language in the report. The Chief characterized the language on page 2 as caustic. The project director indicated that the Head of the Criminalistics Laboratory had never denied his role in the project (p. 2). Finally, the Chief insisted that the Police Department had endeavored to find the appropriate space required for the depository indicated in the planning document. He noted that no space presently exists in the police

facility, and that if the failure to create a depository endangers the project, he is disturbed by that knowledge but is unable to reach any other decision.

The director of the CJCC responded to the Chief's statement by declaring that inquiries would be made to the LEAA to seek a change in scope for the project, rather than re-program the remaining funds.

As a result of the review meeting, some changes were made in the text of the report. The evaluator considers none of the changes as significantly altering the meaning of the document. All changes are on page 2.

Target Area IV--Manpower Deployment

Those in attendance:

Lieutenant Louis Caruso Project Director	Mr. Robert Sternhell CJCC
Hugh Collins, Ph.D. Operating Director	Mr. James Brandt CJCC
Sergeant Robert Oehlke Grants Administrator	Mr. Richard Brown CJCC
Mr. Russell Frankofsky Administrative Office	Mr. Stuart Carroll CJCC
Ms. Cynthia Lewis Office of Policy Planning	

The review meeting was held on July 17, 1974. No changes were made in the text as a result of the meeting.

Target Area V--High Intensity Street Lighting

No review meeting was scheduled, due to the narrow nature of the project.

Target Area VI--Public Housing Security

Those in attendance:

Sergeant Rinal Martin Project Director	Mr. Robert Sternhell CJCC
Sergeant Robert Oehlke Grants Administrator	Mr. James Brandt CJCC
Mr. Russell Frankofsky Administrative Office	Mr. Richard Brown CJCC
Ms. Cynthia Lewis Office of Policy Planning	Mr. Stuart Carroll CJCC
Mr. Frank Vaccarella CJCC	Mr. William Hunter CJCC

The review meeting was held on July 23, 1974. No substantial alterations in the text were made.

Target Area VII--Juvenile Delinquency Enforcement

Those in attendance:

Major August Lang Project Director	Mr. Frank Vaccarella CJCC
Lieutenant Charles Rodriguez Project Personnel	Mr. Robert Sternhell CJCC
Patrolman Allen Latapie Project Personnel	Mr. James Brandt CJCC
Sergeant Robert Oehlke Grants Administrator	Mr. Richard Brown CJCC
Mr. Russell Frankofsky Administrative Office	Mr. Stuart Carroll CJCC
Ms. Cynthia Lewis Office Of Policy Planning	Mr. William Hunter CJCC

The review meeting was held on July 23, 1974. Project personnel, at this meeting, asked that the discussion of outstanding warrants in the conclusion of the text be revised. The point

was made that all those warrants susceptible to execution had been served. Only those warrants that are not capable of being served now remain. The text was altered to reflect this point.

Target Area VIII--Community Residential Facility

Those in attendance:

Ms. Mary Jordan Acting Director of the Department of Welfare	Mr. Frank Serpas CJCC
Mr. James Williams, Operating Director	Mr. Philip Guillot CJCC
Mr. Russell Frankofsky Administrative Office	Mr. Robert Sternhell CJCC
Ms. Juliet Aime Office of Policy Planning	Mr. James Brandt CJCC
Mr. Russell Diodene The Administrative Office	Mr. Richard Brown CJCC
Mr. Frank Vaccarella CJCC	Mr. Stuart Carroll CJCC

The review meeting was held on July 16, 1974. Discussion at this meeting centered on the role of the Welfare Department in it's community relations activities. The acting director of the Department urged that the report recognize that considerable effort was spent initially to gain the support of the elected representatives of the area. The text was altered to reflect this point.

Target Area IX--Volunteer Probation

Those in attendance:

Judge Edward G. Gillin	Mr. Robert Sternhell CJCC	Mr. John Motz Asst. Director
Ms. Lena Flint, Operating Director	Mr. Richard Brown CJCC	
Mr. Frank Serpas CJCC	Mr. Stuart Carroll CJCC	

The review meeting was held on July 19, 1974. Discussion focused on the record keeping system used by the project personnel. It was agreed that the system required radical re-structuring, and that this task would be initiated immediately. A second point of discussion was the need to maintain a continuous flow of volunteer recruits, due to the rate of dropoff.

Target Area X--Youth Service Bureaus

Those in attendance:

Ms. Mary Jordan Acting Director of the Department of Welfare	Mr. Frank Serpas CJCC
Ms. Dolores Aaron Operating Director	Mr. Philip Guillot CJCC
Mr. Russell Frankofsky Administrative Office	Mr. Robert Sternhell CJCC
Ms. Juliet Aime Office of Policy Planning	Mr. James Brandt CJCC
Mr. Russell Diodene Administrative Office	Mr. Richard Brown CJCC
Mr. Frank Vaccarella CJCC	Mr. Stuart Carroll CJCC

The review meeting was held on July 16, 1974. The text of the evaluation was not contested, although there was significant discussion of security problems at the center locations.

Target Area XI--Court Diversion

Those in attendance:

Mr. Harry Connick District Attorney	Mr. Frank Serpas CJCC	Mr. Richard Brown CJCC
Mr. Robert Bonnelly Operating Director	Mr. Philip Guillot CJCC	Mr. Stuart Carroll CJCC
Mr. Russell Frankofsky Administrative Office	Mr. Robert Sternhell CJCC	
Mr. Leonard Simmons Administrative Office	Mr. James Brandt CJCC	

The review meeting was held on July 18, 1974. No modifications were made in the text of the evaluation.

END