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HIGH IMPACT ANTI-CRIME PROGRAM

ASSUMPTIONS RESEARCH IN  
PROBATION AND PAROLE:  
INITIAL DESCRIPTION OF CLIENT,  
WORKER, AND PROJECT VARIABLES

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U.S. DEPARTMENT OF JUSTICE  
Law Enforcement Assistance Administration  
National Institute of Law Enforcement and Criminal Justice

**NATIONAL IMPACT PROGRAM EVALUATION**

**ASSUMPTIONS RESEARCH IN  
PROBATION AND PAROLE:  
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WORKER, AND PROJECT VARIABLES**

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ABSTRACT

MITRE's assumptions research in probation and parole is designed to assess the effectiveness of intensive supervision as a method of reducing recidivism among probationers and parolees. This document, one of a series to be published in this area, presents project-by-project profiles of worker, client, and treatment characteristics for seven of the intensive supervision projects selected for this research. A comparative summary of these profiles is offered which classifies projects on the basis of similarities in clientele, staff, and treatment approaches. Preliminary evaluation findings from the projects are introduced to serve as indicators of project achievements. Finally, the profiles and their data base are considered in terms of their function in the investigation of the selected assumption and in the assessment to be made of relative project success.

#### ACKNOWLEDGMENTS

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#### PREFACE

The High Impact Anti-Crime Program was launched by the Law Enforcement Assistance Administration (LEAA) in 1972 to address the basic issue of stranger-to-stranger crime and burglary in eight large cities<sup>1</sup>. Impact, in a nutshell, was designed to reduce crime through the provision of services, demonstrate the utility of crime-oriented planning as a rational way to select these services, and implement program-wide evaluation as a means for assessing the extent to which these services contribute to a reduction in crime and crime-related problems.

The LEAA's National Institute and The MITRE Corporation are currently involved in a national-level evaluation of the Impact Program. This evaluation provides for the examination of a range of program processes and effects, both intra-city and inter-city, in the areas of program planning, project implementation, and evaluation. In this context, the National Institute and The MITRE Corporation have taken the opportunity provided by their evaluation to examine a number of commonly-held assumptions underlying crime reduction strategies selected for implementation by various of the eight cities.

The foregoing document is part of an investigation of one selected assumption in the probation/parole area. This assumption states that the intensive supervision of probationers and parolees is an effective strategy for reducing recidivism. This document presents an initial analysis of client, worker, and treatment variables for seven of the nine intensive supervision projects selected for this assumptions research.

<sup>1</sup>Atlanta, Baltimore, Cleveland, Dallas, Denver, Newark, Portland (Oregon), and St. Louis.

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EXECUTIVE SUMMARY

This document presents an initial description of client, worker, and treatment variables for seven of the nine intensive supervision projects which are the focus of MITRE's assumptions research in probation and parole. This research addresses the central issue of the effectiveness of intensive supervision as a means of reducing recidivism among probationers and parolees. Additionally, the research addresses the questions related to those client and worker characteristics, and those treatment approaches and modalities associated with successful reductions in recidivism.

The description takes the form of project-by-project narrative profiles which represent the integration of data collected by MITRE interviewers, descriptive material from project documents, and accounts of the projects provided by MITRE personnel who have had contact with these 7 projects. In order to provide a manageable abstraction of the in-depth profiles which are the focus of the document, a summary and classification of the projects based on key similarities in clients, workers, and treatment approach is developed. This summary and classification reflects the following central features of the projects:

- New Pride and Providence Center. These 2 projects represent small, community-based projects which are distinguished by a wholistic conception of client needs and liabilities. This wholistic conception is reflected in an innovative and flexible approach to the provision of services and in multifaceted treatment programs with educational components as the central focus. The staffs of these projects were mostly young teachers and counsellors (rather than probation officers) with extremely supportive and open attitudes toward clients. The clients are young, frequently non-white, and are characterized by unstable and/or fatherless family backgrounds, economic disadvantages, and educational failure.
- Stockton Community Parole Center and L. A. Aftercare Project. These projects are representative of a highly professional approach to probation and parole services which is reflected in the depth of staff training and in the sophisticated treatment modalities these staffs employ. The clients in these projects come more often from stable, white, middle-class backgrounds than other clients. Partly because these clientele don't exhibit the fundamental educational and economic deficits characterizing other clientele, these projects rely on psychologically-oriented techniques designed to help the client become more self-aware and responsible.

- Baltimore IDS, Baltimore CTP, and the Newark Project. These projects are the most traditional in terms of their approaches to the provision of probation and parole services. Although they feature reduced caseloads, they do not implement the innovative programs or sophisticated treatment modalities seen in other projects. Instead they attempt to provide more frequent contact and counselling of clients in addition to the delivery of typical services and referrals. The clients are mostly black and poorly educated, and exhibit a seriousness of criminal activities not found in the other projects studied. The officers in these projects were more traditionally-oriented and had less professional training than officers in the California projects.

The evaluation and progress reports available on these projects are extremely limited at this time. Only New Pride and Providence Center have submitted fairly detailed reports of their achievements. Consistent with these two projects' multifaceted treatment programs, their reports indicate impressive achievements in diverse areas such as crime reduction, educational gains, employment, and gains in clients' self-concept.

A number of limitations related to the data collected by MITRE interviewers and to the information available in project documents are discussed. The most significant problem concerns the small samples of clients on whom data were collected in several projects. Additionally, in some cases the selection of clients was biased by the availability of clients for interviewing. These problems limit conclusions and generalizations derived from data on these samples.

## 1.0 INTRODUCTION

### 1.1 Assumptions Research and Project Selection

The assumptions research in probation and parole being conducted by The MITRE Corporation addresses itself to a significant assumption underlying many of the corrections projects presently being implemented under the Impact program. This assumption is that intensive supervision of parolees and/or probationers is an effective means of reducing recidivism among these groups. Since the implementation of intensive supervision is essentially a function of reductions in caseload size, the central issue is the efficacy of these relatively smaller caseloads. In addition to the examination of this central assumption, however, the questions posed by this research have necessarily involved more complex issues than the question of caseload size. Thus, client and officer characteristics and specific treatments and services associated with successful reductions in recidivism must also be explored and explicated.

The nine projects that are the subject of the assumptions research were selected by the application of three criteria - project implementation, internal project evaluation, and anticipated project cooperation - to a pool of thirty-nine intensive supervision projects implemented in Impact and also in non-Impact cities. Data have been available thus far from seven of the nine projects and, accordingly, it is these projects which are the focus of this document. The seven projects are:

- (a) The Essex County Probation Department's Specialized Caseload Project and Volunteers Component: Newark
- (b) The New Pride Project: Denver
- (c) Providence Educational Center: St. Louis
- (d) The California Community Delinquency Control Project: Stockton
- (e) The Los Angeles County Probation Aftercare Project: Los Angeles

(f) Intensive Differentiated Supervision of Parolees and Probationers Project (IDS): Baltimore

(g) Community Treatment (Intensive Probation) Project: Baltimore

The Impact city projects have been operational for a substantial period of time, ranging from fifteen months (Baltimore Community Treatment Project) to five years (Providence Center). The two non-Impact city projects have been operational for over three years.

### 1.2 Purpose of This Document

The purpose of this document is to present an initial description of client, worker, and treatment variables for the seven aforementioned projects. MITRE's review of selected research issues and fundings in probation and parole (MTR-6860) has provided the background for the selection of the variables to be investigated and the research strategies to be employed in the assumptions research. These variables and strategies are outlined in MITRE's assumptions research methodology (MTR-6685). The description of these variables in this document takes the form of project-by-project narrative profiles which represent the integration of:

- (a) The data for the client and project variables outlined in MITRE's assumptions research methodology (MTR-6685) (The statistics compiled from these data are presented throughout the profiles and are available in complete form in Appendices I, II, III, IV; because of a variety of reliability problems (see Section 5.1) with the intensive supervision statistics, however (see Appendix IV, page 68), these particular statistics had to be excluded from the profiles.);
- (b) Descriptive material from a variety of project documents; and
- (c) Systematic accounts of the projects, their personnel, and clients, by various MITRE technical staff who have visited the projects, interviewed and talked with project personnel and clients, and maintained contact with the projects.

In addition to the narrative profiles, a comparative summary of the profiles and a discussion of the limitations and uses of the present data array are also presented.

Table I (see page 4 below), offering a statistical profile of the seven projects, provides an overview of the nature of the complete set of data and is designed to stress the rather obvious variation among project clients on a number of key, descriptive variables. It is the distinctiveness of these projects in terms of client characteristics, project personnel, and project treatments and services that makes the in-depth, narrative profiles necessary if these projects are to be adequately characterized. The statistical profile in Table I represents only a selective condensation of the complete data for all client and project variables which are presented in the Appendices.

The intensive supervision projects which are the subject of this document did not, of course, originate in a vacuum, but rather, were created to fulfill specific needs and address numerous problems related to patterns of criminal activity, especially in the juvenile area, in each city. For this reason, statistical profiles of crime in the six project cities (Tables II and III, see pages 5 and 6 below) are included to provide a context for the project profiles and for the criminal offense history data for clients.

TABLE I  
A STATISTICAL PROFILE OF CLIENTS IN SEVEN PROJECTS

PROJECT CHARACTERISTIC	ESSEX COUNTY <sup>4</sup>	NEW PRIDE <sup>5</sup>	PROVIDENCE CENTER <sup>6</sup>	STOCKTON	L.A. AFTERCARE	BALT. IDS	BALT. CTP
Total Number of Clients Sampled <sup>1</sup>	105	53	104	24	61	22	29
Average Age at Project Entry	20.26	16.55	13.73	17.32	16.10	21.49	16.29
Percent Males	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Percent Blacks	76.2%	39.6%	100.0%	25.0%	9.8%	81.8%	75.9%
Percent Juveniles	59.2%	100.0%	100.0%	25.0%	100.0%	0.0%	100.0%
Average Highest Grade Completed	8.78	9.79	6.53	10.74	9.82	9.32	8.22
Percent With Parents Married and Living Together	36.6%	18.9%	15.4%	37.5%	41.0%	40.0%	20.7%
Percent Living With Both Parents	26.7%	26.4%	11.0%	29.2%	31.1%	20.7%	27.3%
Average Attitude <sup>2</sup> Toward Project	2.72	1.85	2.15	2.06	2.71	2.70	2.91
Average Attitude Toward Officer	2.05	1.81	2.10	1.94	2.10	1.90	2.36
Average Prior Criminal Offenses Per Person	4.11	5.74	2.92	9.90	11.26	4.77	2.41
Average Duration of Criminal Offense History in Years	3.70	2.61	1.70	4.44	4.52	3.93	1.47
Average Severity <sup>3</sup> of Criminal Offenses	4.67	3.91	3.24	3.32	4.09	4.70	4.63
Percent of Offenses Which are Felonies	19.2%	6.4%	6.7%	4.5%	8.7%	17.1%	13.8%
Percent of Offenses Which are Violent	23.1%	10.4%	8.8%	8.1%	9.3%	35.2%	35.4%

<sup>1</sup>The exact project sample sizes for each variable can be found in the Appendices.

<sup>2</sup>Attitudes are scored 1-5 with 1 - Very Favorable and 5 = Very Unfavorable.

<sup>3</sup>Severity was rated with the Severity of Parolee Violation Scale with higher scores representing more serious offenses.

<sup>4</sup>Newark

<sup>5</sup>Denver

<sup>6</sup>St. Louis

TABLE II  
IMPACT CRIME RATES<sup>2</sup> FOR SIX PROJECT CITIES - 1973

VARIABLE	USA	BALTIMORE	NEWARK	ST. LOUIS	DENVER	LOS ANGELES	STOCKTON
Population	209,851,000	892,600	388,034	586,819	527,000	2,926,000	114,500
Total Crime Rate <sup>1</sup>	4,116	7,332	8,028	10,877	8,358	7,234	9,442
Impact Crime Rate <sup>2</sup>	1,625	3,519	4,195	4,823	3,784	3,382	3,437
Murder Rate	9.3	31.4	42.0	36.6	18.2	16.7	20.1
Rape Rate	24.3	55.9	84.8	96.3	87.5	73.3	22.7
Robbery Rate	182.4	965	1,049	882	457.3	468.4	395.6
Assault Rate	198.4	719	603	565	361.7	476.6	278.6
Burglary Rate	1,210.8	1,748	2,416	3,244	2,859	2,349	2,720
Percentage of Offenses That are Impact Crimes	39.5%	48.0%	52.3%	44.3%	45.3%	46.8%	36.4%

<sup>1</sup>Rates indicate the number of offenses per 100,000 population

<sup>2</sup>Impact crimes are stranger-to-stranger murder and non-negligent manslaughter, forcible rape, robbery and aggravated assault, as well as the property crime of burglary.

SOURCE: Issued by Clarence M. Kelley, Director - FBI, Crime in the United States, 1973, Uniform Crime Reports (Washington, D. C.: U. S. Government Printing Office), for release Friday AM, September 6, 1974.

TABLE III

PERCENTAGE OF IMPACT CRIMES COMMITTED BY  
SELECTED AGE GROUPS IN FOUR PROJECT CITIES<sup>1</sup>

IMPACT CRIME	USA	BALTIMORE	NEWARK	ST. LOUIS	DENVER
	Under 18 - 1971	Under 18 - 1971	Under 19 - 1971-72	Under 18 - 1971 Under 17 - 1971	Under 18 - 1971
Murder	10.2%	15.1%	26.0%	3 7.7%	N/A
Rape	20.6%	25.2%	13.3%	3 22.0%	22.1%
Robbery	32.2%	29.9%	32.4%	2 42.7%	27.8%
Assault	17.6%	13.0%	28.7%	3 19.1%	37.0%
Burglary	50.9%	59.5%	52.4%	2 42.6%	61.0%

<sup>1</sup>Because Los Angeles and Stockton, California are not Impact cities, these data were not available for projects included in the study population located in those cities.

## 2.0 PROJECT PROFILES

### 2.1 The Essex County Probation Department's Specialized Caseload Project and Volunteers Component: Newark

The Newark project is designed to provide intensive supervision for about 1,000 Newark target offender probationers. Employing a team approach, two officers are assigned sixty probationers, resulting in an effective caseload size of about thirty-to-one. Additionally, volunteers are assigned to work with juvenile probationers in the project on a one-to-one basis.

The project offers few of the unique treatments or services that characterize other intensive supervision projects studied. This may in part reflect the underlying philosophy of the program, which is that the use of reduced caseloads - implying more frequent contact with clients, more intensive counseling, and more responsive and accurate referrals to various social service agencies - in and of itself, should be sufficient to bring about significant reductions in recidivism. This narrow focus on mere reduction of caseloads within the context of traditional probation services is accurately reflected by the central hypothesis being tested by the project's evaluation: "It is hypothesized that an inverse relationship exists between the amount of time devoted to the probationer and the probability he/she gets rearrested."

The one innovative feature of the project, its volunteer component, was initiated, in part, because similar volunteer systems had proven successful in probation projects in neighboring counties. This component is designed to offer additional supervision and counseling to the juveniles in the project on a one-to-one basis. Each volunteer works under the direction of a probation officer, and coordinates his activities with this officer. Because the relationship between client and volunteer is typically more informal than that between client and officer, project personnel feel that juvenile clients may respond

in a more open and trusting manner to the volunteer. The volunteer usually interacts with his client in a "neutral" community setting rather than in the project offices.

The director of the Essex County project was perceived by MITRE interviewers as offering expert leadership and setting an excellent example for the approximately forty officers that he supervises. The officers, all from the Essex County Probation Department have an average of four to five years of experience ( $\bar{x} = 4.48$ ; see Appendix IV, page 69); this statistic, however, is somewhat misleading since each team of officers consists of a newly-appointed officer and one with considerable experience. Less than half (43.5%) of the Newark officers have professionally-related degrees, and less than a fifth (17.4%) have Master's degrees (all staff members in this project and the six others, however, have undergraduate degrees).

The officers at the Newark project were perceived by MITRE personnel as fulfilling a traditional, authoritarian supervisory role with their clients. In this sense, they were seen as less friendly, warm, and responsive with clients than personnel in other projects. The traditional orientation of the Newark officers is at least partially reflected in their relatively high score ( $\bar{x} = 3.30$ ) on the JDA Scale (a measure of attitudes toward juvenile delinquency on a supportive-authoritarian continuum with higher scores in the authoritarian direction)<sup>2</sup>. It is interesting to note that there was initial resistance by the Newark officers to the volunteer component, the only innovative feature of the project.

<sup>2</sup>See the MITRE Assumptions Research Methodology (MTR-6685) for a complete discussion of the JDA Scale and other attitude measures employed.

While at the Essex County project offices, the MITRE interviewers perceived the prevailing atmosphere to be one of "business-as-usual," with a great deal of the client contact conducted by telephone. The use of the telephone as a means of client contact and counselling, however, would not seem entirely consistent with the concept of effective intensive supervision.

The clients in the Essex County project are probationers who have committed Impact offenses. The Newark clients (see Appendix I) are the second oldest ( $\bar{x} = 20.3$ ) of any of the projects, with about forty percent (40.8%) of the clients being adults. Perhaps the most unique characteristic of this clientele is their extremely large variation in age. The oldest client is fifty and the youngest is thirteen; this variation is also reflected in the length of their criminal records prior to project entry, which ranges from forty years to one month. Newark clients also show the most serious educational deficit of any project. Only about twenty percent of the clients over eighteen years old had completed high school. Their educational deficit, as measured by the difference between typical grade levels achieved by individuals of their age and the grade level they have achieved, is about three years. This is, of course, only a crude index of their actual deficit, since it is reasonable to expect their lag in academic achievement to be far greater than their lag in grade level.

Perhaps partly as a reflection of the supervisory style of the project officers, the Newark clients expressed the second most negative attitude ( $\bar{x} = 2.72$ ) toward their project (see Appendix I, page 58). Other possible contributory factors were suggested to MITRE personnel in their interviews with the clients. Most of the adult probationers mentioned what they felt were unnecessary "hassles" related to mandatory meetings, urine tests, and other probation restrictions. Although some of the clients were positive about the concern and effort that their officers had shown on their behalf, they expressed disappointment

with the inability of the project to assist them in gaining employment. The lack of jobs seemed to be the central concern of the Newark clients. Although they had the second highest full-time employment rate (26.9%) of clients in any project, this figure is pitifully low when one considers their age and the large percentage of adults in this project.

The criminal offense history data for the clients indicate that these clients have engaged in more serious criminal behavior than clients in most other projects in the study sample. The seriousness of the criminal behavior of this project's clients is due, to a large extent, to the fact that commission of an Impact offense was a requirement for project entry, and to the relatively high percentage of adults in the project. The severity rating<sup>3</sup> for crimes committed by the Newark sample was the second highest ( $\bar{X} = 4.67$ ) of any project. Newark clients committed the highest percentage of felonies (19.2%) of any project. Additionally, 23.1% of all Newark crimes were violent, in comparison to 13.1% for crimes in all projects. Assault and/or robbery were typical crimes for Newark clients.

In summary, it appears that this project represents little more than the traditional probation department operating with reduced case-load sizes. Its officers and the supervision and services that they offer (excepting the volunteer component) fit well into the traditional mold. These project characteristics seem to be particularly unfortunate when one considers the needs and characteristics of their clientele, many of whom have serious educational deficits, are unemployed, and are older than clients elsewhere.

## 2.2 The New Pride Project: Denver

The New Pride project is a community-based intensive supervision project serving approximately sixty probationers. The project, which

<sup>3</sup>All severity ratings and classifications of offenses as violent or non-violent, and felony, misdemeanor, or technical violation are based on the Severity of Parolee Violation Behavior Scale (see MTR-6685).

takes the form of a work-study program, serves as an alternative to institutionalization for juveniles, aged fourteen to seventeen, who have records of two or more prior adjudications of delinquency. In addition, the project seeks juveniles who exhibit serious educational problems (drop-outs or under-achievers) and various forms of social and personal maladjustment. In short, the New Pride project represents a "last chance" for its clients, who represent some of Denver's major juvenile problems in the sense that the failures of these individuals have been identified as extending far past the legal sphere to the educational, social, and personal.

While at New Pride, the MITRE interviewers were able to collect data on fifty-three clients, representing almost the total New Pride population of sixty. The New Pride clients average between sixteen and seventeen years of age ( $\bar{X} = 16.55$ ) and are extremely mixed ethnically with large percentages of blacks (39.6%) and Mexican-Americans (45.3%). Consistent with the project's intent to select juveniles with a history of recidivism, the criminal offense history data indicate that these clients have committed over five offenses each ( $\bar{X} = 5.74$ ) with breaking and entering, burglary, and joyriding being the most typical offenses. The etiology of the complex of adjustment problems characterizing New Pride clients is at least suggested by the parent marital status data, which reveal an extremely low percentage (18.9%) of clients with parents who are married and living together. The parents of these clients have the highest divorce rate (37.7%) of any project; the largest percentage of the New Pride clients (47.2%) live with their mothers.

The New Pride project features four primary treatment components - employment, academic education, counseling, and cultural education - which are designed to serve the particular problems and needs of their clientele. The educational component reflects the underlying belief that there is an intimate, interactive relationship between school problems and juvenile delinquency. New Pride clients have completed almost ten years of schooling ( $\bar{X} = 9.79$ ), indicating that they are about one

year behind in grade level. However, extensive academic pre-testing, conducted as a regular part of the educational component, reveals that almost all clients are operating between the third and sixth grade levels in terms of basic academic skills. In addition to this academic deficit, perceptual diagnosis reveals a high percentage of New Pride clients suffering from some type of perceptual handicap, such as visual acuity problems, problems with visual focusing, and lack of auditory skills. The academic pre-testing and perceptual diagnosis are only the initial phases of the educational component which also includes individualized instruction, one-to-one tutoring in basic skills, and perceptual therapy.

The employment component of New Pride is designed to instill a sense of work ethic, reduce idle time, and develop realistic work attitudes and expectations for clients. Vocational education features interview and job application training, exposure to a variety of jobs via field trips, and vocational counseling. In addition, on-the-job training is provided by a number of local employers who are aided, counseled and visited frequently by New Pride's Job Placement Specialist. The employment and educational components are interrelated by the working assumption that basic verbal and writing skills are essential to successful job performance. While at New Pride, the MITRE interviewers had to conduct a large percentage of their interviews at job sites where clients were gainfully employed.

The counseling component of New Pride is based on the assumption that, because of unstable family backgrounds and frequent prior adjudications of delinquency and institutional commitments, many of the clients have had little opportunity for normal socialization. The counseling is both individual and family, focusing on problems related to drug usage and sexual behavior. The underlying hypothesis of the cultural component is that few of New Pride's clients have had exposure to the range and type of experiences available to more advantaged youth. Emphasis is placed on field trips, guest lectures, and a variety of other types of exposure to the cultural and environmental resources of

the Denver area. The broader goal of the counseling component and cultural education program is to effect positive changes in the negative self-concept characterizing many clients by increasing each client's awareness of self, others, and the dominant culture in general.

Perhaps the most innovative feature of New Pride is the volunteer program. This program, not originally a feature of the project, evolved as a result of the efforts of the volunteer coordinator, a woman of zeal and commitment who has used her connections with local business and political leaders to provide services and opportunities for New Pride clients. The dynamic nature of New Pride's volunteer program can be attributed to a number of factors, including the presence of a professionally-trained volunteer coordinator, the rigorous screening of volunteers, the acceptance of volunteers by staff, their functional integration into various treatment components based on the unique skills and talents they can offer, and each volunteer's commitment to New Pride. The volunteers, who are viewed as an integral part of New Pride's program, have accepted many of the same responsibilities and duties - including administrative, educational, and counseling - as the regular staff.

The New Pride staff consists of about thirteen individuals who share in the performance of the various administrative, counseling, and educational duties. MITRE personnel who have visited New Pride consistently characterize the New Pride staff and their project director as inventive and highly motivated. The staff is younger ( $\bar{X} = 27.25$ ) than that of most projects and is well-trained, with most of the staff (88.9%) holding professionally-related degrees and about half (44.9%) with Master's degrees. The offices and working atmosphere are described as extremely casual with a constant flow of clients seeking some form of help, someone to talk to, or just spending some free time. The doors are always open to the clients, who are free to interact with the whole staff (including the project director), rather than just one or two individuals.

In effect, New Pride serves as a "home" for many of its clients. The openness and trust of the staff are somewhat reflected by the fact that they had the lowest score ( $\bar{X} = 2.36$ ) of any project on the JDA Scale, indicating (in the terminology of the scale) an extremely supportive orientation toward juvenile delinquents. Perhaps more than any of the other descriptive statistics, it is the data on clients' attitudes toward their project as a whole and the project personnel that best indicates the extent of New Pride's success in creating a responsive and supportive atmosphere for dealing with their clients' needs. New Pride clients expressed more favorable attitudes toward their project ( $\bar{X} = 1.85$ ) and project personnel ( $\bar{X} = 1.81$ ) than clients in any of the other projects.

There is little doubt that New Pride represents a highly innovative community-based intensive supervision project, operating well outside the context of traditional probation practices. It has involved the community through its volunteer program and its employment and cultural education components; what is more, it has won the endorsement and support of the community through the strength of its commitment to its goals. The project is somewhat unusual, at least among Impact projects, in that it is founded on a wholistic view of the delinquent. Thus, its working assumptions concerning delinquency and its causes subsume a complex, but interrelated, set of hypotheses dealing with educational and perceptual problems, the lack of job skills and job opportunities, the lack of adequate opportunities for normal socialization, and the problem of a negative self-concept. In turn, its multi-component treatment program forgoes the sometimes simplistic approach suggested by the concept of intensive supervision (that is, we just need to spend more time supervising) in order to address itself to the specific needs and deficits characterizing their clients. More than anything else, it is the innovative flexibility and diversity of the project which seems to make it particularly well-suited to the complexity of the problem it addresses.

### 2.3 Providence Educational Center: St. Louis

The Providence Educational Center offers an alternative educational and resocialization experience for juveniles referred by the courts who have special problems and needs, especially in the area of school learning. Because of the belief that most young juveniles deviate into crime upon experiencing failure within traditional school systems, Providence Center's concept of rehabilitation has taken the form of a resocialization center within the child's community with education being the primary focus. The center, located in a high-crime neighborhood, primarily serves black, inner-city delinquent boys between the ages of twelve and sixteen.

While at Providence Center, the MITRE interviewers were able to collect data on almost the total Providence Center population. The clients at Providence Center, all black, are younger ( $\bar{X} = 13.76$ ) than clients in any of the other projects. Perhaps the most striking feature of these clients, however, is their extremely unstable family backgrounds. Providence Center has the lowest percentage (15.4%) of clients with parents married and living together, and the lowest percentage (11.0%) of clients living with both parents. About half (51.0%) of the clients live with their mother and about another third (32.0%) live in institutional settings. Providence Center reports that the average income for their clients' families is slightly under \$3,000; this is particularly low, considering that these clients average about six siblings (higher than any other project).

Given the youth of Providence Center clients, the criminal offense history data for this project quite naturally indicate a frequency and severity of criminal activity considerably below that of the other projects. These clients have the lowest severity rating ( $\bar{X} = 3.24$ ) and the second lowest percentage (8.8%) of violent crimes. They also have the highest percentage (30.6%) of offenses which can be classified as technical violations. Providence Center clients had committed the second

lowest average number ( $\bar{X} = 2.92$ ) of offenses, with typical offenses being truancy, burglary, and petty theft. Although such criminal behavior appears relatively innocuous compared to that of clients in other projects, these statistics take on a different meaning when one considers that Providence Center's typical client is under fourteen years of age. Given their age, the unstable nature of their family backgrounds, and their school failure, there is little doubt that the pattern of criminal activity already established is significant and likely to escalate in terms of frequency and severity without effective rehabilitation of some type.

Providence Center's treatment program is unusual in that it attempts to integrate educational, psychological, and social services by assigning a team consisting of a social worker, teacher, teaching assistant, and counselor to each client. Based on initial diagnoses, this team develops a coordinated program designed to improve the client's academic and social adjustment skills. This program is reviewed and adjusted each month of the client's one-year stay at the center. The program includes a basic educational skills program, various counseling and therapeutic techniques, and an aftercare component.

The basic educational skills program is designed to improve each client's academic skills so that he can pass an eighth-grade equivalency exam. Most of Providence Center's clients have not yet completed the seventh grade ( $\bar{X} = 6.53$ ), indicating that they are about two years behind in grade level. However, academic testing at Providence Center indicates that most clients perform at about the fourth grade level. The classrooms at Providence Center, with a student-teacher ratio of 13:1, are much more informal, unstructured, and non-pressurized than the traditional, public school classroom. Also, because of the homogeneous racial composition of the clients, instructional materials and techniques can be specifically geared to the cultural backgrounds of the students. In addition to training in basic skills, programs are also conducted in physical education, reading, woodworking, and arts and crafts.

Providence Center attempts to engage its clients in a therapeutic program which will strengthen the individual's self-concept, develop emotional maturity, and improve the individual's overall social adjustment. The program addresses itself to a number of problems, identified by project staff, which characterize Providence Center clients: specifically, their lack of social and emotional maturity and inadequate grasp of causation and consequences, their dependence, their low self-esteem, and their high need for attention and direction by adults, especially males. This immaturity, lack of social confidence and skills, and dependence was noted by the MITRE interviewers during their contact with the clients. Undoubtedly, these characteristics are attributable not only to the clients' ages, but also to their unstable, often fatherless, family backgrounds. The approaches utilized at the center to deal with these problems include one-to-one and family counseling, behavior modification techniques and reality therapy, and referral to appropriate psychological and social services.

The Aftercare Department of Providence Center, not originally a part of the program, came into being because of the observed need for services to help orient clients toward successful placement in schools and jobs. After a client "graduates" from the center, the aftercare worker becomes responsible for his supervision. Aftercare personnel work with the client and his parents, counseling and tutoring, providing auxiliary services, and serving as an advocate for their clients in their new academic or work setting. Thus, the Aftercare Department extends to two years the amount of time clients spend under professional, community-based supervision.

The staff at Providence Center is young ( $\bar{X} = 28.52$ ), highly motivated, and extremely tolerant of the behavioral problems of their clients. Providence Center explicitly seeks individuals who demonstrate the patience, tolerance, and maturity necessary to serve as effective, adult behavioral models for their clients. In fact, MITRE

personnel perceived the staff as fully committed to the performance of a supportive, "fatherly" role on behalf of their clients. Of all of the projects, Providence Center had the highest percentage (60.9%) of black personnel; again, this may reflect the center's sensitivity to the special nature and needs of their clients and their commitment to hiring a staff which can serve these needs. The project lists "relevant work and life experience in terms of factors such as street language, cultural adaptivity, and acceptance" as essential characteristics looked for in the hiring of staff. In addition to the above-mentioned characteristics, the staff of Providence Center is exceptionally well-trained, with most personnel (79.2%) holding professionally-related degrees; the teachers in the Educational Department all hold elementary and/or secondary education degrees, with the director and assistant director holding a Ph.D. and M.A. in education, respectively.

The working atmosphere at Providence Center is characterized by a high level of morale and enthusiasm and a consistently high level of activity. The project's location makes it easily accessible to its clients who spend a great deal of time there, working in classrooms, participating in the recreational program, or performing various tasks in and around the project building. Like New Pride, the relaxed and open atmosphere of the project allows clients to interact with all types of staff members, rather than a select few. In projects like New Pride and Providence Center, statistics on intensive supervision variables (like caseload size) are not particularly illuminating, considering the varied and complex supervision and treatment available to clients in these projects.

In summary, Providence Center has designed an educationally-oriented, resocialization program whose treatments, services, and personnel have been selected with the special needs of clients in mind. In terms of the project's location and clientele, its use of local resources and services, its systematic work with the families

of clients, and its aftercare program, Providence Center represents a model of the community-based rehabilitation project. The quality of the program in part reflects the fact that it was a private effort and, thus, has operated well outside the mainstream of traditional probation services in terms of the program and the personnel it employs. Like New Pride, Providence Center is based on a wholistic conception of the problems and needs of the project's clients, and has, therefore, integrated educational, psychological, and social services into an individualized program for each client.

#### 2.4 The California Community Delinquency Control Project: Stockton

The Stockton project is a community-based correctional project formed as an outgrowth of California's prototypical Community Treatment Project. The project's focus is the reduction of recidivism among Youth Authority wards<sup>4</sup> who have been released to the community after a period of institutional commitment. The California concept of community-based parole centers involves the placement of small treatment units in delinquent-prone areas of a given community in order to offer intensive supervision and services to wards and their families. In addition to maintaining effective aftercare treatment for clients in lieu of further institutionalization, the project attempts to alter the negative perceptions and attitudes of clients toward law enforcement and society in general; to develop open dialogue with their clients' families and the community in order to resolve problems and fully utilize local resources; and to integrate classification and treatment so that clinics, institutions, and parole centers can work together to develop an appropriate treatment continuum.

The Community Parole Center at Stockton serves about 180 wards; about twenty-five percent of these are juveniles and all of them can be classified as parolees. Stockton, whose clients average around

<sup>4</sup>A ward is the term for juveniles on probation, parole, or incarcerated in institutions while under the supervision of the California Youth Authority.

seventeen years of age ( $\bar{x} = 17.32$ ), had the second highest percentage (58.3%) of white clients. Perhaps the most unusual feature of this project's clientele is the lack of severe educational deficits which characterize clients in most of the other projects discussed. Stockton's wards (the best-educated clients in any of the projects) have completed almost eleven years of schooling ( $\bar{x} = 10.74$ ), indicating that they are only about one-half year behind in grade level. About forty percent of the sample have completed high school and some are even in college. This may partially explain the fact that these clients expressed the most positive attitude toward school ( $\bar{x} = 2.39$ ) of any clients. The MITRE interviewers noted that these clients were more open, articulate, and expressed more sophisticated perceptions than clients elsewhere. This was evident in their willingness and ability to talk about their particular problems, and in their knowledge of the law and the implications of future offenses.

The criminal offense history data indicate that Stockton clients had the second highest average offenses per person ( $\bar{x} = 9.90$ ); this average is about twice that of the other projects, excepting Los Angeles. At the same time, the data indicate that most of the crimes have not been of a serious nature. Over a quarter (25.8%) of their offenses were technical violations, and these clients had the lowest percentage of felonies (4.5%) and violent crimes (8.1%). Typical offenses were burglary, petty theft, truancy, and runaways. There are two factors which may have contributed to the high number of offenses committed by Stockton and Los Angeles clients and, therefore, deserve mention. First, the accounting system of the California criminal justice system is extremely efficient and, thus, the two California projects yielded what is probably the most complete criminal history data for clients of any project. The second factor concerns the vigilance of the California police with respect to juvenile offenders. While at both California projects, MITRE interviewers heard complaints by clients of over-intensive police surveillance and of police harassment

in petty matters. These clients explained that the police knew where they "hang out", were constantly watching them, and would pick them up for the slightest misbehavior. Although the project attempts to integrate its treatment activities with local institutions and clinics, it seems that more work is needed toward integrating project efforts with those of law enforcement officials if the project is to attain its goal of changing the negative attitude of clients toward law enforcement.

The Stockton project makes use of a number of treatment modalities and approaches including one-to-one and group counseling; I-level diagnosis and matching (discussed later in the text on pp. 31-32); caseloads of 25:1 which allow intensive contact with wards; increased community involvement; the use of transactional analysis as a therapeutic technique; and a continuity-of-treatment approach. These treatments are implemented within the context of a number of programs offered at the center. The school program is designed to help those wards who do have significant educational deficits and who are unable to benefit from traditional learning programs. With five teachers available, this educational component allows teachers to work in small classrooms so that each ward can receive individualized instruction along with help in the development of self-discipline and responsibility. The community activities program is designed to effectively involve the community in the project and, at the same time, to offer a variety of services to the youth of the community. In addition to these programs, there is an extensive recreation program and a cultural enrichment program.

Two of the more interesting features of Stockton's program are its continuity-of-treatment approach and Outward Bound, the intensive treatment and survival program. The continuity-of-treatment approach is designed to assist the relevant personnel in the management and planning of a consistent and integrated treatment program for the ward. Often, the work that an institutional staff puts into the treatment of a ward prior to release goes to waste because the parole agent may not

be aware of previous psychological and social diagnoses, treatment goals, and treatment methods. Thus, there is no continuity or follow-through when the ward reenters his community. At Stockton, parole agents attempt to involve themselves with their wards before their institutional confinement terminates, and also consult with the institutional staff concerning the ward's needs, problems, and goals set for him. In this way, meaningful plans can be made for the counseling, schooling, and/or employment of the ward prior to his release to the Stockton project.

Outward Bound is a treatment program being implemented at Stockton especially for older, more sophisticated wards who have proven resistant to more traditional methods of motivating change and rehabilitation. The goals of the program include increasing awareness of potential and self-worth, developing the capacity to function in groups and share social responsibility, and developing a sense of internal control of one's destiny. The program consists of two phases. The first phase consists of a twenty-six day survival program in a wilderness setting coupled with daily transactional analysis groups. During the first phase a survival group leader and his assistant train eight wards in a wide variety of survival techniques. As the program continues, responsibility for survival tasks, such as food planning and preparation, is increasingly turned over to the wards. During this time, there are daily transactional analysis groups which take advantage of spontaneous and intense peer group confrontations in order to help the wards confront their own destructive tendencies, fear of responsibility, and other negative attitudes and perceptions. This phase culminates with each ward being sent on a three-day solo trip in which he is totally dependent on his own resources for his survival. Following successful completion of this phase, the wards are placed in a group home for sixty days in order to readjust to the community prior to their release.

Both the nature of Stockton's clientele (it has already been noted that they tend to be older, better educated, and more sophisticated than clients elsewhere) and the nature of their program (which tends to have a psychological, self-confrontive orientation) demand a staff of highly motivated professionals with the experience and competence to conduct such a program. MITRE personnel perceived the supervising officers at the Stockton and Los Angeles projects as probably the most professional and competent staffs that they had encountered. The agents at Stockton are the oldest ( $\bar{X} = 35.27$ ) and most experienced ( $\bar{X} = 9.60$ ) of all the projects. Most of them (81.8%) have professionally-related degrees and are well-trained in the use of transactional analysis and the other techniques that they employ. The staff reflects a high degree of morale and teamwork, somewhat due to the fact that many of them have been together for years. More than anything else, however, MITRE personnel perceived these agents as possessing a highly professional orientation toward their work, reflected in their thorough knowledge of juvenile problems and successful techniques, and the efficiency with which they can muster appropriate treatments and services for their clients.

While one might expect an older staff with a heavy, professional orientation to have some difficulty establishing an atmosphere of openness, trust, and accessibility with its clients, the opposite appears to be true of Stockton. Clients are allowed constant access to the facilities at the center, and the rapport between officers and clients was perceived by MITRE personnel as being unparalleled among the projects visited. Stockton's clients expressed the second most positive attitude ( $\bar{X} = 2.06$ ) toward their project of any of the client samples. The Stockton project has been able to establish an informal, autonomous, and community-based nature despite being part of California's mammoth probation and parole system. At the same time, both the staff and the program they offer reflect an experience-based sophistication resulting from the years of innovation, research, and evaluation that underlie the California system.

2.5 The Los Angeles County Probation Aftercare Project: Los Angeles

The Camps Intensive Aftercare program, of which the Los Angeles County Aftercare project is a part, was developed in response to the need to provide continuity-of-treatment and intensive follow-up services to juveniles finishing the camp program. The primary goal, then, is to provide the supervision and services necessary to assure a smooth transition from camp to community, and the project thus assumes that it is during this transition that the client is most in need of intensive support and assistance. An even more fundamental assumption of the project, however, is that clients not only have the right and responsibility, but can and will manage their own lives when given the opportunity. Therefore, the role of the officer is to help the client and his family solve their problems by providing services and alternatives, always with the emphasis that decisions are the responsibility of the client and his family.

After a boy returns to his community, the officer works closely with the client and his family to implement the established treatment plan. One of the unique features of Los Angeles Aftercare is the use of the Workload Determined by Plan (WDP) system by the officers. The WDP is a system of caseload management which enables the officer to focus his energy on specific casework goals, while at the same time allocating his time in the most efficient manner. The purpose of case planning within the WDP is to determine both the means and estimated time needed to meet stated casework objectives. The objectives, which arise out of identified needs and problems, specify changes in the probationer's behavior, environmental setting, and intrapersonal structure and process which are believed necessary to accomplish successful rehabilitation. The case plan for each probationer is the result of a series of steps performed by the probation officer; these steps include a statement of case problems and needs, assessment of the likelihood of change, a statement of specific objectives, a statement of the treatment plan, a statement of time planning, and approval of the

plan by the senior probation officer. The WDP represents a complex management system that indicates a structured, professional approach to the treatment of probationers, and is characterized by a degree of systematization and accountability not found in the other projects.

The application of the WDP does not imply that the officer must necessarily employ any specific treatment modality. Rather, the officers maintain a flexible approach, adjusting techniques as the case progress warrants. Among the treatment modalities employed and services provided are individual and group counseling; I-level diagnosis and matching; the use of case aids, volunteers, and tutors from the community; remedial education; family-oriented therapy, and transactional analysis and reality therapy as group counseling techniques; a variety of placement services; and, the ability to let contracts for needed psychiatric, psychological, and medical services. The focus of the treatment is the home and community from which the client's problems usually stem. Another vital component of the aftercare program is the continuity it provides for its clients. The officer begins his relationship with the client before he leaves camp and also meets with the client's family. At the same time, he familiarizes himself with the circumstances that sent the boy to camp and the boy's conduct in camp, and makes plans with the camp staff for the boy's release. It must again be noted that the philosophy which underlies the officer's behavior and the treatment he offers his client is that the client is responsible and accountable for his own conduct.

While at the Los Angeles project, the MITRE interviewers were able to collect data on about half of the total project population. The probationers at Los Angeles Aftercare, who are all juveniles, average around sixteen ( $\bar{X} = 16.10$ ) years of age. This project had the highest percentage (68.9%) of white clients and the lowest percentage (9.8%) of black clients of any project. The family background data for this project suggest that these clients come from stabler, more

affluent families than do other clients. The Los Angeles project had the highest percentage of clients living with both parents (31.1%) and of clients whose parents are married and living together (41.0%). These families had the lowest ( $\bar{X} = 3.22$ ) number of siblings, and their fathers had the lowest (11.4%) unemployment rate of any project.

Clients in the Los Angeles Aftercare project have completed almost ten ( $\bar{X} = 9.82$ ) years of schooling, indicating an educational deficit of less than one-half year in terms of grade levels. These data correspond with the perceptions of the MITRE interviewers, who saw these clients as extremely articulate and knowledgeable.

The interviewers found the clients quite willing to talk about themselves and their offenses, and the clients seemed well aware of the consequences of future offenses. Their extroversion, self-awareness, and lack of defensiveness is in marked contrast to clients in all of the other projects except for Stockton. Of all the projects, these clients had committed the most previous offenses ( $\bar{X} = 11.26$ ). However, the vast majority of these offenses were misdemeanors (62.0%); there was, however, a small percentage (9.3%) of violent crimes. One clue to the different types of backgrounds of clients in Los Angeles (and Stockton) is the large number of drug-related arrests, especially for growing marijuana. Other typical offenses were burglary and theft.

MITRE personnel perceived the staff at the Los Angeles Aftercare project as probably the best trained and most professional of all the projects. There is little doubt that successful implementation of a program which uses a complex planning system like the WDP, involving behavioral and psychological diagnoses as well as knowledge of a wide variety of therapeutic and counseling techniques, demands experienced and highly trained personnel. The officers at the Los Angeles Aftercare project have many years of experience ( $\bar{X} = 8.38$ ) in probation work, and they are well trained in terms of the percentage with

professionally-related degrees (80.0%) and with Master's degrees (80.0%). Additionally, the staff displays the kind of commitment to their profession and to the project's success that would seem essential to the successful rehabilitation of clients.

Caseload sizes of about 25:1 allow the officers sufficient contact with their clients so that a trusting and open relationship can be developed and problems can be shared. The project is located in the community where the probationers live to assure accessibility. This accessibility combined with the atmosphere of trust created by the officers has resulted in an environment of close, family-style camaraderie at the project.

Beyond the skills and competence of the Los Angeles Aftercare project staff, what is most admirable and interesting about the project is the way in which the program is geared to the problems and needs of clients. It is obvious that these clients are not characterized by the overwhelming educational, economic, and family-related disadvantages that are most salient in many of the other projects. Because of this, the program is especially oriented toward the development of social and personal responsibility, and decision-making ability in their clients. Like Stockton, the project uses transactional analysis and other psychologically-oriented therapies and techniques which have a self-confrontive nature. In this way, the project explicitly rejects the more sheltering, supportive roles that supervisory personnel displayed in other projects. Like Stockton, what most completely characterizes the Los Angeles Aftercare project is a remarkable depth of officer experience and knowledge in the service of a professional commitment to use these assets to bring about the successful reintegration of clients within their communities.

## 2.6 Intensive Differentiated Supervision of Parolees and Probationers

### Project (IDS): Baltimore

The Baltimore IDS project attempts to reduce the rate of Impact and other offenses committed by young adult offenders, eighteen to twenty-five years of age, through the use of a team approach to intensive supervision which includes the pairing of agents in a "buddy" system in which each agent supervises twenty clients. The project reflects the belief that previous caseload ratios in Baltimore projects of 100:1 did not allow the intensive personal intervention or the adequate use of existing agencies and community resources to bring about successful reintegration of the client in his community. In addition to reductions in crime rates, the project attempts to establish a pattern of work or school stability in its clients, and attempts to identify, treat, and reduce the number of clients engaged in drug or alcohol abuse.

The "buddy" system is designed to allow a pair of agents the opportunity to work closely together in the field so that each officer can achieve greater knowledge of the other's caseload. In this way, they can assist each other in the formulation of better treatment procedures and in the development of community resources; they can assure continuance of the treatment process in the other's absence; and, they can generally engender a feeling of cooperation and teamwork. Each agent is also part of a treatment team consisting of a supervisor and five probation/parole agents. Each member of the team maintains a special interest in a particular treatment modality or activity related to project goals, such as alcoholism, addiction, employment, or community resources. These specialties are used for making referrals, counseling, and developing treatment plans for individual cases. It is believed that the smaller caseloads, in consort with the "buddy" system and the team approach, will lead to better decision-making and supervision by allowing the agent time to develop plans for his clients and a chance to benefit from the cooperation and expertise of specialized agents.

While the Baltimore IDS project offers nothing innovative to its clients in the way of treatment modalities, its intention is to develop close cooperation with various treatment agencies in the community so that maximum use can be made of local resources. Agents receive in-service training and guest lectures related to local resources, and also travel to local agencies and facilities in order to assure their familiarity with the staff of these agencies and the services provided. It is hoped that the agent will be able to involve himself with the treatment agency to the extent that he can participate with the agency staff in discussions of his client's case and in the planning of the treatment process. This intensive involvement with community agencies on a client-by-client basis has not been possible in the past because of the large caseloads supervised by officers. Agents also attempt to establish an early rapport and working relationship with their client by visiting him at his institution prior to his release to the IDS project. By visiting the client and his family prior to his project entry, it is also possible to assess his needs and problems and devise appropriate treatment plans.

The clients of the IDS project are young adults between eighteen and twenty-five years of age who have committed at least one Impact offense. These clients, who are mostly parolees (81.8%) and mostly black (81.8%), are the oldest clients ( $\bar{X} = 21.49$ ) of all the projects. Most have not yet completed ten years of schooling, indicating a substantial educational deficit of about two and one-half years in grade level. Only two of the twenty-two clients in the sample have completed high school.

The criminal offense history data indicate that most of the IDS project clients have a history of serious criminal offenses. These clients have committed the second highest percentage of felonies (17.1%) and violent crimes (35.2%); the severity rating of their offenses ( $\bar{X} = 4.70$ ) was the highest of all projects. The average client

has committed almost five offenses ( $\bar{X} = 4.77$ ), with robbery and assault being typical offenses. While over one-third (36.4%) of the sample interviewed indicated that they were employed full-time, this percent is misleading since it was mostly the unemployed who were available for interviewing. This may also account for the somewhat negative attitudes expressed by the clients to the MITRE interviewers. Many of the clients were hostile toward the project and its officers because they had not been able to help them gain employment.

The staff of the Baltimore IDS contains a substantial number of young, inexperienced probation/parole agents. This is reflected in the fact that the officers there were the second youngest ( $\bar{X} = 26.89$ ) and had the second least experience ( $\bar{X} = 2.73$ ) of all projects. Additionally, the staff has the lowest percentage (42.1%) of officers with professionally-related degrees; none had Master's degrees. These officers also expressed the most authoritarian attitudes ( $\bar{X} = 3.37$ ) toward juvenile delinquency as measured by the JDA Scale.

It would seem that even a young, inexperienced staff could implement a successful, community-based project, if provided flexible and innovative leadership capable of setting an example in terms of motivation and commitment, and capable of providing guidance and expertise. In consideration of the context within which the project and its leadership operate, it is important to realize that the corrections system in Maryland is rooted in traditional and more authoritarian ways of approaching parole and probation services. Within this system the juvenile courts have often tended to either institutionalize juvenile offenders or waive jurisdiction and transfer the juvenile for prosecution as an adult. Because of this reliance on waiver and institutionalization, the development of community-based and intensive supervision programs as viable alternatives appears to have lagged behind. Partly as a reflection of this system and its orientation, the IDS project

and its leadership does not seem as effective in creating the atmosphere of trust, commitment, and motivation which prevails in some of the other projects.

Although this project offers none of the innovative programs and treatments found in other projects studied, the reduction of caseload sizes from 100:1 to 20:1 still offers the opportunity for effective intensive supervision. However, if the mere reduction in caseload sizes is to prove a successful treatment approach, it would seem that this intensive supervision would have to be characterized by a level of motivation and professional competence necessary to employ existing services, programs, and agencies to the fullest advantage of one's clients.

#### 2.7 Community Treatment (Intensive Probation) Project: Baltimore

The Baltimore Community Treatment Project (CTP) is a community-based, intensive supervision project designed to serve as an alternative to institutionalization. The Baltimore Juvenile Court had been showing increasing reliance on institutionalization as a method of treating juvenile offenders despite the fact that it has proven to be an extremely costly and ineffective method of rehabilitation. The CTP conducts an intensive probation program for Baltimore juveniles between fourteen and eighteen years of age who have committed Impact offenses. In order to increase caseloads to full capacity, the criminal offense criterion was later expanded to include purse snatching. The project originally chose to replicate the California Youth Authority's Community Treatment Project, an established model of a successful and innovative intensive supervision project.

The Community Treatment Project in California utilizes I-level classification theory as a means of classifying offenders for the purpose of treatment planning, goal setting, and program organization. I-level theory is based upon a sequence of personality integrations

which characterize normal child development. According to the theory, there are seven successive stages of interpersonal maturity, each describing a particular way of perceiving one's self and world in terms of motivations and emotions. After an intensive I-level diagnosis has been conducted to ascertain the client's level, he is matched to a probation officer ("treater") whose sensitivity, talents, and interests are compatible with the client's I-level. The matching of officers to specific I-levels is based on the California experience which found that when an officer's and client's style are compatible, then treatment plans can be implemented in a more efficient and effective manner.

Unfortunately, because of state personnel regulations and problems with the experience and training of the officers, the matched officer feature of the project had to be somewhat modified in Baltimore. Thus, this project cannot be considered a true or rigorous replication of the California model. The project is making use of the initial training and consultation provided by experts from the California project; it is using I-level diagnosis and implements matching to officers to the extent possible. In addition, the program does offer a variety of differential treatment techniques, such as individual and family counseling, recreational activities, group home placement, and the use of the Port of Baltimore Sea School as a career component.

The juvenile probationers of the CTP are the second youngest clients of all projects, averaging slightly over sixteen years ( $\bar{X} = 16.29$ ) of age. A large percentage of the clients (72.4%), who are mostly black (75.9%), live at home with their mothers. Most of the clients have not even completed nine years of schooling ( $\bar{X} = 8.22$ ), indicating that they have fallen about three years behind in terms of grade level. About one-half of the clients presently attend Baltimore City Public Schools. It would seem, given the educational deficit of these clients, that special educational programs (similar to those conducted by

New Pride) would be a necessary alternative to continued failure in the public school system. It is interesting to note that these clients expressed the most negative attitude ( $\bar{X} = 3.50$ ) toward school of clients in any project.

Despite their relatively young age and the fact that they have committed the fewest average number of offenses ( $\bar{X} = 2.41$ ) of all projects, CTP clients have exhibited a history of serious criminal offenses. These clients have committed the highest percentage (35.4%) of violent crimes of clients in all projects. Additionally, they have the third highest percentage (13.8%) of felonies and a severity rating ( $\bar{X} = 4.63$ ) for their offenses far above the average ( $\bar{X} = 4.04$ ) for offenses in all projects. Typical offenses for these clients were assault, breaking and entering, and robbery. When one considers their age, the low number of offenses that they have committed, and the relatively short duration of their criminal history, the seriousness of their past offenses may represent the most grave indicator of future criminality found in the criminal history data for any of the seven projects.

The probation officers of the CTP supervise clients in caseloads of ten to fifteen. These officers are the youngest ( $\bar{X} = 25.56$ ) and least experienced ( $\bar{X} = 1.82$ ) of supervisory staffs in any of the projects. They scored the second highest ( $\bar{X} = 3.26$ ) on the JDA Scale, indicating a somewhat more authoritarian attitude toward juvenile delinquency than staff in the other projects. MITRE personnel perceived the atmosphere of the CTP offices as being less warm and open than some of the other project offices. During the MITRE visit, there was less staff activity than was noted at other projects. In apparent accord with this perception, clients at the Baltimore CTP expressed more negative attitudes toward their officers ( $\bar{X} = 2.36$ ) and their project ( $\bar{X} = 2.91$ ) than clients in any other project. However, it is essential to note that the project was just beginning at the time of the visit by the MITRE

interviewers. Officers may not yet have had adequate time or contact with clients to establish open and trusting relationships. Also, the seriousness of the clients' offenses may not only have affected the officers' initial attitudes, perceptions, and behavior toward clients, but also clients' perceptions of officers' attitudes.

Within the context of a replication of the California model, the Baltimore CTP was potentially one of the most exciting and important intensive supervision projects visited. However, due perhaps to the numerous bureaucratic constraints imposed on the project, the CTP now seems best characterized as a fairly traditional program featuring reduced caseloads and delivery of typical services and referrals. Perhaps one lesson to be learned from this project is that a unique correctional model like California's CTP - which was developed and has thrived within a system distinguished by its highly professional and sophisticated approach to correctional services, research, and innovation - is not easily transplanted to less fertile grounds. Unfortunately, the age of Baltimore CTP clients, the extent of their educational problems, and the serious nature of their criminal behavior all indicate that they are in serious need of the kind of unique and successful treatment approaches which characterize the California CTP.

### 3.0 A SUMMARY AND CLASSIFICATION OF THE SEVEN PROJECTS

Any attempt to classify or group these seven projects can result in overgeneralization and will inevitably obscure some of the unique features associated with the individual projects. At the same time, there are several reasons for providing a simple classification of projects based on similarities in treatment approach and modalities, staff, and clients. First of all, it provides a manageable abstraction of the more in-depth profiles already presented. Secondly, the recognition of a few general styles or approaches, as manifested in these projects, may prove useful in terms of the final assumptions research. It may be possible to relate these styles in a broad, inferential fashion to quantitative indices of project success, such as reductions in the frequency or severity of criminal offenses.

New Pride and Providence Center represent small, community-based intensive supervision projects with innovative and flexible approaches to the provision of programs and services. They are most clearly distinguished by their wholistic conception of their clients' needs as reflected in the constellation of unique programs that they offer to their clients. At the same time, both projects perceive an integral relationship between educational failure and juvenile delinquency; thus, they have devoted much of their time and resources to educational programs which offer individualized and culturally-relevant instruction to their clients. The clients in these projects are young, frequently non-white and tend to be inadequately socialized or immature, at least partly because of their unstable and/or fatherless family backgrounds, economic disadvantages, and educational failures.

Both of these projects operate as far as possible from the mainstream of traditional probation and parole services. Their young staffs, mostly teachers and counselors, manifest an extremely supportive attitude toward the clients, and have created an atmosphere of openness, trust, and accessibility at the projects. Thus, these

projects have become surrogate homes for their clients, who spend much of their time on the premises, interacting with all levels and types of project personnel. Both projects are characterized by dynamic leadership that has contributed significantly to the atmosphere of high morale and motivation found at these projects. In turn, the responsiveness of the staff and their programs are reflected in the extremely positive attitudes that their clients express toward them and their projects as a whole.

The two California projects, the Stockton Community Parole Center and the Los Angeles Aftercare project, are representative of a highly professional approach to probation and parole services which characterizes the correctional system in California as a whole. This professionalism is clearly seen in California's continuing investment in corrections research and evaluation which has aimed at explicating the complex of interactions, involving client and worker characteristics and treatments, which are related to effective rehabilitation. What distinguishes these projects is a knowledge-based sophistication in their case management and the treatment modalities that they offer, as well as their staffs of highly competent probation and parole officers. The expertise of these officers is reflected in their professional backgrounds and training, the level of their commitment to correctional work, and the sophisticated treatment modalities and programs that they offer.

The clients in these projects come more often from stable, white, middle-class backgrounds than other clients, and do not exhibit the economic or educational deficits that describe clients elsewhere. These clients were perceived as extremely extroverted, aware, and articulate. Partly because of the characteristics of their clientele, these projects rely heavily on psychologically-oriented approaches and techniques that are designed to confront the client and lead him to more personal and social responsibility. There is no doubt that the use of I-level diagnosis and matching, transactional analysis,

individual and group therapy, and programs like Outward Bound demand highly-trained personnel with the skill and sensitivity necessary to deal with intensive and confrontive situations. Additionally, because of their community-based nature and the skills of their officers, both projects have been able to establish the atmosphere of accessibility and trust necessary to insure the expression of problems and needs by their clients.

Finally, the Newark project and Baltimore IDS and CTP represent the implementation of intensive supervision in the strictest sense of the concept. That is, basically, these projects feature reduced caseloads and, within this context, attempt to provide more frequent contact with and counseling of clients in addition to delivery of typical services and referrals. All three projects fit well into the mold of traditional probation and parole services and approaches. Yet, when one considers that previous caseloads were 100:1 to 150:1, the reduction of caseloads to 40:1 or less can represent a major innovation in approach in and of itself. This, of course, is contingent on the extent to which the projects and their officers can take full advantage of the reduced caseloads to improve their programs and services.

The officers in all three projects were seen as more traditionally-oriented and authoritarian in their approach to supervision than supervisory personnel elsewhere. These officers also did not have the experience or professional training found in officers in the California projects. The offices of these projects did not have the high level of activity, "sense of family," or atmosphere of openness and accessibility found elsewhere. The clients in the Newark and two Baltimore projects are mostly black and poorly educated, and expressed a great many negative attitudes toward their projects and officers, partially as a reflection of their concern for (and failure in) finding employment. These clients also exhibited a seriousness of criminal activity in terms of violent crimes and felonies not found in the other projects.

Thus, in Baltimore and Newark, the most serious offenders are linked to those projects most conventional and traditional in their programs and services.

#### 4.0 CURRENT CITY-GENERATED EVALUATION FINDINGS

On the basis of interim evaluation reports and progress reports, it is possible to provide indications of the achievements of some of the projects in terms of their stated goals and objectives. Because of the extremely short time period on which some of these results are based and the fact that many of these reports are internally generated, the assessment of these results at this time is necessarily limited. Additionally, it must be noted that the samples of clients on which these results are based are not necessarily the same clients on whom MITRE has collected data. Only when more complete city-generated evaluations are available and MITRE has finished its assumptions research on these projects will the relative achievements of the projects be evident and more complete and valid evaluations possible.

##### 4.1 Sources of Evaluation Findings

Because the nature and quality of various documents reporting project achievements varies from city to city, it is necessary to briefly describe these documents. Any assessment of these results should be considered within the context represented by these sources.

Essex County. The Crime Analysis Team (CAT) has submitted one interim evaluation report dated October, 1973 for the Newark project. However, since this is the project's operational date, this report contains no findings.

New Pride. An interim evaluation report covering the first nine months of operation and a final report for the first year of operation (July 1973 - July 1974) have been submitted by New Pride. The interim evaluation, produced by the Denver CAT, contains very few results. It is important to note that the final report, which is the source of most results presented below, is a product of the project itself and not an external evaluation.

Providence Center. One interim evaluation report by the CAT has been received, covering the period from September, 1972 to December, 1973. It should be pointed out that the clients on whom this report is based are not the same as those described in the project profiles.

Los Angeles Aftercare and Stockton. Because these are non-Impact projects, no evaluation reports are available. An assessment of the achievements of these projects is not possible until the completion of the assumptions research.

Baltimore IDS. The State Planning Agency (SPA) has submitted one progress report for this project covering the period from July, 1973 to August, 1974.

Baltimore CTP. One progress report, covering the period from March, 1974 to September, 1974, has been submitted by the SPA.

#### 4.2 Evaluation Findings and Project Achievements

New Pride. The results and achievements reported by New Pride for the first year of operation reflect the project's multifaceted approach to the treatment of clients. Thus, their report includes project achievements in a variety of areas (including academic and vocational education, employment, cultural education, community involvement, and attitudinal change) thought to be significantly related to delinquency and its prevention.

Based on data supplied by the Denver Anti-Crime Council (DACC), the project report indicates that 51.7% of New Pride's clients (31/60) were rearrested in the first year. These arrests represent fifty offenses (eighteen Impact offenses), five of which resulted in convictions. Project effectiveness in reducing criminal activity was assessed by comparisons of rearrest rates for New Pride clients and DACC baseline groups. This comparative analysis indicated that New Pride clients had rearrest rates 22.5% to 50.6% lower than DACC baseline groups with equivalent numbers of prior offenses.

In terms of academic achievement, the project reports substantial gains for clients in basic academic skills such as reading, spelling, and mathematics. After one year in the educational program, about fifty percent of the clients showed performance gains of two grade levels and fifteen percent showed gains of one grade level. Only five percent of the clients showed no gains. Additionally, all clients received extensive visual and auditory diagnoses revealing a high percentage suffering from some perceptual liability. Many clients needed and were fitted with glasses, while others received professional remediation for deficiencies in visual and auditory abilities. All New Pride clients also participated in sixty days of vocational education classes. New Pride contacted 110 potential employers; of these employers, seventy-five have provided on-the-job training and employment for clients. Part of the project's success with local employers is due to New Pride's role as an active member of the Mayor's Youth Employment Task Force, an organization of community leaders attempting to alleviate the resistance juveniles encounter in finding employment.

One of New Pride's most significant achievements has undoubtedly been in the area of community involvement. This involvement has been reflected by the quality and quantity of community participation in the volunteer program. This program has attracted over 100 individuals with a wide variety of talents and expertise; these volunteers have been active in all phases of the project from management to teaching. Additionally, New Pride has been supported and officially endorsed by a variety of influential community agencies and was chosen "Agency of the Year" by the Colorado Juvenile Council. The cultural education program, which exposed clients to a wide variety of cultural activities and resources available in Denver, benefited from substantial donations of play and concert tickets by members of the community. The degree of community involvement in New Pride was facilitated by the large amount of local newspaper, radio, and television coverage the project received.

It should be noted that the New Pride staff feels that its major accomplishment has been attitude changes manifested in client behavior. The daily case notes maintained on client progress reveal clients gaining in self-esteem and respect as a result of their experience at New Pride. The staff feels that, in addition to reductions in the frequency of rearrests, the program has allowed many clients their first chance to succeed academically and vocationally and their first exposure to the cultural and natural resources of Denver.

Providence Center. The interim evaluation report for Providence Center, covering fifteen months of project operation, indicates substantial achievements in the areas of criminal activity, attendance and academic progress, and client-related contacts. Evaluative analyses of criminal activity are based on comparisons of referral rates before project entry with rates during and after their stay at Providence Center. Of 118 clients, forty-one (34.7%) had referrals during this period with over one-half of these referrals taking place during the client's first two months in the project. The vast majority of the clients (76.0%) had lower monthly referral rates during their stay at Providence Center than for comparable periods prior to project entry. Statistical analyses revealed a substantial correlation between absences during a client's first month in the project and his referral rate during his project stay. The sixty-eight clients who left Providence Center during this period had seventeen referrals in the six months after project release as compared with their thirty-four referrals for the six months prior to project entry.

Evaluation of the project's academic achievements has been hampered by a variety of problems. A number of times, the project has changed the basic achievement tests it employs to gauge academic gains. Additionally, although the project's goal is to raise each student's performance to high school entrance levels, this goal cannot be used as a criterion since many clients are so far below high

school entrance level that it would be unrealistic to expect gains of that magnitude in a one-year program. Of the thirty-one clients for whom pre-test and post-test data are available, 80.6% show average monthly gains of .1 grade level or better (.1 is considered "normal" academic progress) in mathematics and 60.6% show similar gains in reading. The attendance rate at Providence Center was 83.6%, with 48.7% of the clients showing an attendance rate of over 90%. Both the academic gains and attendance rates for Providence Center seem to be impressive when one considers that over one-third of these clients were not previously enrolled in school and that most of those who were had truancy problems.

One of Providence Center's goals is to maintain close contact with each client's family and with the juvenile court or any other agency responsible for him. Records of contact activity maintained by the staff indicate a yearly average of 8.2 family contacts, 4.4 juvenile court contacts, and 2.6 agency contacts for each client. In over one-half of the cases (60.6%) there was monthly contact with the client's family. Of the sixty-eight clients terminated during this eighteen-month period, eighteen (26.4%) were considered unsuccessful terminations (poor attendance, juvenile court referral, or returned to an institution). The majority of clients (55.9%) were successfully terminated because of graduation or placement in another school program.

The Aftercare Department of Providence Center assumed responsibility for forty-five of the sixty-eight youths terminated. Of these, 82.2% were placed in a full-time school setting and 11.1% were placed in the Student Work Assistance program. The remaining 6.7% were placed in a job or children's home. One-half of these clients had a second or third placement while on aftercare; most of these placements were moves to different schools. Both the aftercare staff and regular project staff have commented on the paucity of school placement possibilities. They feel that without additional alternatives, many of

their clients will encounter major difficulties in attempting to complete their educations after Providence Center. Thus, there remains the critical problem of maintaining the gains made at Providence Center when the clients enter the less supportive and responsive environment of the public schools, where academic failure is more likely and the label of delinquency tends to set him apart from most other students.

Baltimore IDS. The progress report for Baltimore IDS contains limited findings regarding program results and achievements. The report, which covers a thirteen-month period, indicates that, of the ninety clients who have terminated, fourteen left in an unsatisfactory status (that is, were returned to institutions). Of the total client intake of 460, 138 (30.0%) were rearrested. About forty percent of these arrests were for Impact offenses and about thirty percent of these arrests resulted in convictions. The only other results reported indicate that the project has maintained an employment rate of 76.1%, which is very close to the project goal of 80.0% employment. Although the project has a control group, the major problem in the evaluation of these results was the lack of any rearrest data for the control group clients at the time of this report.

Baltimore CTP. The progress report for Baltimore CTP covers the first six months of project operation and, thus, is somewhat limited in the results it reports. In this period, seven of seventy-four clients (9.5%) were rearrested. Client contact data indicate that officers were making a weekly average of one contact per client. Contact with relatives of the client averaged about two per month. Of the seventy-four clients who entered the project in the first six months, fifty-three (71.7%) have been enrolled in some type of educational program. Ten clients were enrolled in and have completed the Port of Baltimore Sea School, which offers training for occupations in the maritime industries. None of these clients have yet received a job related to this training. Employment has been found for seventeen of

the seventy-four clients. Additionally, a residential facility was made available for those youth who needed facilities outside their homes. At the time of the report, five clients had been referred, but none of the five is residing at the facility.

## 5.0 LIMITATIONS AND USES OF PROJECT PROFILES AND DATA

The project profiles represent the integration of information from three sources - MITRE data collection at the projects; descriptive material from project documents; and, project accounts by MITRE personnel as a result of project visits and contact with project personnel. The adequacy of these profiles as representative descriptions rests upon the reliability and validity of the information obtained via these sources. Part of this section is devoted to a discussion of the limitations of this information in terms of its reliability and validity. The elaboration of these limitations is essential to a proper consideration of the project profiles and the data presented in the tables in the Appendices.

### 5.1 Reliability of Data for Client and Project-Descriptive Variables

The first and most important question concerning the reliability of the data gathered at the projects relates to sampling error, or, the extent to which the sample values (means, standard deviations, and percentages) are the same as the population values. This source of error could be a relatively serious problem in the two Baltimore projects and the Stockton project, where the sample sizes are small. Sampling problems are further compounded when the criterion of random selection cannot be met. Unfortunately, client selection was often determined by availability, which varied with clients' occupational and school status and the cooperativeness of project personnel. In some cases, attempts were made to overcome this selection bias by interviewing at night or at job sites. However, in at least one project - Baltimore IDS-this problem was not overcome, resulting in a sample comprised largely of the unemployed. The reliability problems created by small sample sizes and inadequate selection procedures are totally absent in the Providence Center and New Pride data since data were collected on the total population.

The other error source affecting the reliability of these data relates to errors of measurement, or the consistency of these data if remeasured by different individuals, at different points in time, or by different but equivalent techniques. By and large, the data on client variables appear highly reliable in this respect since much of the data obtained in interviews were found consistent with the data available in client files. The exceptions to this were the data for two of the intensive supervision variables: meetings per month, and minutes per meeting. Because of the nature of the Providence Center and New Pride projects, it was extremely difficult to get reliable data on these variables. In both projects, their programs are administered at the project site; thus, clients are continually interacting, formally and informally, with a wide variety of staff. Additionally, in all projects there were problems encountered in attempting to get consistent and valid estimates of these variables from the staff for each of the clients under their supervision.

There would appear to be no problem with data obtained on the two published attitude questionnaires - the JDA and ATPO Scales - since both of these scales report adequate test-retest or split-half reliabilities. However, there are reliability problems associated with the data reported for client attitudes toward school, home, employment, officer, and project. These attitudes were assessed by rating client responses to a series of questions related to each topic. There was no inter-rater reliability data gathered, thus leaving unanswered the question of whether or not the different interviewers would rate the same response in a similar manner. Additionally, the conditions under which these attitudes were assessed varied a great deal from project to project, and the sample sizes are generally small for these variables.

### 5.2 Validity of Scales and Attitude Ratings

The question of the validity of a test or a scale concerns itself with what a test or scale purports to measure and how well it accomplishes

its objective. This question is only applicable to the attitude ratings, the JDA and ATPO Scales, and the Severity of Parolee Violation Behavior Scale, which was used to assess the legal status and seriousness of criminal offenses. The validity of the attitude ratings is easily questioned when one considers the variety of social pressures that may have influenced client responses to the interviewer's questions. This seems especially true where clients were asked to express attitudes toward their supervising officer and their project.

While the JDA and ATPO Scales both have face validity, neither scale presents any evidence of predictive validity. Additionally, the nature and wording of certain items is such that they would appear to be highly susceptible to social desirability response sets. The Severity of Parolee Violation Behavior Scale also has questionable validity since it is essentially an assessment of the seriousness of criminal offenses based on the pooled judgment of three individuals. The question of the relative seriousness of criminal offenses is a complex question involving a number of issues, and often including moral judgments. The scale's classification of offenses according to their legal status is also questionable because of the variation in these classifications from state to state. On the whole, however, the scale does provide a reasonable, if crude, index of the status and seriousness of criminal offenses.

### 5.3 Uses of Project Profiles and Descriptive Data

There are also inherent limitations involved in the use of project documents and/or MITRE accounts of projects. Project documents usually contain descriptions of the project, its programs, treatments, and staff, in their ideal or optimal operating states; there is usually some gap between the project as ideally conceived and the project as implemented. Likewise, MITRE accounts of projects based on visits and interaction with project personnel represent MITRE perceptions and judgments based on a necessarily small and selective experience of the

total project. However, the integration of these information sources in the project profiles involved the use of each source as a constraint and check on the validity of each of the others. For instance, the use of project documents was necessarily constrained by MITRE accounts of the projects; it was sometimes the case that a program or treatment approach described in a document simply was never actually implemented.

The profiles, then, represent a characterization of the projects based on the integration of qualitative and quantitative information. It is hoped that these profiles will not only provide reliable descriptions of the projects, but will also provide a context within which the results of the assumptions research can be considered. This would involve a qualitative assessment of project achievements in relation to the nature of project goals, treatments, programs, personnel, and clients. This is necessarily a broad, inferential process that must also consider, at the most global level, project style and the nature of the total experience that they offer their clients.

The more explicit, statistical uses of the client and project data presented in the Appendices are outlined in the Corrections Assumptions Research Methodology (MTR-6685). It should be mentioned that the sampling problems discussed earlier do not affect the proposed multiple regression and discriminant analyses, since these analyses are not project-specific.

Both the profiles and the statistical tables reveal rather large differences between projects on a number of key client variables. These differences, largely the result of differences in client selection procedures among the projects, results in a non-comparability of projects that will limit definitive statements concerning the relative success of projects. For this reason, the more general qualitative

assessments of project success previously mentioned are necessary. At the same time that the project differences on client variables constrain project comparisons, this variability allows a more powerful analysis of the predictive relationships between specific client variables - like age, race, education, family background, or the frequency and severity of prior offenses - and successful rehabilitation.

APPENDIX I

CLIENT VARIABLES

1. AGE AT PROJECT ENTRY, PROJECTED AGE AT PROJECT EXIT,  
AND PROJECTED LENGTH OF STAY IN PROJECT FOR CLIENTS

PROJECT	ENTRY AGE			EXIT AGE			LENGTH OF STAY		
	N	$\bar{X}$	S.D.	N	$\bar{X}$	S.D.	N	$\bar{X}$	S.D.
Essex County	90	20.26	7.52	85	22.08	7.98	89	1.63	.90
New Pride	48	16.55	2.04	48	17.55	2.04	52	1.00	0.00
Providence Center	95	13.73	1.13	26	14.77	1.16	29	.78	.44
Stockton	22	17.32	2.56	17	22.17	1.59	18	5.23	1.49
L.A. Aftercare	54	16.10	1.23	1	17.92	0.00	1	1.17	0.00
Baltimore IDS	17	21.49	2.34	18	24.01	3.59	20	2.80	2.49
Baltimore CTP	28	16.29	.92	0	0.00	0.00	0	0.00	0.00
TOTAL	354	16.93	4.78	195	20.16	6.25	209	1.78	1.60

APPENDIX I (Continued)

CLIENT VARIABLES

2. NUMBER OF CLIENTS IN ANALYSIS, PERCENTAGE OF TOTAL ANALYSIS,  
AND APPROXIMATE PERCENTAGE OF TOTAL PROJECT REPRESENTED

PROJECT	N USED IN ANALYSIS	% OF ANALYSIS REPRESENTED	% OF PROJECT REPRESENTED <sup>1</sup>
Essex County	105	26.4%	25%
New Pride	53	13.3%	100%
Providence Center	104	26.1%	100%
Stockton	24	6.0%	15%
L.A. Aftercare	61	15.4%	50%
Baltimore IDS	22	5.5%	5%
Baltimore CTP	29	7.3%	50%
TOTAL	398	100.0%	30%

<sup>1</sup>Because project populations are continually fluctuating, these percentages are approximate.

APPENDIX I (Continued)

CLIENT VARIABLES

3. LEGAL STATUS OF CLIENTS

PROJECT	ADULTS		JUVENILES		PROBATIONERS		PAROLEES	
	N	%	N	%	N	%	N	%
Essex County	42	40.8%	61	59.2%	105	100.0%	0	0.0%
New Pride	0	0.0%	53	100.0%	53	100.0%	0	0.0%
Providence Center	0	0.0%	104	100.0%	93	100.0%	0	0.0%
Stockton	18	75.0%	6	25.0%	1	4.2%	23	95.8%
L.A. Aftercare	0	0.0%	61	100.0%	61	100.0%	0	0.0%
Baltimore IDS	22	100.0%	0	0.0%	4	18.2%	18	81.8%
Baltimore CTP	0	0.0%	29	100.0%	29	100.0%	0	0.0%
TOTAL	82	20.7%	314	79.3%	346	89.4%	41	10.6%

APPENDIX I (Continued)

CLIENT VARIABLES

4. ETHNIC BACKGROUND OF CLIENTS

PROJECT	BLACK		WHITE		MEXICAN-AMERICAN		OTHER	
	N	%	N	%	N	%	N	%
Essex County	80	76.2%	16	15.2%	0	0.0%	9	8.6%
New Pride	21	39.6%	7	13.2%	24	45.3%	1	1.9%
Providence Center	104	100.0%	0	0.0%	0	0.0%	0	0.0%
Stockton	6	25.0%	14	58.3%	3	12.5%	1	4.2%
L.A. Aftercare	6	9.8%	42	68.9%	12	19.7%	1	1.6%
Baltimore IDS	18	81.8%	4	18.2%	0	0.0%	0	0.0%
Baltimore CTP	22	75.9%	7	24.1%	0	0.0%	0	0.0%
TOTAL	257	64.6%	90	22.6%	39	9.8%	12	3.0%

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APPENDIX I (Continued)

CLIENT VARIABLES

5. HIGHEST GRADE LEVEL COMPLETED BY CLIENTS

PROJECT	N	$\bar{X}$	S.D.
Essex County	99	8.78	2.88
New Pride	53	9.79	1.06
Providence Center	83	6.53	1.44
Stockton	73	10.74	1.48
L.A. Aftercare	61	9.82	1.38
Baltimore IDS	22	9.32	1.64
Baltimore CTP	27	8.22	1.25
TOTAL	368	8.70	2.09

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APPENDIX I (Continued)

CLIENT VARIABLES

6. MARITAL STATUS OF CLIENTS

	SINGLE		MARRIED		OTHER	
	N	%	N	%	N	%
Essex County	85	81.0%	11	10.5%	9	8.5%
New Pride	52	98.1%	1	1.9%	0	0.0%
Providence Center	103	100.0%	0	0.0%	0	0.0%
Stockton	20	83.3%	3	12.5%	1	4.2%
L.A. Aftercare	60	98.4%	1	1.6%	0	0.0%
Baltimore IDS	16	72.7%	6	27.3%	0	0.0%
Baltimore CTP	29	100.0%	0	0.0%	0	0.0%
TOTAL	365	91.9%	22	5.6%	10	2.5%

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APPENDIX I (Continued)

CLIENT VARIABLES

7. OCCUPATIONAL STATUS AND NUMBER OF PREVIOUS JOBS HELD BY CLIENTS

PROJECT	FULL-TIME		PART-TIME		UNEMPLOYED OR IN SCHOOL		PREVIOUS JOBS HELD	
	N	%	N	%	N	%	$\bar{X}$	S.D.
Essex County	28	26.9%	16	15.4%	59	56.7%	1.78	.83
New Pride	8	15.1%	20	37.7%	25	47.2%	1.43	1.07
Providence Center	3	2.9%	28	26.9%	73	70.2%	.10	.36
Stockton	4	18.2%	6	27.3%	12	54.5%	.58	1.06
L.A. Aftercare	8	18.6%	10	23.3%	25	58.1%	.32	.65
Baltimore IDS	8	36.4%	1	4.5%	13	59.1%	.64	1.00
Baltimore CTP	7	25.0%	7	25.0%	14	50.0%	.24	.58
TOTAL	66	17.6%	89	23.7%	221	58.7%	.66	.97

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APPENDIX I (Continued)

CLIENT VARIABLES

8. LIVING ARRANGEMENTS OF CLIENTS BEFORE PROJECT ENTRY

PROJECT	WITH BOTH PARENTS		WITH MOTHER		WITH FATHER		WITH RELATIVES		WITH SPOUSE		WITH FRIENDS		FOSTER HOME		INSTITUTION		OTHER	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Essex County	28	26.7%	43	41.0%	2	1.9%	12	11.4%	9	8.6%	6	5.7%	0	0.0%	0	0.0%	5	4.8%
New Pride	14	26.4%	25	47.2%	0	0.0%	5	9.4%	0	0.0%	2	3.8%	0	0.0%	4	7.8%	3	5.7%
Providence Center	13	12.5%	53	51.0%	1	1.0%	1	1.0%	0	0.0%	0	0.0%	3	2.9%	33	31.7%	0	0.0%
Stockton	7	29.2%	3	12.5%	1	4.2%	1	4.2%	0	0.0%	0	0.0%	6	25.0%	3	12.5%	3	12.5%
L.A. Aftercare	19	31.1%	18	29.5%	4	6.6%	2	3.3%	1	1.6%	0	0.0%	9	14.8%	8	13.1%	0	0.0%
Baltimore IDS	6	27.3%	3	13.6%	1	4.5%	6	27.3%	5	22.7%	1	4.5%	0	0.0%	0	0.0%	0	0.0%
Baltimore CTP	6	20.7%	21	72.4%	1	3.4%	1	3.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL (398)	93	23.4%	166	41.7%	10	2.5%	28	7.0%	15	3.8%	9	2.3%	18	4.5%	48	12.1%	11	2.8%

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APPENDIX I (Concluded)

CLIENT VARIABLES

9. CLIENTS' ATTITUDES<sup>1</sup> TOWARD SCHOOL, JOB, FAMILY, PROJECT, OFFICER, AND SCORES ON ATTITUDE TOWARD PROBATION OFFICER (ATPO) SCALE

PROJECT	SCHOOL			JOB			PROJECT			FAMILY			OFFICER			ATPO		
	N	$\bar{X}$	S.D.	N	$\bar{X}$	S.D.	N	$\bar{X}$	S.D.	N	$\bar{X}$	S.D.	N	$\bar{X}$	S.D.	N	$\bar{X}$	S.D.
Essex County	75	2.75	1.15	72	2.56	0.91	79	2.72	0.99	78	2.56	0.91	79	2.05	0.93	33	2.47	0.71
New Pride	36	2.42	0.94	36	2.64	1.05	34	1.85	0.74	36	2.64	1.05	36	1.81	0.86	26	2.28	0.40
Providence Center	41	2.41	1.09	40	2.80	0.98	40	2.15	0.89	41	2.80	0.98	41	2.10	0.86	30	2.74	0.59
Stockton	18	2.39	1.42	18	2.94	1.06	18	2.06	1.06	18	2.94	1.06	18	1.94	1.06	12	2.64	0.65
L.A. Aftercare	41	2.93	1.29	41	3.02	1.15	41	2.71	0.96	41	3.02	1.15	41	2.10	1.11	35	2.60	0.65
Baltimore IDS	21	2.90	1.22	21	3.10	0.94	20	2.70	0.98	21	3.10	0.94	21	1.90	0.67	8	2.57	0.42
Baltimore CTP	12	3.50	1.38	12	2.75	0.97	11	2.91	0.83	12	2.75	0.97	11	2.36	0.76	12	2.30	0.38
TOTAL	244	2.70	1.20	240	2.69	1.12	243	2.46	0.99	247	2.77	1.01	247	2.02	0.92	156	2.53	0.60

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<sup>1</sup>All Attitudes are scored 1-5 with 1 = Very Favorable and 5 = Very Unfavorable

APPENDIX II

CLIENTS' FAMILY VARIABLES

1. MARITAL STATUS OF CLIENTS' PARENTS

PROJECT	MARRIED AND LIVING TOGETHER		SEPARATED		MOTHER DECEASED		FATHER DECEASED		BOTH PARENTS DECEASED		LEGALLY DIVORCED		FATHER DESERTED MOTHER		MOTHER DESERTED FATHER		COMMON LAW MARRIAGE	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Essex County	34	36.6%	25	26.9%	4	4.3%	12	12.9%	5	5.4%	5	5.4%	7	7.5%	1	1.1%	0	0.0%
New Pride	10	18.9%	9	17.0%	3	5.7%	7	13.2%	0	0.0%	20	37.7%	4	7.5%	0	0.0%	0	0.0%
Providence Center	16	15.4%	51	49.0%	2	1.9%	13	12.5%	1	1.0%	14	13.5%	6	5.8%	0	0.0%	1	1.0%
Stockton	9	37.5%	5	20.8%	3	12.5%	1	4.2%	0	0.0%	3	12.5%	2	8.3%	0	0.0%	1	4.2%
L.A. Aftercare	25	41.0%	5	8.2%	2	3.3%	5	8.2%	2	3.3%	22	36.1%	0	0.0%	0	0.0%	0	0.0%
Baltimore IDS	8	40.0%	9	45.0%	0	0.0%	1	5.0%	0	0.0%	2	10.0%	0	0.0%	0	0.0%	0	0.0%
Baltimore CIP	6	20.7%	11	37.9%	2	6.9%	5	17.2%	0	0.0%	4	13.8%	1	3.4%	0	0.0%	0	0.0%
TOTAL (384)	108	28.1%	115	29.9%	16	4.2%	44	11.4%	8	2.1%	70	18.2%	20	5.2%	1	0.3%	2	0.5%

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APPENDIX II (Continued)

CLIENTS' FAMILY VARIABLES

2. AGES OF MOTHER AND FATHER AND NUMBER OF SIBLINGS OF CLIENTS

PROJECT	MOTHER'S AGE			FATHER'S AGE			NUMBER OF SIBLINGS		
	N	$\bar{X}$	S.D.	N	$\bar{X}$	S.D.	N	$\bar{X}$	S.D.
Essex County	74	45.16	9.09	57	46.44	9.42	99	4.52	2.73
New Pride	45	42.44	6.55	35	46.20	7.46	53	4.70	2.11
Providence Center	88	39.08	6.31	60	42.83	8.04	98	6.00	2.97
Stockton	18	41.33	5.93	19	46.26	6.51	24	4.08	2.60
L.A. Aftercare	52	41.69	6.31	51	45.02	7.62	59	3.22	2.94
Baltimore IDS	12	43.67	6.81	11	48.00	9.69	20	4.00	2.87
Baltimore CIP	25	41.20	7.37	15	46.00	7.63	29	4.45	2.76
TOTAL	314	41.90	7.45	248	45.27	8.22	382	4.62	2.84

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APPENDIX II (Continued)

CLIENTS' FAMILY VARIABLES

3. OCCUPATIONAL STATUS OF CLIENTS' FATHERS

PROJECT	FULL-TIME		PART-TIME		UNEMPLOYED	
	N	%	N	%	N	%
Essex County	37	88.1%	0	0.0%	5	11.9%
New Pride	26	83.9%	0	0.0%	5	16.1%
Providence Center	24	61.5%	2	5.1%	13	33.3%
Stockton	7	46.7%	3	20.0%	5	33.3%
L.A. Aftercare	38	86.4%	1	2.3%	5	11.4%
Baltimore IDS	9	60.0%	2	13.3%	4	26.7%
Baltimore CTP	10	66.7%	0	0.0%	5	33.3%
TOTAL	151	75.1%	8	4.0%	42	20.9%

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APPENDIX II (Continued)

CLIENTS' FAMILY VARIABLES

4. OCCUPATIONAL STATUS OF CLIENTS' MOTHERS

PROJECT	FULL-TIME		PART-TIME		UNEMPLOYED <sup>1</sup>	
	N	%	N	%	N	%
Essex County	22	26.2%	5	6.0%	57	67.9%
New Pride	15	31.3%	2	4.2%	31	64.6%
Providence Center	40	40.8%	9	9.2%	49	50.0%
Stockton	5	29.4%	3	17.6%	9	52.9%
L.A. Aftercare	17	33.3%	1	2.0%	33	64.7%
Baltimore IDS	6	31.6%	0	0.0%	13	68.4%
Baltimore CTP	7	26.9%	0	0.0%	19	73.1%
TOTAL	112	32.7%	20	5.8%	211	61.5%

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<sup>1</sup>This category also includes housewives.

APPENDIX II (Continued)

CLIENTS' FAMILY VARIABLES

5. OCCUPATIONS OF CLIENTS' FATHERS

PROJECT	PROFESSIONAL/ MANAGERIAL		SALESMAN	CLERICAL WORKER		CRAFTSMAN/ FOREMAN		TRUCK/BUS DRIVER		EQUIPMENT OPERATOR		LABORER		SERVICE LABORER		PRIVATE HOUSEHOLD WORKER		
	N	%		N	%	N	%	N	%	N	%	N	%	N	%	N	%	
Essex County	2	5.4%	2	5.4%	0	0.0%	1	2.7%	1	2.7%	1	2.7%	19	51.4%	11	29.7%	0	0.0%
New Pride	1	3.6%	0	0.0%	1	3.6%	0	0.0%	2	7.1%	0	0.0%	20	71.4%	3	10.7%	1	3.6%
Providence Center	0	0.0%	3	9.7%	0	0.0%	2	6.5%	0	0.0%	3	9.7%	19	61.3%	3	9.7%	1	3.2%
Stockton	0	0.0%	1	6.3%	0	0.0%	0	0.0%	0	0.0%	3	18.8%	6	37.5%	6	37.5%	0	0.0%
L.A. Aftercare	5	11.9%	3	7.1%	3	7.1%	3	7.1%	5	11.9%	4	9.5%	17	40.5%	2	4.8%	0	0.0%
Baltimore IDS	0	0.0%	0	0.0%	0	0.0%	2	15.4%	1	7.7%	0	0.0%	8	61.5%	2	15.4%	0	0.0%
Baltimore CTP	1	8.3%	0	0.0%	0	0.0%	3	25.0%	2	16.7%	0	0.0%	5	41.7%	1	8.3%	0	0.0%
TOTAL (179)	9	5.0%	9	5.0%	4	2.2%	11	6.2%	11	6.2%	11	6.2%	94	52.5%	28	15.6%	2	1.1%

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APPENDIX II (Concluded)

CLIENTS' FAMILY VARIABLES

6. OCCUPATIONS OF CLIENTS' MOTHERS

PROJECT	PROFESSIONAL/ MANAGERIAL		SALESPERSON	CLERICAL WORKER		CRAFTSMAN/ FOREMAN		EQUIPMENT OPERATOR		LABORER		SERVICE WORKER		PRIVATE HOUSEHOLD WORKER		
	N	%		N	%	N	%	N	%	N	%	N	%	N	%	
Essex County	0	0.0%	5	16.7%	2	6.7%	0	0.0%	0	0.0%	2	6.7%	18	60.0%	3	10.0%
New Pride	0	0.0%	0	0.0%	2	11.8%	0	0.0%	0	0.0%	3	17.7%	10	58.8%	2	11.8%
Providence Center	2	3.5%	3	5.2%	2	3.5%	0	0.0%	2	3.5%	5	8.6%	40	69.0%	4	6.9%
Stockton	0	0.0%	0	0.0%	1	10.0%	0	0.0%	0	0.0%	2	20.0%	5	50.0%	2	20.0%
L.A. Aftercare	1	5.0%	1	5.0%	6	30.0%	1	5.0%	1	5.0%	2	10.0%	7	35.0%	1	5.0%
Baltimore IDS	0	0.0%	0	0.0%	1	12.5%	0	0.0%	0	0.0%	0	0.0%	4	50.0%	3	37.5%
Baltimore CTP	2	28.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	14.3%	4	57.1%	0	0.0%
TOTAL (150)	5	3.3%	9	6.0%	14	9.3%	1	0.7%	3	2.0%	15	10.0%	88	58.7%	15	10.0%

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APPENDIX III

PRIOR CRIMINAL OFFENSE VARIABLES

1. PRIOR CRIMINAL OFFENSE DATA

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PROJECT	N	OFFENSES/PERSON <sup>1</sup>		OFFENSES/YEAR		SEVERITY <sup>2</sup>		DURATION OF CRIMINAL HISTORY <sup>3</sup>	
		$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.	$\bar{X}$	S.D.
Essex County	75	4.11	5.36	1.11	4.19	4.67	2.24	3.70	5.82
New Pride	57	5.74	2.64	2.20	1.62	3.91	0.97	2.61	1.52
Providence Center	66	2.92	2.46	1.72	2.63	3.24	3.54	1.70	1.38
Stockton	20	9.90	6.19	2.23	2.76	3.32	1.64	4.44	2.75
L.A. Aftercare	61	11.26	5.74	2.49	1.52	4.09	1.05	4.52	2.56
Baltimore IDS	22	4.77	4.77	1.21	3.26	4.70	2.83	3.93	3.16
Baltimore CTP	27	2.41	1.89	1.63	4.67	4.63	1.61	1.47	2.00
TOTAL	328	5.74	5.37	2.50	3.06	4.04	2.33	2.30	4.11

<sup>1</sup>Offenses are based on arrest data.

<sup>2</sup>The severity of offenses were determined by using the Severity of Parolee Violation Behavior Scale (higher scores indicate more severe violations).

<sup>3</sup>Duration was measured from date of first offense to project entry date.

APPENDIX III (Concluded)

PRIOR CRIMINAL OFFENSE VARIABLES

2. NATURE OF PRIOR CRIMINAL OFFENSES

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PROJECT	TOTAL OFFENSES	FELONY		OPTIONAL - FELONY OR MISDEMEANOR		MISDEMEANOR		TECHNICAL		VIOLENT		NON-VIOLENT	
	N	N	%	N	%	N	%	N	%	N	%	N	%
Essex County	308	59	19.2%	119	38.6%	119	38.6%	11	3.6%	71	23.1%	237	76.9%
New Pride	327	21	6.4%	159	48.6%	134	41.0%	13	4.0%	34	10.4%	293	89.6%
Providence Center	193	13	6.7%	57	29.5%	64	33.2%	59	30.6%	17	8.8%	176	91.2%
Stockton	198	9	4.5%	57	28.8%	81	41.0%	51	25.8%	16	8.1%	182	91.9%
L.A. Aftercare	687	60	8.7%	156	22.7%	426	62.0%	45	6.6%	64	9.3%	623	90.7%
Baltimore IDS	105	18	17.1%	34	32.4%	49	46.7%	4	3.8%	37	35.2%	68	64.8%
Baltimore CTP	65	9	13.8%	35	53.8%	18	27.7%	3	4.6%	23	35.4%	42	64.6%
TOTAL	1883	189	10.0%	617	32.8%	891	47.3%	186	9.9%	262	13.9%	1621	86.1%

APPENDIX IV

PROJECT VARIABLES

1. TREATMENT MODALITIES<sup>1</sup> EMPLOYED WITH CLIENTS

PROJECT	INDIVIDUAL COUNSELING		GROUP COUNSELING		DRUG REHABILITATION		ALCOHOL DETOXIFICATION		VOLUNTEER COMPONENT		TEAM APPROACH	
	N	%	N	%	N	%	N	%	N	%	N	%
Essex County	103	98.1%	6	5.7%	10	9.6%	3	3.7%	13	12.4%	98	95.1%
New Pride	51	100.0%	16	32.0%	1	2.0%	0	0.0%	50	98.0%	4	7.8%
Providence Center	104	100.0%	100	96.2%	0	0.0%	0	0.0%	22	21.2%	100	97.1%
Stockton	24	100.0%	6	25.0%	4	16.7%	1	4.2%	5	20.8%	1	4.3%
L.A. Aftercare	61	100.0%	52	85.2%	3	4.9%	0	0.0%	9	14.8%	1	1.6%
Baltimore IDS	22	100.0%	2	9.1%	6	27.3%	3	13.6%	1	4.5%	12	54.5%
Baltimore CTP	29	100.0%	1	3.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL	394	99.5%	183	46.3%	24	6.1%	7	1.9%	100	25.3%	216	55.1%

<sup>1</sup>Data represent the number and percentage of clients who have received each treatment.

APPENDIX IV (Continued)

PROJECT VARIABLES

2. THREE MEASURES OF INTENSIVE SUPERVISION

PROJECT <sup>1</sup>	CASELOAD RATIO			MEETINGS/MONTH			MINUTES/MEETING		
	N	$\bar{X}$	S.D.	N	$\bar{X}$	S.D.	N	$\bar{X}$	S.D.
Essex County	98	37.89	10.96	103	4.14	1.92	103	18.09	10.22
New Pride	53	14.96	1.69	25	3.88	2.17	19	33.95	38.43
Providence Center	103	24.35	4.16	104	3.96	0.59	104	21.88	9.04
Stockton	23	21.65	9.45	9	6.33	5.92	8	31.88	16.02
L.A. Aftercare	61	25.70	4.28	61	8.92	2.60	61	16.97	24.79
Baltimore IDS	22	23.50	12.50	22	4.23	2.58	22	18.64	3.16
TOTAL	360	26.66	10.71	324	5.03	2.85	317	24.73	14.52

<sup>1</sup>Because of special problems with the reliability of these data for Baltimore CTP, it has been excluded.

APPENDIX IV (Concluded)

PROJECT VARIABLES

3. CHARACTERISTICS OF PROJECT PERSONNEL

PROJECT	PROFESSIONAL STATUS OF PERSONNEL	ETHNIC BACKGROUND			AGE		EXPERIENCE <sup>1</sup>		CASELOAD <sup>2</sup> SIZE		JDA SCALE <sup>3</sup>		PERSONNEL WITH RELATED DEGREES <sup>1</sup>	PERSONNEL WITH MASTER'S <sup>1</sup> DEGREES		
		BLACK	WHITE	OTHER	N	$\bar{X}$	N	$\bar{X}$	N	$\bar{X}$	N	%	N	%		
Essex County	21 - Probation Off. 2 - Supervisors 9 - Volunteers	5 (15.6%)	27 (84.4%)	0 (0.0%)	31	31.58	23	4.48	19	40.68	30	3.19	10	43.5%	4	17.4%
New Pride	7 - Counselors 1 - Ed. Coordinator 1 - Job Specialist 3 - Volunteers	2 (16.7%)	7 (58.3%)	3 (25.0%)	12	27.25	9	3.67	7	14.42	12	2.36	8	88.9%	4	44.9%
Providence Center	15 - Teachers 8 - Counselors 1 - Principal	14 (60.9%)	8 (34.8%)	1 (4.3%)	21	28.52	23	3.27	7	22.00	22	2.59	19	79.2%	5	20.8%
Stockton	4 - Case Aids 7 - Parole Agents	2 (18.2%)	8 (72.7%)	1 (8.1%)	11	35.27	7	9.60	7	21.43	11	3.25	9	81.8%	2	28.6%
L.A. Aftercare	3 - Case Aids 5 - Probation Off. 6 - Volunteers	1 (7.1%)	13 (92.9%)	0 (0.0%)	14	32.43	5	8.38	4	29.25	14	2.55	4	80.0%	4	80.0%
Baltimore IDS	15 - Probation Off. 4 - Supervisors	1 (5.6%)	17 (94.4%)	0 (0.0%)	19	26.89	19	2.73	15	18.00	19	3.37	8	42.1%	0	0.0%
Baltimore CIP	7 - Probation Off.	1 (14.3%)	6 (85.7%)	0 (0.0%)	7	25.56	7	1.82	7	9.29	7	3.26	4	57.1%	0	0.0%

<sup>1</sup>Does not include volunteers and case aids.

<sup>2</sup>Computed only for officers and counselors.

<sup>3</sup>Higher scores indicate more authoritarian attitudes toward juvenile delinquency.

**END**