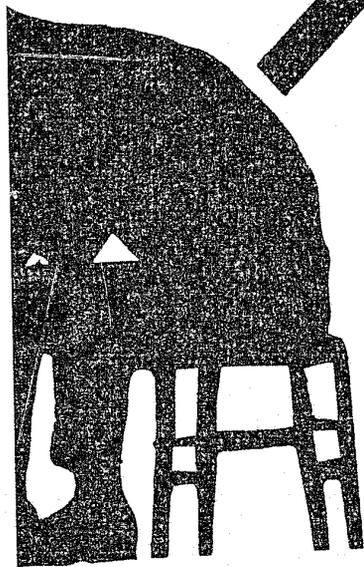
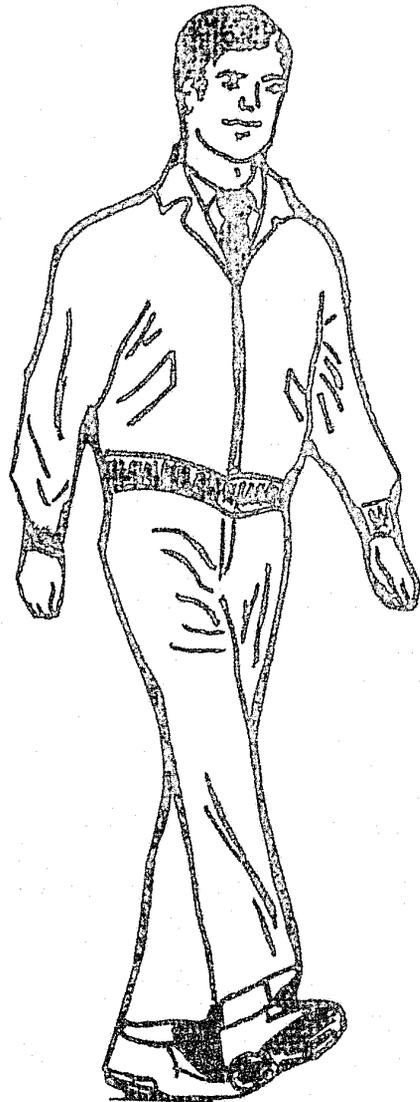


STRUCTURED TREATMENT PROGRAM

FLORIDA
PAROLE AND PROBATION
COMMISSION



25886

AN INNOVATIVE PERSPECTIVE TO REDUCE PRISON COMMITMENTS

STRUCTURED

TREATMENT

PROGRAMING

in

Parole and

Probation

FLORIDA PAROLE AND PROBATION COMMISSION

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INTRODUCTION

Parole and probation district offices in Florida and other states experience daily frustrations with large caseloads, overwhelming increases and referrals, and lack of an available and effective service delivery system which can provide for the immediate and long-range needs of the offender.

These same people and probation systems also experience anxiety, apprehension, and uncertainty due to funding shortages, lack of support by the general public, and failure of society to share responsibilities of offender rehabilitation.

Present day parole and probation supervision, primarily consisting of surveillance and crisis intervention, falls far short in providing a service delivery system which encompasses the necessary guidance, direction, and concentrated treatment programming needed to decriminalize, resocialize, and rehabilitate the offender. Traditional parole and probation supervision of this type cannot and will not get the job effectively done. Ineffective supervision:

- *DOES NOT stimulate behavior modification or change in the offender;*
- *DOES NOT protect society;*
- *DOES NOT provide job satisfaction to the professional; and,*
- *DOES NOT spend the taxpayers' dollar wisely.*

Progressive and effective rehabilitation provides society with protection against criminal activity; it decriminalizes and resocializes the offender; it provides the professional with satisfaction in his work routine; and spends the taxpayers' money wisely. Proper supervision and treatment provide the means for eliminating the criminal's opportunity to commit more offenses by observing and regulating his or her movements and activities. By programming the offender in the community and engaging local community resources to help in the resocialization process and, at the same time, providing the necessary orientation and influences to function legitimately in the community, the Parole and Probation Officer incorporates the regulatory devices for the offender's eventual rehabilitation and successful reintegration into society.

Likewise neither does the prison system provide a functional means of rehabilitation. It is a costly atypical setting wherein the offender associates, willingly or not, with hardened criminals, incurs the stigmatic label of ex-con, and experiences many other undesirable and unnatural conditions.

To mitigate these unfavorable conditions, effective supervision and treatment of the offender must become a reality soon. Otherwise the Criminal Justice System, already overburdened, overworked, understaffed and underpaid, may very well just collapse.

In an effort to overcome these undesirable conditions the Florida Parole and Probation Commission has been conducting pilot programs in structuring a program of treatment much as the Architects blueprint for guidance in constructing or reconstructing a building. Structured Treatment Programming (STP) incorporates diagnostic capabilities to assess the offender's needs and.....with his or her input included; it inventories the available community resources; establishes a structured and identifiable plan to meet these needs; provides a means for proper continuity when staff changes occur; and systematizes evaluation methodologically to see that the program is carried forth.

The community Structured Treatment Programming (STP) presented in the following pages is designed to ameliorate the many inadequacies and deficiencies of the present Criminal Justice System. Careful attention and much consideration should be given to it. The readers are urged to make their ideas for improving the program known to the appropriate persons. Together, we can help ourselves and the offenders, who are trapped in a vicious cycle of crime and its consequences, to make our society a better place in which to live.

WHAT IS STRUCTURED TREATMENT PROGRAMMING?

STRUCTURED TREATMENT PROGRAMMING is a simplified and streamlined method of improving direct services to parolees and probationers with a minimum investment of time by the Parole and Probation Officer. STP documents and records the services provided to the individual parolee or probationer during his term of supervision.

STP helps assure participation by the parolee or probationer in a variety of self-improvement programs which enhances his or her chances of success.

STP pinpoints responsibility and accountability with the parolee and probationer to improve his or her life skills during the term of supervision.

STP provides a means of gauging a clients program through the simple use of the STP Plan and Work Sheet.

STP assists in maintaining continuity of programming by recording the parole or probation plan and the segments of the plan as they are completed.

Structured Treatment Programming provides the identification of a meaningful and productive job role for the one-to-one volunteer.....help the offender get through the STP Program.

The Structured Treatment Program has been developed to strengthen the case management concept which incorporates maximum utilization of all appropriate resources in a unified effort to favorably impact upon changing the offender to a law-abiding productive member of the community.

All Parole and Probation Officers are encouraged to utilize the STP Program, including the use of the Plan and Work Sheet, to develop a more professional, efficient, and productive means of rehabilitation.

William C. Kyle, Jr.
Director of Field Services

Leonard E. Flynn
Director of Community Services

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COMMUNITY-BASED PROGRAMMING

Community-based programming for offenders must be a valuable tool for use by parole and probation officials and other relevant law-enforcement personnel.

In recent years judges have been seeking more humane and effective means of treating the individuals who come before them in the courtroom, and searching for ways of breaking the crime cycle and its associated high rate of recidivism. They have discovered probation, and parole to a lesser extent, to be an effective means of treatment for a majority of the offenders and consequently are using it more and more. Community supervision is hence beginning to be the best procedure for providing the necessary regulatory apparatus to judges and Parole and Probation Officers as well as the atmosphere requisite for the total rehabilitation of the offenders. Community-based supervision allows for and encourages the utilization of community resources to help provide meaningful treatment programs to offenders.

The trend of community-based treatment is presently being expanded to include those offenders who are not amenable to probation, requiring more stringent security. For them, correctional settings are being developed right within the community to become an integral part of it. This allows for easier access to the offenders by relevant persons, better utilization of community resources, growth and maintenance of community contacts, in addition to other advantages.

During the last few years the federal and state governments have expended hundreds of thousands of dollars in the development of a wide variety of offender treatment modalities in the community. A progressive parole and probation system can maximize the utilization of these programs to bring about a service delivery system that will fulfill the immediate and long-range needs of the people under its jurisdiction. A regular dialogue between parole and probation and other organizations needs to be established to prevent a break-down in the delivery of services to offenders. Gaps in local services must be filled with new programs while poor

services must be supplemented with other community methodology so as to enhance overall program effectiveness. Good parole and probation practices can amalgamate community resources, including educational and vocational facilities, citizen volunteers, governmental and private agencies, and other self-improving programs, into a cohesive and united force capable of effecting desired behavior modification in the offenders that is consistent with their living law-abiding and productive lives.

A community-oriented approach to the constructive and planned treatment of offenders offers many benefits to various people and groups. It is economical, provides more humane treatment, is conducive to innovation and change, offers the public opportunities of service and involvement, and provides for a better understanding of the parole and probation process. More specifically, a community treatment modality approach:

Involves representatives of the business sector and entrepreneurs in providing employment for the offenders;

Includes governmental agencies, such as Vocational Rehabilitation, Employment Service, Mental Health, Family Services, and Florida Bureau of Alcoholism, in the treatment process;

Involves private agencies and programs, such as Goodwill Industries, Drug Treatment Centers, Halfway Houses, Alcoholic Anonymous, in the rehabilitation process;

Involves governmental agencies, such as MDTA (Manpower Development Training Act), on-the-job training programs, NAB (National Alliance of Businessmen), in the vocational, recreational, and social development of the offenders;

Encourages citizen volunteers to work on a one-to-one basis or as specialists with the offenders;

Allows knowledgeable citizens and profes-

sionals to give of their time and efforts in assisting the offenders in such areas as psychology, psychiatry, literacy training, tutoring, and law;

Encourages various churches to strengthen the religious beliefs and build the character of the offenders;

Allows suitable, interested, and concerned relatives, friends, and acquaintances to aid and support the offenders in their re-rehabilitative efforts;

Promotes the utilization of local educational and vocational facilities by offenders for their procurement of the general equival-

ency diploma, college credits, and trade skills;

Provides for individual and group counseling, parental and child care, driver training, and budgeting finance programs;

Instructs the offender in better grooming, motivation, and dress techniques;

Provides for the offender's development in the forms of hobbies, arts, and crafts; and incorporates a host of other resources in the treatment process which impact upon the offender to induce proper behavior change which is consistent with living a law-abiding and productive life.

FRAMEWORK OF ORGANIZATIONS

A. WELFARE GROUPS

Division of Family Services
Other Welfare or Humane Associations
Charitable Organizations
Boards of Social Agencies

B. HEALTH GROUPS

County Health Departments
Safety Councils
General Community Health Groups

C. COMMUNITY ORGANIZATION GROUPS

Councils
Chests
Coordinating Committees
Community Action Agencies
Federation of Clubs

D. EDUCATIONAL GROUPS

Adult Education Groups
Parent-Teacher Organizations
Better School Groups

E. RECREATION GROUPS

Athletic Clubs
Athletic Teams
Hobby Clubs
Social Enjoyment Groups

F. GROUPS FOR CHILDREN AND YOUTH

Youth Organizations
Child Welfare Organizations
Big Brother Movement
Police Explorers

G. RELIGIOUS GROUPS

Churches and Synagogues

Groups Associated with Churches
and Synagogues
Primarily Religious (Bible Study
groups, worship groups)

H. FRATERNAL GROUPS

Nationality group Fraternal
Associations
Other Fraternities
Lodges

I. HOUSING GROUPS

Neighborhood Housing Associations
Real Estate Associations

J. ECONOMIC GROUPS

Unions
Vocational groups
Professional Associations
Farmers Association
Chamber of Commerce

K. PLANNING GROUPS

Community Planning Associations
Community Councils

L. GOVERNMENT GROUPS

Good government leagues
Political Party Organizations
Patriotic and Veterans Association

M. CULTURAL GROUPS

Art Societies
Study and Forum Groups
Literary Groups

STRUCTURED TREATMENT PROGRAMMING

Structured Treatment Programming is an innovative, goal oriented program that offers its participants certain valuable elements. To the offender, it offers the means for becoming a productive citizen. Through hard work, determination, courage and patience, he reaps the fruits of knowledge, training, and skills. Different community resources help him to accumulate his harvest. In return he is decriminalized and resocialized. By doing his time in the community rather than the prison setting, he is made to repay the community for his act(s) of wrongdoing.

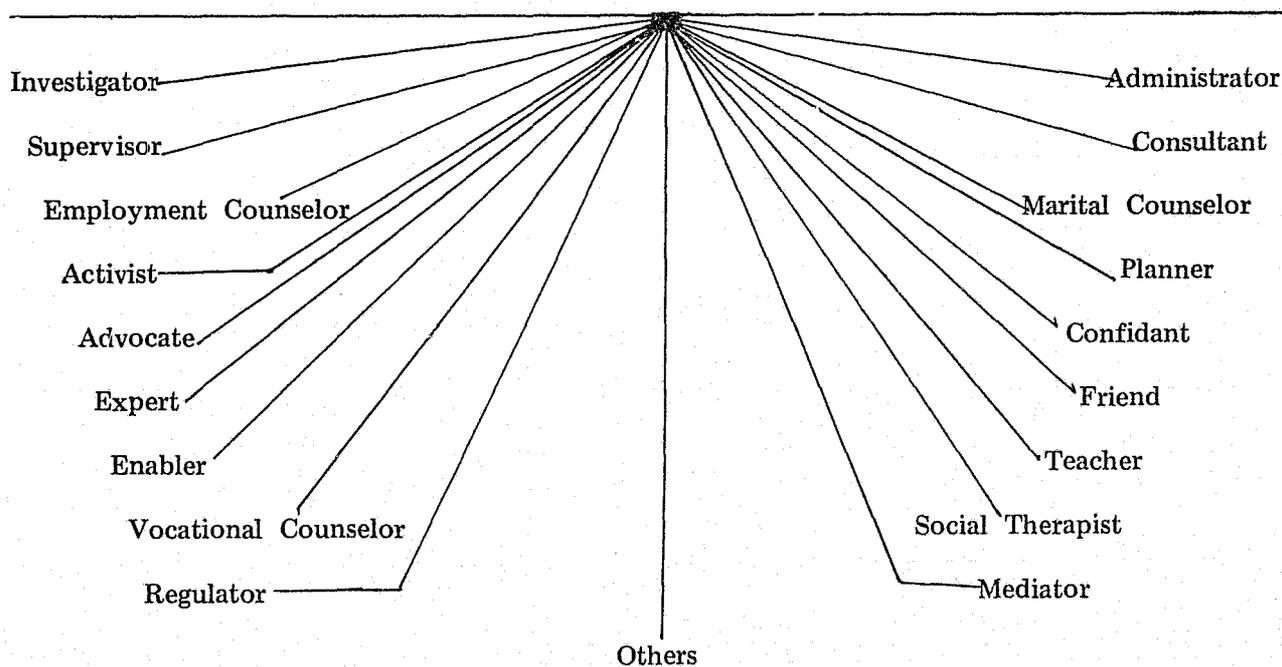
For the community, the program turns the offender into a law-abiding resident and thus reduces the rampant recidivist rate that infests it yearly. At the same time, it teaches the community to become more aware of, understanding, sympathetic to, and actively involved in the many problems confronting the offender, and of its duty and responsibility to help him successfully overcome them. When it volunteers its manpower, time, and resources to help the probationer or parolee, it is essence declaring its acceptance of its share of responsibility and duty of rehabilitating him.

The program also benefits the Parole and Probation Officer by giving him viable alternatives in working with and assisting his client. Moreover, it releases him from roles which can be handled adequately by other individuals or agencies in the community.

The Parole and Probation Officer today does not have the time to rally community forces, including family members, friends, vocational workers, employers and others, to reinforce his supervisory counseling and guidance of the offender. While his aim ought to be changing not only the context of the offender's life but also his orientation to the world around him, in reality this is not possible because of having to carry a large caseload, conducting numerous investigations, and performing many other duties. The Parole and Probation Officer needs help desperately, and STP in the community appears to offer him the best source of assistance in effectively treating the offender.

Today, the Parole and Probation Officer is called upon to assume a multiplicity of roles in dealing with and assisting his client. The following diagram enumerates only a few of these roles.

ROLES OF THE PAROLE AND PROBATION OFFICER



Society today expects the officer to show expertise in each of these areas. In reality, he cannot perform all these services in an adequate manner and with positive results, for the problems confronting his client are of a diverse and complex nature. Someone else must help him to meet the needs of his client and that someone has to be the community.

The community contains a variety of agencies and programs that can be harnessed to serve the specific needs of the offender. The expertise that is demanded of the Parole and Probation Officer is available in the community, and it should be the officer's responsibility to locate these services and resources and use them for his client's betterment. There follows here a listing of types of organizations, and examples within each type, that generally exist in any community. The Parole and Probation Officer should become acquainted with these various organizations, for they can serve as his bank of resources to be drawn upon whenever any client of his requires a service that he is unable to provide for one reason or another.

By engaging these elements, a favorable and lasting impact can be made on the offender. The need for a broader and more diverse means of intervention is thus clearly established and enactment of this must now follow.

The importance of using other agencies and organizations located in the community cannot be over emphasized, for the offender is the primary concern and every effort should be made to help him become a useful and productive citizen. Involving the total community in this effort is tantamount to success. The community should be viewed as an unlimited reservoir of resources that can be brought to bear directly upon the offender while he is on probation or parole.....and literally on a 24 hour basis.

The coordination or integration of services can be initiated in a number of ways. An example might be:

An offender is released on probation, he has a family of four, and a limited income. The family is in dire need of financial assistance. Therefore, the officer contacts the Division of Family Services, finds out that

no direct financial assistance is available, but that the family is eligible for the Food Stamp Program which will greatly supplement the family income by diverting money ordinarily spent on food in other directions. He helps the family apply for this form of assistance, and ascertains that it indeed does obtain the needed provisions.

This is one way in which a needed service can be secured by using the appropriate agency in the community. Many other means exist. The following steps provide a basis for developing a community treatment program:

- 1) Get to know people from other agencies, learn something about the agency, its programs, its problems, and its ways of handling things;
- 2) Develop at least one reliable contact person in each agency;
- 3) Learn the economic, political, and social forces that exist in the community and how best to make use of these;
- 4) Develop a directory of agencies that provides such information as the name, address, eligibility requirements, and type of services offered by each agency;
- 5) Consider the following:
 - (a) Nature: What specific kind of problem are you dealing with?
 - (b) Location: Where is the problem situated (geographically, socially, psychologically, etc.)?
 - (d) Degree: How much are they affected by the problem?
 - (e) Entry: Where do you start to solve the problem and with whom?
 - (f) Leverage: What initial action will give you the best chance for obtaining a particular service for the offender?
- 6) After these points have been considered, go ahead and make use of the best available resources.

If the probationer or parolee is to be successfully rehabilitated, something must be devised for him during the supervisory term that will enable him to become a law-abiding citizen, capable of sustaining himself and his family once supervision is terminated. To make it in today's highly complex and fast changing society, the offender must be equipped with certain implements.

Presently he is expected to better himself or pull himself up by his bootstraps. But how can he accomplish this feat if he lacks the essential tools? All too often in the past, and still too much in the present, successful supervision has meant that the parolee or probationer sent his monthly reports in on time, maintained a steady work routine without venturing into new fields of endeavor, and remained free of conflict. While these may have been, and still may be, standards for being a good parolee or probationer are also good measures to ascertain the degree to which the offender has failed, and fails, to become rehabilitated.

As stated previously, the community has a vast reservoir of services which the offender should avail himself to for self-improvement. Implementing STP is probably the best method for achieving this goal, for it sets definite objectives and goals for the offender to reach during his supervisory term. It provides the supervision period with substance and relevance, and the offender with enough skills and knowledge about himself and others to enable him to live a law-abiding and productive life after supervision has been completed.

Structured Treatment Programming will give the offender an opportunity to voice his plans and hopes by having him participate in drawing up a specific treatment program for himself, along with the Parole and Probation Officer and a representative, individual or agency, of the community. All the persons involved in this process must keep in mind what the needs of the offender are and how they can be met.

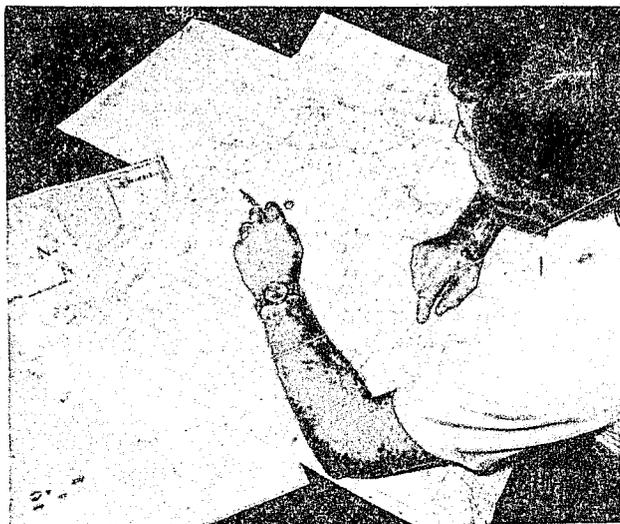
In drawing up a structured program for the offender, it is extremely important that the offender and the Parole and Probation Officer be able to communicate honestly with each other. The offender must feel enough at ease to communicate his feelings to the officer while the officer should be strong enough to accept and respect the different views which the offender

presents. The entire effort is doomed from the start if the offender feels he is being forced to pursue a concern which he is not interested in. Similarly, the volunteer must be sincere in his interactions with the offender and the Parole and Probation Officer. Together, they need to establish a program of treatment. There are seven important steps to ACTION in Structured Treatment Programming: Establish a plan; Test and diagnose; Identify the needs; Inventory the resources; Record the treatment; gauge the progress; and evaluate the results.

7 - STEPS TO ACTION

First; ESTABLISH A PLAN

Any type of action requires a plan. A plan must be conceived to get out of bed in the morning. A planned route is scheduled in order to get to the office. Everything we do requires planned thoughts to get action. It is imperative that



Highly complex construction feats are accomplished through the use of architectural plan; great athletic events are won by following the game plan; our national defense is based on strategic planning. Likewise, successful and meaningful parole and probation rehabilitation is dependent upon establishing a plan.

deliberate and well conceived plans are established to rehabilitate, decriminalize, or habilitate parolees and probationers. The officer must deliberately decide to develop a plan.

Structured Treatment Programming is designed to stimulate thoughts and action is case work by motivating the Parole and Probation Officer to set forth concrete plans for treatment and not merely surveillance and traditional supervision which has primarily been crisis oriented.

The planning process in STP involves identifying certain treatment goals and objectives which, when accomplished, will enhance the offender's chances of succeeding in the community as a law-abiding productive person. It insures exposure of the probationer or parolee to a variety of community-based programs which will meet his specific needs during the probation term.

Proper planning encourages the offender to participate in program modalities designed for self-improvement.....which is the least he or she can do to recompense society for the wrong doing.

It improves the offender's skills and ability to cope with the complexities of society in a law-abiding manner.

And when rehabilitation is accomplished it helps society to reduce crime and saves money for the taxpayers.

Effective planning requires the commitment by the Parole and Probation Officer to provide sources of meaningful treatment and through his professional counseling, influence of community citizenry, in-house programs of the Parole and Probation Commission, contractual services available in the community, and community based programming by other agencies and organizations. Through utilization of the planning process and "plugging in" to as many community resources as possible, the Parole and Probation Officer has more time to devote to individual counseling and other professional attributes for which he was hired in the first place.

Second; TEST AND DIAGNOSE

Through careful testing and diagnosis the professional Parole and Probation Officer develops an individual offender profile. Through the Presentence Investigation, psychiatric reports, testing such as Minnesota Multiphasic Personality Test (MMPI), General Aptitude Test Battery (GATB), and other testing devices and mechanisms the deficiencies and abilities of the offender can be identified.

What are his interests? What are his shortcomings? Where are his strengths? These are some of the things that can be determined through the Presentence Investigation, testing, personal interviews, and other means to assess the offender's personality, character, and abilities.



Testing and diagnosis help determine the parolee's or probationer's interests and basic capability in establishing a "game plan" for his or her life. Identifying the specific needs of the offender is imperative prior to launching a successful plan of treatment.

Third; IDENTIFY THE NEEDS

Upon completion of the offender profile the next area of consideration is to evaluate the offender's specific needs. He may need job training. She may need homemaking skills. Education may be lacking. Alcohol or drug abuse problems may exist. A father or mother figure may be needed. Self-concept may be extremely poor. A multitude of other needs may be determined.

A diagnostic team, composed of the offender, the Parole and Probation Officer, citizen volunteers, and representatives from other helping agencies can help to pinpoint the problems and the need. Dialogue between the offender, Parole and Probation Officer, volunteer, and other agency representatives can provide valuable input and the accompanying insight in the areas of deficiency and practical service needs for the offender.

Structured Treatment Programming enlists a bank of experts to help in the diagnostic and evaluation process.

The offender reflects the needs from his particular viewpoint; the Parole and Probation Officer provides input from the professional standpoint and through his unique experience in dealing with other parolees and probationers; the volunteer provides the layman's or community's interpretation of the needs; and representatives from other helping agencies or

organizations provide their particular expertise. Together, this presents a formidable team with a mix of ingredients, capabilities, experience, and knowledge contributed to accurately assess the practical needs of the offender.

Fourth; INVENTORY THE RESOURCES

After ascertaining the needs of the parolee or probationer through testing, evaluation, and diagnosis, the next step is to survey the pool of resources in the community.

Community resources may range from almost non-existent, at least which are readily evidenced, in a small rural community, to a maze of resources in a large metropolitan area which overwhelms and confuses the Parole and Probation Officer.

Community Service Resource Directories have been developed by the Commission to provide a ready inventory of available resources. The directories identify the basic services available in a specific community which can provide pertinent services to parolees and probationers. The directories are service indexed and identify the agency or groups which provide services such as:

- Alcoholic Programs
- Drug Programs
- Educational (*Literacy Training-High School-Higher education*)
- Vocational (*Job-skills, job-finding, job-training, etc.*)
- Group Programs (*Parole and Probation Comm.*)
- Group Programs (*Other Agencies and groups*)
- Volunteer Specialists (*tutors, budgeting, court aides*)
- Mental Health (*Adult & Children crises*)
- Social Services (*Unwed mothers-counseling-recreation*)
- Volunteers (*Parole & Probation Commission-one-to-one*)

Resource Directories filter out many services that are not regularly used in parole and probation work. This saves the Parole and Probation Officer many hours of valuable time by readily identifying appropriate services and where to get them. This prevents duplicatory efforts of the various officers in filtering out services that are not appropriate or acceptable in regard to standards or other deficiencies. The directory lists the specific agency and organization providing the service, address, telephone, primary contact person and a brief



The community provides a vast array of services which can be utilized in meeting the needs of the offender and in completing the rehabilitation plan. An effective referral system, with utilization of as many community resources as possible, is the crux of Structured Treatment Programming.

program summary of treatment modality available. It also includes eligibility, costs if any, and other information. The following is an example under the service index of treatment for alcoholism:

- AGENCY - ALATEEN GROUPS
- PHONE - Central Inter-Group of AA
St. Petersburg - 391-3689
Clearwater - 584-3142
- LOCATION - Meets at Pinellas Serenity Club
300 North Garden Avenue,
Clearwater, Florida
Wednesday evenings
- PERSON IN CHARGE - Secretary-at Inter-Group
will give needed information and direction
- FEE OR SUBSISTENCE - Self-supporting
- SERVICE SUMMARY AND PURPOSE - Developed for teenagers of alcoholic parents for better understanding and acceptance of their problems, as well as to gain insight into the problems of their parents and friends who are alcoholics.
- APPLICANT ELIGIBILITY - Children between the ages of 12 and 20 who have parents suffering from alcoholism, whether admitted on the part of the parents or not.
- AREA SERVED - Pinellas County

The Resource Directories provide ready reference for the individual Parole and Probation Officers of the major services and the capability to easily "plug-in" to these resources. Of course, community resources are not limited to those in the directory, and there are a multitude of additional services available, as well as new programs which are springing up on a regular basis. The Parole and Probation Resource Directory is

merely a condensed version of the most used services on a day-to-day basis in parole and probation supervision. The directories should be updated at least annually.

Each officer should have an individual copy of the directory which enables him to make notations concerning new resources, make changes as appropriate, and be available for easy referral. The directories should be limited in size for easy carrying in the officer's briefcase.

At least one copy of a major directory (usually published in larger cities) should be available in each office listing a complete directory of all services and agencies in the community.

However, the heart of the Structured Treatment Programming is the Parole and Probation Resource Directory which is succinct, concise, and lists the major services effecting parolees and probationers on an on-going basis.

Fifth; RECORD THE TREATMENT PLAN

The next logical step after identifying the resources available is to structure the treatment modalities to fit the individual needs of the parolee or probationer. Naturally, it involves promoting the offender's expression of preferences and observing his reactions to the various alternatives proposed. What benefits he stands to gain by choosing a particular course of action over another should be considered here. In establishing priorities, the offender's area of deficiency must be matched with the resources available in the community. Realities that should be taken into account here are the lengths of time the offender is to be under supervision, the starting dates of courses which he is interested in taking, means of transportation and money, to list only a few factors. Hopefully, the volunteer as a member of the supervisory team will be able to work with the offender in overcoming some of these difficulties, while the Parole and Probation Officer will take care of the more serious problems.

The Plan and Worksheet

A Structured Treatment Programming Plan and Worksheet is provided to the Parole and Probation Officer in order to record the plan. Importance of recording the plan in the proper form cannot be overlooked as it not only sets forth the goals or program objectives and provides a means of measuring progress, but it helps to in-



Utilization of the Plan and Worksheet helps commit the probationer or parolee to the treatment package; assures program continuity when reassignments are made; and, provides a concise and convenient means of recording the plan.

sure continuity of treatment programming when cases are reassigned to other officers.

Game plans are established to win athletic events such as football and other sports. Trips are mapped out showing routes to be taken to reach a given destination. Thousands of dollars are spent for architectural plans or blueprints to construct or reconstruct buildings. Budgets provide the plan for appropriation expenditures whether in government, private business, or in the normal family household.

How much more important to have plans for successfully rehabilitating or habilitating criminal offenders. Yet, historically, most planning in parole and probation work is done "off the top of the head," is crisis oriented, and basically deals with emergencies. Although the intentions are good, lack of proper staffing patterns in parole and probation and emergencies cause many of the good intentions and unrecorded plans to be lost in the maze.

The Plan and Work Sheet (see copy on p. 9) provides a schematic for proper planning and structure. The goals and objectives are set and a contract is formed between the officer, the offender, and the volunteer which identifies the treatment modalities in the agency which is to provide the service. Whatever programs are decided on, the officer, volunteer, and offender know what to expect of each other. Programs may range from motivation to college courses,

STRUCTURED TREATMENT PROGRAMMING

Community Resource Plan and Work Sheet

(1)
NAME _____ DATE _____ DIST.# _____

(4) GENERAL PROGRAMS	(5) SPECIFIC PROGRAMS & AGENCY	(6) PRIORITY	(7) TIME	(8) DATE'S Began-Completed	(9) COMMENTS
OFFENDER ORIENTATION Parole and Probation	_____	_____	_____	_____ / _____	_____
ALCOHOL AA, Residential, Antabuse	_____	_____	_____	_____ / _____	_____
HALFWAY HOUSE Multiphasic Centers, Alcoholic, Drug	_____	_____	_____	_____ / _____	_____
VOLUNTEER One-to-One, Specialists, Young Lawyer	_____	_____	_____	_____ / _____	_____
DRUG Residential, Methadone, Urinalysis	_____	_____	_____	_____ / _____	_____
EDUCATIONAL High School, Adult Education, College, G.E.D,	_____	_____	_____	_____ / _____	_____
VOCATIONAL On-the-job Training, Technical Schools, MDTA	_____	_____	_____	_____ / _____	_____
MOTIVATION Guides For Better Living, Associates In Counseling, etc.	_____	_____	_____	_____ / _____	_____
PSYCHOLOGICAL Individual and Group Counseling	_____	_____	_____	_____ / _____	_____
MISC. GROUP Financial, Recreation, Social, Religious, etc.	_____	_____	_____	_____ / _____	_____
TESTING	_____	_____	_____	_____ / _____	_____
OTHER PROGRAMS	_____	_____	_____	_____ / _____	_____
"	_____	_____	_____	_____ / _____	_____
"	_____	_____	_____	_____ / _____	_____
"	_____	_____	_____	_____ / _____	_____
"	_____	_____	_____	_____ / _____	_____
"	_____	_____	_____	_____ / _____	_____

(2)
Screening & Diagnostic Team; and Agency Represented

P/O _____

(10)
REMARKS: _____

(7)
TREATMENT GOALS:

A COPY OF THIS PLAN AND WORK SHEET SHOULD BE MAINTAINED
IN EITHER THE CASE FILE OR FIELD BOOK' IN EITHER EVENT A
COPY SHOULD ACCOMPANY THE CASE FILE WHEN CASE IS CLOSED'

STRUCTURED TREATMENT PROGRAMMING

STP is a program designed to emphasize planning and to provide program structure during the supervisory process. It is goal oriented and parallels the principles of management by objectives or it could be defined as "supervision by objectives." The main thrust is to identify the strengths and weaknesses of the offender and focus on specific programs which will help him or her become a better person.

The Community Resource Plan and Work Sheet provides a logical method of establishing program direction with a minimum amount of paper work. STP provides for input from the offender and implies somewhat of a contractual obligation concerning what is expected of him. (Probation is an alternative to imprisonment and in lieu of same the offender should be obligated to participate in self-improvement programs for his own benefit and for the welfare of society.)

Structured treatment programming and the incorporated methodology is not new nor unique to this agency since we've been doing this for years, but STP does provide an organized and identifiable plan of treatment. It establishes a treatment plan, provides a means of gauging progress, helps maintain continuity of treatment, provides direction for everyone to work in concert including the offender, the Parole Officer, the volunteer, and any other helping agencies involved.

PLAN AND WORK SHEET PROCEDURES

- (1) Name of the offender, date plan prepared, and district number.

The plan and work sheet is designed to be utilized in conjunction with a Directory of Community Resources or a Community Resource Inventory Sheet which specifically identifies available resources and specific programs which are relevant to the treatment of parolees and probationers.

- (2) The Screening & Diagnostic Team is minimally composed of the Parole and Probation Officer and the offender. Ideally, the team will, in addition, include one or more representatives of other resource agencies, volunteers, or other interested persons.

- (3) Set forth the general treatment goals.

- (4) Circle or check the general program areas in which treatment is needed.

The general program areas listed are merely suggestions and are, of course, dependent upon the availability of local programs. The "other programs" section is for writing in any additional programs that do not follow under one of the general categories.

- (5) Identify the specific program and the agency which provides the course, program, or other services to be performed.

In the case of a one-to-one volunteer the individuals name should be inserted under the agency section.

- (6) Insert numerical figure regarding priority of specific programs.

Specific programs should be ranked according to priority of needs, availability and convenience of programming.

- (7) Estimate the number of weeks or months to complete each specific program.

- (8) Enter the date each specific program is begun by the offender and the date completed.

- (9) This section is for any comments concerning the offender's adjustment, quality of program, or other information.

- (10) This section is for notes you may have concerning the offender's background, summary of the problem, or any other remarks concerning the plan.

Structured treatment is especially beneficial in the use of volunteers. Sometimes volunteers are recruited and even trained without being given specific job responsibilities or comprehensive plans with parolees or probationers. The STP Plan and Work Sheet supplies the volunteer with a plan which he or she can assist the parolee or probationer in completing. Once the blueprint is developed, many persons can work cooperatively for a common goal.

depending on what has been decided in the previous steps. A program structure is employed to give the offender various levels of objectives to reach during his supervision period. As he reaches one level he moves on to the next one and so on until he has achieved all levels and completed the treatment package. The Plan and Work Sheet:

- *Identifies expected program participation by probationer
- *Clearly outlines the goals
- *Sets forth program objectives
- *Gives direction to program
- *Helps assure program continuity
- *Provides guidelines for everyone involved to work in concert
- *Provides an easy means of recording
- *Provides data to gauge results

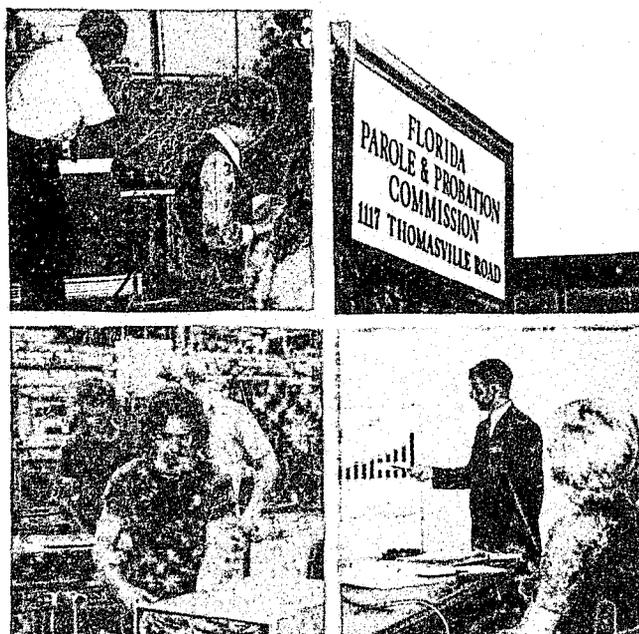
The Plan and Work Sheet provides not only a means of recording the plan and identifying the agency to provide the specific service, but it provides a means of making notation concerning the dates of beginning each treatment modality with the date of program completion. This provides a chronological record of progress and may be utilized by the case analyst to make reviews. On completion of the total program, the units to which the offender was exposed during the probation and parole term are readily identifiable and their impact can be easily evaluated.

Sixth; GAUGE THE PROGRESS

As indicated in the proceeding section, these STP Plan and Work Sheets provide an outline of the treatment program which can be readily referred to anytime during the parole or probation term. It provides important criteria and documentation of program unit completions which can justify recommendations for early termination and provide other needed data in the rehabilitation process.

The Plan and Work Sheet provides programming direction for volunteers and representatives from other helping agencies, affords easy reviews for new Parole and Probation Officers assigned to the case, helps maintain program continuity, and provides a mean for gauging results.

One of the greatest deficiencies in maintaining effective parole and probation treatment pro-



Periodic planning reviews, contacts with instructors, discussions with the parolee or probationer, and conversation with volunteers and other resource persons are integral parts of Structured Treatment Programming. They provide a means of assessing the progress, making program adjustments, and assuring direction.

gramming is the rapid change of Parole and Probation Officers assigned to the individual. Resignations because of low pay, job frustration, and overwhelming caseloads, result in breaks in programming and inability to determine whether program objectives are reached. Program continuity is lost and new plans are repetitiously developed.

The Plan and Work Sheet maintains an accurate record of the programs completed, the programs currently underway and those yet to begin in accordance with the outlined plan. This provides a valuable means of gauging progress whether by the Parole and Probation Officer, a new officer assigned to the case, a case analyst, volunteers, researchers, or program auditors.

Seventh; EVALUATE THE RESULTS

Parole and probation agencies are becoming more and more accountable for proper and productive treatment as a means of justifying the budgetary allocations as well as treatment success. Emphasis is on proper programming instead of mere numbers of individuals under supervision. Proper recording of the treatment administered helps to justify budget requests, provides means of gauging program goals and successes, helps to evaluate the overall effec-

tiveness, and identifies gaps in services with the accompanying needs for additional innovative programs or curtailment of ineffective programs.

The Plan and Work Sheet also provides documentation of treatment modalities the probationer or parolee was exposed to during the term of supervision. A parallel can be drawn between Structured Treatment Programming, as defined in this text, and the educational system wherein a certain number of credits or educational units in a variety of subjects are required for graduation.

Structured Treatment Programming exposes the offender to a variety of treatment modalities, influences, and assistance from the Parole and Probation Officer, other supportive agencies, and private citizens. This enhances the chances of favorable impact on his or her future behavior and activities in accordance with the accepted norms of society.

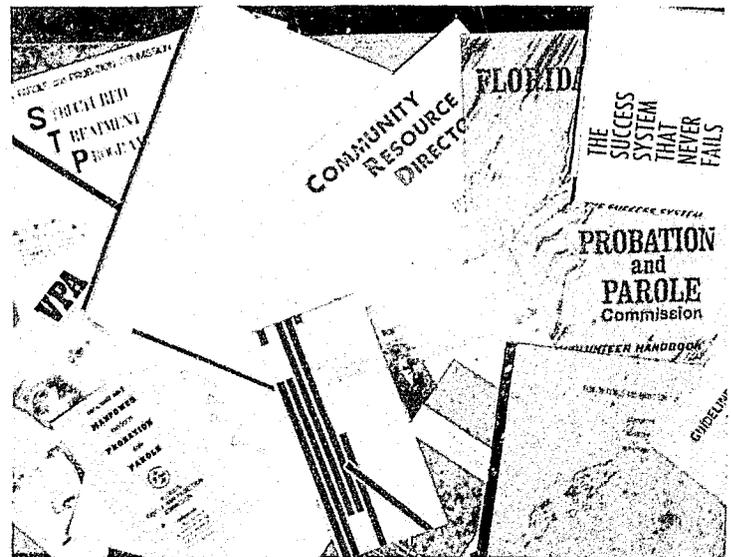
The expected participation by the offender in Structured Treatment Programming imposes upon him the responsibility of making contributions toward self improvement which not only enhance his welfare and well being, but projects a greater chance of rehabilitation and the accompanying crime prevention and protection of society.

SUMMARY

The STP (Structured Treatment Programming) concept is a businesslike approach to parole and probation casework. It employs simplified practical methods and techniques of case planning and management. Analogies can be drawn with the educational system and good business practices.

The STP concept encourages community involvement by individuals, groups, agencies from both the private and public sector, and others who can help influence offenders to maintain their activities within normal expected social norms in a law abiding manner.

It also adds a new dimension to the parole and



Evaluation is the final phase of Structured Treatment Programming. It helps determine whether programs have been met, determines the offender's successfulness in developing needed life-skills, assists in future program planning, and determines whether the program plan objectives have been accomplished.

probation supervisory process with the accompanying therapeutic benefits to the offender.

The program provides:

- a) Retributive aspects through required program participation, satisfying the traditional offender's "debt to society;"
- b) Constructive aspects to the direct benefit of the offender in the form of new skills, healthier outlooks on life and improvement of self-concept;
- c) Safeguards to the general public through improved supervision and treatment;
- d) A greater return on invested tax dollars through improved services and the lasting effect of rehabilitation in deterring crime.

It provides better safe-guards to the public and a broader range and more effective return on tax dollars investments through improved services and effectiveness. And it provides direct benefits to the community through crime prevention and the therapeutic advantages of community participation.

PROGRAMS IN ACTION

PROJECT LADDER

The first program which employed the philosophy and some of the concepts of Structured Treatment Programming was "Project Ladder," located in the Bartow area during 1970-71. The program refers to the specific treatment program as rungs of the ladder with intermediate goals of "climbing each program rung," and with the ultimate objective of reaching the top of the ladder through completion of the treatment units outlined in the program plan.

Project Ladder is designed to draw on resources outside of the Florida Parole and Probation Commission offices, using the talents of people within the community. The major goals of the project are to encourage the parolee or probationer to improve himself, his work skills, and his general education. According to Bob Bolkcom, Regional Coordinator of Community Services, Project Ladder was conceived to provide self-improvement opportunities for the offender on an individual basis.

Upon being selected for Project Ladder, the offender is tested and screened to determine his vocational skills, educational level, and personal development. The Minnesota Multiphasic Personality Inventory (MMPI) is administered and the results therefrom are incorporated to form a profile on him. The Parole and Probation Officer uses this profile, along with his knowledge of the offender and case material, to make a decision, with the offender contributing to this decision making process, on what his needs are and what programs he should get involved in. The offender is then given the opportunity to select from eleven or more separate and distinct programs, each which is designed to meet a specific need.

If illiterate, he is involved in Basic Education through the school system in operative adult night programs.

If he is a 7th or 8th grade dropout, then is encouraged to take remedial reading under the Public Adult Night Program.

If he lacks one or two credits to complete his high school education, he can take a 16-week

GED Diploma.

If he is a few credits short of graduating, he can enroll in the Public Day or Evening School to complete these credits and then, if he wants to learn a vocation, he has many courses to choose from at the Vo-Tech School.

If he needs psychiatric attention, he can receive that at the nearest Mental Health Center. Similarly, if he has alcoholic problems, he can attend Alcoholic Anonymous meetings to improve himself in this area. The attendance for the programs the offender selects is mandatory, but hopefully he is motivated enough to voluntarily participate in them. The length of stay in the project is determined by his program.

According to Bolkcom, certain problems, such as transportation time conflict, and others are encountered in the adoption of such a program. Yet through the effective use of various community resources, solutions can be arrived at. The success of Project Ladder may be credited to the successful implementation of the concepts "community treatment" and "structured programming." The project utilizes community resources by finding out what's available in the community and how the probationer or parolee can benefit by using these resources.

The success of this project points out that it can be initiated in a small area where resources are generally thought to be scarce. (This project was started in the Lakeland area, in comparison to such metropolitan areas as Miami and Jacksonville). Therefore, it may be projected that such larger areas probably have an even bigger inventory of resources.

The structured aspect of Project Ladder comes from the multifaceted improvement areas that a probationer or parolee can enter. Each area is designed to meet a specific need and enough diversity is provided to allow the offender to choose a specific field of interest. Due to its nature, the entire project is motivational, providing the participant with an avenue for achieving success. At the same time, the project also motivates the Parole and Probation Officer, as well as the volunteer, to support his client as best as he can.

"PROJECT LADDER" Program Resource Inventory

Probationer - John Doe

*	Attendance At AA	✓
	Outpatient Treatment Mental Health	
	Enroll Public Day/Night School	
*	Vocational Technical School	✓
	Human Development Instruction	
	Group Counseling	
	Emotional Maturity Instruction	
*	GED Preparation	✓
*	Remedial Reading	✓
	Basic Education	
*	Test Screen (MMPI) Interview & Assignment	✓

These are the primary community resources utilized in "Project Ladder." They include programs which were already operational and those developed as new programs to fill gaps in services.

Through the study by the Diagnostic Team specific programs are designated () to be completed during the probation term.*

As the probationer and parolee completes the specific program which is (✓) on the appropriate rung of the ladder. As they climb the ladder of success by improving their skills through participation in the structured plan designed on an individual basis to fill his needs. The ultimate objective is to complete the treatment package and at that time a certificate is awarded.

PENSACOLA "STP"

A time-saving concept in Structured Treatment Programming was operationalized in the Pensacola area.

This approach provides for group orientation of new probationers and parolees. Sessions stress a framework of rules and conditions and are geared to the client's individual interests and capabilities.

The orientation session is followed by testing and evaluation by a Diagnostic and Consultation Team. As a result, specific program needs are identified.

Upon the arrival of the new probationer or parolee, the officer fills out any necessary forms. During the initial interview, he discusses special conditions relevant to the offender's probation or parole. If available, previous background information is utilized by the officer at this time. Arrangements also are made for the subject to attend group instruction. These classes may be offered once or twice a week in day or night sessions held at the parole and probation offices.

The advantage of the group is that the rules of probation or parole are covered thoroughly and in detail in a more relaxed period of time than immediately following the stress of going to court, at which time subject is least likely to retain rules. Also, the group leader can present the rules to more than one offender, thus saving time and energy to carry out other important tasks. He stresses that probation is conditional and a privilege, plus the fact that it is to assist subjects and their problems through constructive programs and counseling. The class also sets the scene for what is to come.....

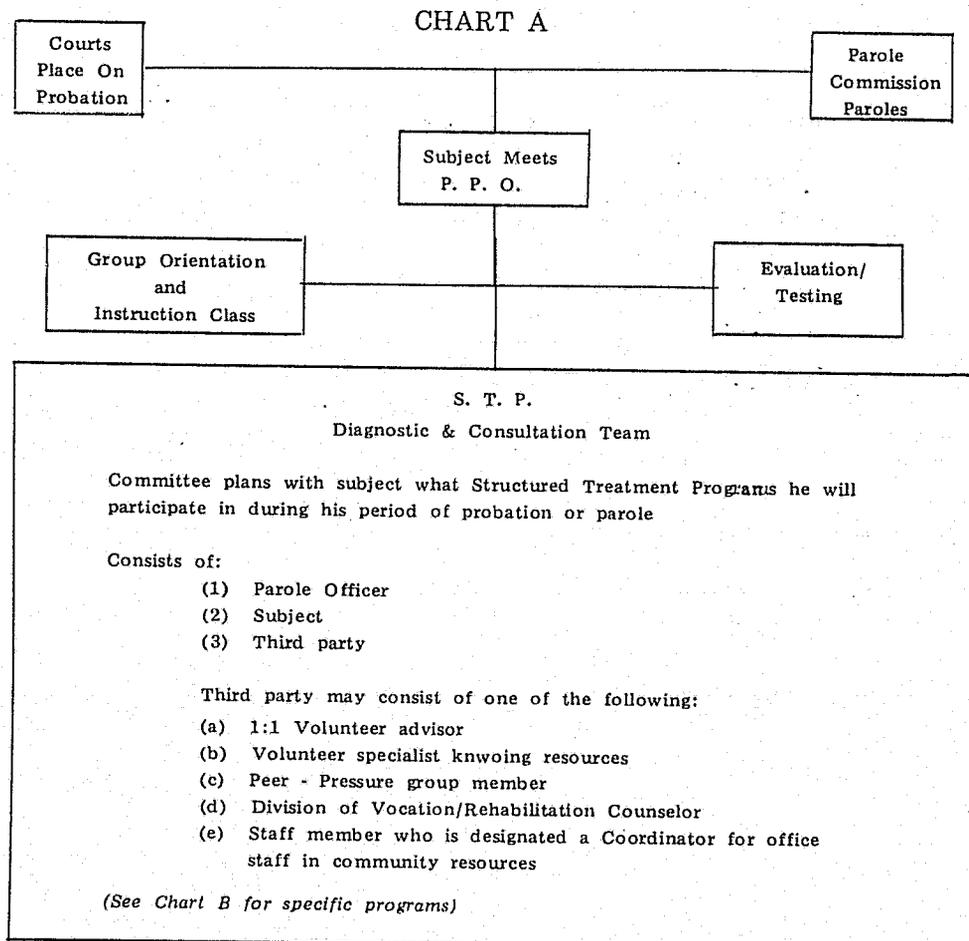
subject's term of probation or parole, some testing is needed. In the past, this has been unavailable from within the agency and outside it. Some are available only if services are being applied for. We hope to encourage outside persons and services to help us, plus obtain several easy-to-score tests that may help. The EVA may answer this, taking 30 minutes to take. The STP team can thus gain an objective understanding of subject and use this understanding to promote his rehabilitation. The Kuder vocational Test, MMPI, GATB, and Gordon Personality Test are others that can be used.

- (a) Some simple testing
- (b) The program exploration (STP) and planning, tailored to help subjects in self-realization, vocation improvement, etc.

We must consider details of when the testing is to be done. Separately? At the time of instruction? Could interns help with testing and grading? If not, what about volunteers?

In preparing to set up the Structured Treatment Program, to be started and accomplished during

Three or more persons, including subject and P.P.O. plan together the things that are to be



accomplished during the term of probation or parole. Places where subject is deficient are worked on through existing STP's in the community. Where none exist, efforts are begun by the officer, with the assistance of the Commission's Regional Coordinator, to develop appropriate ones in the community.

Where motivation is weak or non-existent and follow-through on the part of subject is questionable, a motivation course is started first. We must remember that few probationers really want to be on probation (but find it a better alternative than jail). Subject doesn't particularly relish having to report, send in written monthly reports, have rules to abide by, etc. Likewise, he may at first be apathetic toward these programs, but if presented initially as part of supervision, he will more readily accept them. If not, and counseling cannot change his resistance, his condition status may be threatened and the court or Parole Commission notified. While subject does not have the final say--he can be outvoted--in the selection process, we must attempt to get him involved in this process. The program that is selected is recorded on the STP Plan and Work Sheet and placed in subject's file, checking appropriate programs and establishing priorities as to when they will be begun.

Subject should be encouraged to plan on work-

ing on four or five areas throughout his supervision term, having many general areas to choose from. We may think of these major areas as subject areas at college, whereby the individual programs are like separate courses. We may want to let subject know that he is expected to choose a minimum of so many, say, four areas, and a minimum of say five specific programs.

The advantage of having a 1:1 volunteer already chosen to help the subject may be clearly perceived here. By sitting in on the planning conference, he knows what the Parole and Probation Officer expects and is thus in a better position to assist the subject in following through with the plans. Also, he can relieve the Parole and Probation Officer of many tedious details, as well as serve as an alarm should subject start slipping.

The advantage of having a staff member or volunteer specialist to serve on the committee is the utilization of his knowledge regarding the community resources needed in STP.

A peer-pressure person is someone who has been through the Structured Program, is a believer in it, and enthusiastic about it. While using a peer-pressure person should be an optional decision, if that decision is made in the affirmative, he can be used to sell the personal benefits of the program to subject and, if necessary, apply pressure on him to conform.

GROUP	EDUCATIONAL	VOCATIONAL	FINANCIAL	FAMILY	DRUG	PERSONALITY
Motivation Group & Self-Fulfillment	Motivation Class	Job Improvement & Work Adjustment Class	Budget Counseling Through Volunteer	Family-Children Service Counseling	Drug Rehab. Center	Encounter Tape
Group Dynamics Drug oriented	Remedial Reading	Job Evaluation, Counseling & Placement-Clement	Family Budget (Accounting) Service	Rev. Pickins Family Counseling	Goodwill Young Public Offender Program	Group Therapy at Adult Mental Health
Group run by volunteer-general	Tutoring on Basic writing-Laubach				Drug Education Center	Homosexual Counseling Rev. Pickins
Encounter Tape Group	Drop-Out N.Y.C.	Pinellas Voc-Tech Institute Program	ALCOHOL	Family Counseling through Adult Mental Health	The S.E.E.D. (Ft. Lauderdale)	Counseling-Rev. Donald Logue
Group Practicum (How to best function in group setting)	Tech. Center	M.D.T.A.	Alpha House	Family Planning Through Clinics	Methodone Maintenance P.A.R.	Private Treatment Psychologist
Guides to Better Living	City Center for Learning	Vocational testing at F.S.E.S.	Star House	Parental Effectiveness Training (U.S.F.)	Medfield Center	Anclote Manor
	M.D.T.A.	Vocational/Eval. Training	Avon Park Alcoholic Rehabilitation Center		Anclote Manor	E. M. I.
	Mirror Lake Adult Education	Placement through Div. Vocational Rehabilitation	A.A. Weekly Attendance	PERSONAL		Attitude Adjustment
OTHER	High School		Goodwill Young Public Offender	Advisor (Volunteer 1:1 Aide)	SOCIAL/R.I.C.	Emotional Training (Know Self-learn Control, etc.)
	Junior College		Medfield Hospital	Church Attendance	Introduction To Community Service Clubs & Organizations	Values Study
	U.S. F. Bachelor's		Anclote Manor	Residential Treatment Center (Halfway House)	Adult Education Interest Areas	"I'm O.K.- You're O.K." (Transactual Analysis)
	Eckerd-Bachelor's		Alanon Meetings		Serving In Social Service Club As Active Member	
	Other, specify		Alateen Meetings			

ST. PETERSBURG "STP"

One of the most successful efforts in implementing Structured Treatment Programming and getting community involvement has occurred in the St. Petersburg area. Concentration by Parole and Probation Officers on the treatment aspects of supervision has increased considerably since inception of the STP concept about two years ago. Community interest and involvement has generated over 2,500 volunteers who are now working on a one-to-one basis to assist the officer in the rehabilitation of offenders. Other volunteers are working as tutors in group programs and a non-profit corporation has been formed to provide a service purchase capability. Through the corporation, First Step, Inc., Parole and Probation Officers in Pinellas County can now purchase such things as psychiatric services, a new pair of shoes, tools, or other services for parolees and probationers which are critical to successful rehabilitation. A broad range of group programs have been developed which concentrate on providing the offenders with necessary life skills.

Some of the programs which have been developed as a result of Structured Treatment Programming emphasis in various sections of the state include:

ORIENTATION PROGRAM: Its purpose is to review and discuss the conditions of parole and probation with the new probationer or parolee. This type of program undergirds and reinforces the initial interview with the Parole and Probation Officer, with further clarification regarding what is expected of him while he is on parole or probation. It provides the probationer or parolee with the opportunity to verbalize his feelings and expectations regarding the supervision term. The orientation program now operating runs weekly, however, some other systematic manner may also be used. The orientation program has the capability of expanding to include such aspects as the reasons for certain conditions of probation and parole, the citation of reasons for most violations, and still other important and related subjects.

DRUG and ALCOHOL COUNSELING: Any probationer or parolee experiencing problems related to drugs or alcohol may sign up for this program. Presently, counseling is provided in

group form at the Centers, however, other places may be utilized in the near future, such as the local mental health or drug center, i.e. The Door. The Florida Drug Abuse Program (Media Center) may be contacted for free brochures and other drug-related literature which can be used as informative "hand-outs" to the participant and as a guide in locating other relevant programs.

DRUG REHABILITATION: This program is offered by locally situated mental health agencies, halfway houses, and the like. Services range from residential treatment to information and referral. Generally there is no cost for these services.

ALCOHOLIC ANONYMOUS (AA): This program is ideal for the offender who has excessive drinking problems or is a confirmed alcoholic. AA programs exist in almost every local community in the state providing for on-going peer support and pressure to give up drinking. It costs nothing to join.

DRIVING WHILE INTOXICATED SCHOOL (DWI): This program now exists in eleven counties in the state and is projected to become a statewide program soon. Any offender convicted of a DWI charge is required to attend the school as a mandatory condition of probation.

DEFENSIVE DRIVING: This program improves the driving ability of the offender on a mental rather than actual level. Classes are conducted by the Highway Patrol local high schools and colleges, and on occasion, certain organizations.

INDIVIDUAL and GROUP COUNSELING: Any offender may request individual or group counseling. The specific treatment modality used is determined by the individual counselor or group leader.

REALITY ORIENTED GROUP COUNSELING: This program provides the probationer or parolee with counseling geared to handle in a realistic manner everyday problems. It is offered by local mental health centers. The costs are minimal and usually are based on a sliding fee system.

TRANSACTIONAL ANALYSIS: This program

utilizes the treatment modality of Transactional analysis as developed by Eric Berne, which helps the offender to grow within himself and to function in a mature or "adult way."

RAP SESSIONS: Their purpose is to build awareness and self-confidence in the offender. Moreover, they try to help him solve personal problems. They are conducted through a local rap-house three times a week for 2½ hours per session.

MOTIVATION CLASS: As it is now structured, it serves ten offenders and is conducted under auspices of a local university. The motivation class is generally geared toward improving the self-concept of the offender, instilling in him a desire to improve in handling personal relationships, employability situations, character development, and establishing goals. The motivation class may also use the 13-15 week program of "Guides For Better Living" as outlined by the Stone Foundation. This course can be taught by a volunteer of Parole and Probation Officer.

EMOTIONAL MATURITY: This course is geared toward strengthening the character and developing the personality of the offender. It is taught at most community colleges or regular four-year institutions.

VOCATIONAL TRAINING: This program provides vocational training to the offender. Training may be gotten at a vocational training center located at a community college, local Vocational Rehabilitation Center, at specific manpower training programs, or on-the-job training centers.

HOW TO GET and HOW TO HOLD A JOB: This course, taught by the local State Employment Office, provides the offender with information and individual counseling on how to obtain and maintain a job. Capable volunteers may also provide assistance in this area.

FINANCIAL PLANNING: Almost every offender has financial difficulties because of over-extending his credit, poor budgeting practices, high loan rates, and other reasons. This program teaches the probationer or parolee good budgeting practices and money management policies. Presently, it provides assistance to the needy offender through a fund set up by civic groups.

A tax-counseling program is also part of this program.

CONSUMER EDUCATION: This program provides the probationer or parolee with guidance pertaining to home consumer education, such as budgeting, obtaining credit, buying practices, etc. Both volunteers or consumer groups located throughout the state can provide this information.

LOANS: This course provides the offender with information on the hows and whys of borrowing money. The volunteers used in some places may be bank personnel who are trained exclusively in the subject of loans.

INCOME TAX PREPARATION: The offender who needs assistance in completing and filling out his income tax may obtain it from knowledgeable volunteers during the months of January through April.

LITERACY TRAINING: Many an offender has limited reading skills or cannot read at all. This program, then, is designed to make him literate through the utilization of the Laubach method, and with the help of a trained volunteer on a one-to-one basis.

REMEDIAL READING: This program equips the offender with basic reading skills. It can be structured on an individual, small group, or class. Almost every local community has a literacy group through which literacy aides can be secured.

NUTRITION AND DIETING: This program provides the offender with information about choosing the best foods at the best prices and in maintaining a balanced diet and an appropriate weight. The program is particularly valuable for the offender who has a large family but a limited budget.

HYGIENE: This course educates the offender in personal and house hygiene, and their importance in obtaining a job and maintaining good health.

RECREATION: Involvement in some type of recreation helps the offender to relieve tension and keep fit physically. Leisure time activities may range from sports to arts and crafts. Volunteers are usually used, as are existing com-

munity resources such as facilities and materials.

FAMILY PLANNING: Family planning may alleviate some of the money problems facing the offender and his family. Counseling in this area can be secured through county health departments and the Division of Family Services.

ASSOCIATES IN COUNSELING

Associates In Counseling is attempting to meet the needs of probationers and parolees through regularly scheduled group or class meetings. Originally started with the help of the Lakeland Jaycees, this program utilizes volunteers and regular class meetings as aides in orienting the offenders to supervision and helping them readjust to the community.

The Jaycees have actively endorsed and participated in the program and it now has the possibility of being developed on a statewide basis. The in-input of the Jaycees has been invaluable and has allowed the Parole and Probation Officer, as well as the offender, to plug into many different community resources and develop individual skills.

These programs and others can help to form the basis for a definitive and workable treatment program.

MULTIPHASIC DIAGNOSTIC AND TREATMENT CENTERS

The Parole and Probation Commission is in the process of establishing a statewide network of Multiphasic Diagnostic and Treatment Centers in accordance with the "Correctional Reform Act of 1974." (Chapter 74-112)

As of September 1, 1974, there were three Centers in operation, one in Miami, Tampa and Tallahassee with Centers scheduled to open in St. Petersburg, Orlando, and Bartow in Fiscal Year 1974-75.

The Multiphasic Diagnostic and Treatment Program is an alternative program for the courts to

imprisonment. It employs the Structured Treatment Programming concept of individual case planning with utilization of the STP Plan and Work Sheet to identify specific community programs which make up the total treatment package. This provides a means of gauging individual program progress and establishing intermediate goals leading to the ultimate objective of completing the entire plan.

The Centers utilize Citizen Volunteer Advisory Committees to help review physical and programmatic operations of the Centers and help gauge effectiveness. It is imperative that the community share in the responsibility and operation of the community centers. Suggestions and comments by the Advisory Committees lead to program adjustments, assistance in filling gaps in programming and service needs, and provide liaison between the Centers and the community.

The community citizenry is also involved in working as volunteers on a one-to-one basis with residents of the center and serve as tutors, group specialists, and other specialized categories.

The center program includes concentrated group therapy on a nightly basis with mandatory attendance by the residents. Maximum use is made of community resources such as educational, vocational, recreational, and a broad range of other types of local assistance.

The center residents are required to maintain full time employment or educational pursuits during the week days in addition to the required participation in group programs at the Center and to maintain individual responsibilities regarding center duties. The centers are designed primarily for probationers who need more concentrated supervision and direction than the traditional probation supervision can provide. The residents reside in the center for approximately 90 days and are then placed in an "Out-Client status" for another 90 days prior to their return to traditional probation status. Supervision is provided on a round the clock basis 7 days per week by professional and para-professional staff members of the Commission.

THE ACTION PROJECT

In July, 1974, the Florida Parole and Probation

Commission became the first state agency in Florida to use ACTION Volunteers on a state-wide basis. At full implementation the project has 28 VISTA Volunteers operating around the state.

VISTA - VISTA is a national corps of volunteers.....men and women of all ages.....who work to alleviate poverty in the United States. They usually serve for one year and receive a net of about \$200 per month. VISTA's major thrust is as a catalyst. Rather than lead community people, they help develop leadership abilities, thus stimulating self-help. They live among those they serve and they are expected to stay available for service without regard to regular working hours.

The Florida Project - The VISTA workers with the Florida Parole and Probation Commission have a rather unique type of job. They are expected to recruit, train and organize 5 volunteers per month. They are also to assist the staff in location and mobilization of community resources for the implementation of Structured Treatment Programming. Furthermore, VISTA's are involved in the organizing and support of the 2,500 volunteers already existing in Florida.

To say the least, the task is monumental. All the skills they brought with them to the project are immediately put to full use. Throughout their year of service they will gain and refine many new skills which will help them in whatever their chosen career might be.

With an effectively recruited and trained volunteer participating in a well organized program, the impact on the offender could be a determining factor in determent from crime.

YOUNG LAWYER VOLUNTEER PAROLE AIDE PROGRAM

Young lawyers have the opportunity of volunteering their services to work as one-to-one

volunteers to assist parolees and probationers, serve on citizen advisory committees, and provide other services in parole and probation.

In 1971, the Florida Parole and Probation Commission entered into the Young Lawyer Volunteer Parole Aide Program. This program was funded through an LEAA grant sponsored by the Parole and Probation Commission and the American Bar Association and developed with the cooperation of the Florida Bar Association.

Since its inception, this project has been aimed primarily (though not exclusively) at the parolee. The participating lawyers serve as models which the parolee can look to in learning many of the social skills that he will need to function effectively as a law-abiding citizen.

Lawyers do not provide free legal service, but as lawyers, they can be a vast resource to the parolee. Lawyers often are very knowledgeable as to the human service resources and the employment sources in their community. Lawyers hold a special position in their understanding of the law and its enforcement. Through conversation and example, they are sometimes able to pass this understanding on to the parolee. Hopefully, through understanding, the offender would learn to respect the law. Furthermore, many everyday (non-criminal) concerns of parolees are of a quasi-legal nature and lawyers can most accurately and easily respond to them.

A sideline benefit of this program is that the bringing together of attorneys and parole and probation workers initiates an important dialogue in the criminal justice system, increases mutual respect between these professions and augments the possibility of the two groups cooperating for parole and probation improvement. Since many lawyers become political and community leaders, their early acquaintance with problems in criminal rehabilitation can lead to increased community concern and action in the field of parole and probation.

THE PURPOSE AND ORIGIN OF THE TEAM APPROACH

If the public is truly upset about the rising crime rate, about the breakdown of law and order, about muggers, purse snatchers and pushers, it's time they were confronted with our problems which are, in fact, their problems, so that they can do something about the situation. If the citizenry concerns are sincere let's challenge them to do something about it.

In the previous discussions on community treatment and structured programming, emphasis was placed on three forces--the officer, the offender, and the community. Together, they form a treatment team whose purpose is to find the most effective means for rehabilitating the offender. Using the team approach is strongly recommended herein, for input is gathered not just from one source but from the offender who is experiencing the problems and is very much aware of his needs; from the officer who guides the offender's life and provides him with professional expertise; and from the community who, in the form of a volunteer or agency, works with the offender on a one-to-one basis or, provides him with a battery of services. The team approach allows for an on-going process of input, throughput, output and feedback among these three bodies. Its primary goal is to decriminalize the offender and resocialize him so that he can assume a responsible charge of his own destiny without encroaching on the freedom and rights of others.

It is no secret that the individual needs of the offender far exceed the resources available within the Commission in terms of professional staff, facilities, and economic assistance. However, as shown in the community treatment concept, these resources and others are available in the community for utilization by the Parole and Probation Officer in behalf of the offender. One viable way of enhancing the team approach and increasing the supervisory services to the offenders is to enlist citizen volunteers who have the interest, talent and, above all, genuine desire to help the offender. When the professional and volunteer work together to help the offender, a partnership is formed between the Parole and Probation Commission and the community. This

relationship enhances the offender's potential for rehabilitation, for it augments the number and kind of services he can avail himself of while, on a higher level, it sensitizes the community to better understand the problems that the Criminal Justice System has to deal with.

The Department of Community Services has been mandated by Florida Statute 947.081 to establish a community team approach in offender rehabilitation:

- (1) The Parole and Probation Commission shall establish a Department of Community Services which shall:
 - a. Organize and train local committees of selected volunteer citizens to advise and assist field supervisors of probationers and parolees, with special reference to adult education, vocational technical education and work study participation.
 - b. Maintain liaison with all appropriate municipal, county, state, and federal agencies whose services aid in the reintegration of offenders into a free society; and
 - c. Stimulate community programs relating to persons released under probation, parole and mandatory release supervision.

The Florida Parole and Probation Commission has carried out part of this mandate through its inception of the volunteer program. This program has been successful in recruiting volunteers to work in a one-to-one situation with the probationer or parolee. The Volunteer Handbook indicates that:

The role of the volunteer involves development of a meaningful friendship. He serves as an inspirational personality and motivating catalyst. The volunteer is non-authoritarian and is not hampered by the stigma which sometimes surrounds the professional. Lay counseling is provided, intermediate goals

and objectives are established.

The main thrust of using volunteers is to provide for diversification of services and involvement with the community. Potentially, the supervision treatment plan can tap almost any skill in the community. If volunteer use is adequately expanded, volunteers can become involved in aspects not requiring direct contact with the offender. A two-pronged effort can be realized for the use of volunteers, that of direct and indirect services. The following chart describes possible volunteer functions:

DIRECT SERVICES

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Supporter—
Provides support
friendship, warmth; 2. Mediator—
Intercedes in the
offender's behalf; 3. Behavior Modelist—
Provides a role model; 4. Regulator—
Imparts knowledge of
social control; 5. Teacher—
Utilizes academic or
vocational skills; | <ol style="list-style-type: none"> 6. Informant— <ol style="list-style-type: none"> a. Provides the officer
with observations con-
cerning the offender's
progress; b. Interprets the agency
to the community and
offender needs to the
agency; 7. Advisor—
Shares in the decision
making process regard-
ing plans for the of-
fender. |
|--|--|

INDIRECT SERVICES

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Recruiter— <ol style="list-style-type: none"> a. Helps to enlist the
aid of volunteers; b. Helps to train
other volunteers; c. Helps to supervise
other volunteers; 2. Consultant—
Serves as expert in a
particular field to paid
and/or volunteer staff; | <ol style="list-style-type: none"> 3. Clerk—
Volunteers time to do
office work; 4. Innovator— <ol style="list-style-type: none"> a. Provides a source
for new ideas; b. Is part of the diag-
nostic and supervisory
team. |
|---|--|

To fully realize the potential of the team approach and to assure its success, these and other roles for the volunteer need to be operationalized. In so doing, the roles of the professional need to be altered as well. Specifically, the Parole and Probation Officer needs to assume the roles of manager and coordinator. It should be recognized that these role changes would not impair his present duties. Rather, they would enlighten his duties by providing him with additional expertise and thus broaden his capacity to treat the parolee and probationer.

At this point, two assumptions about the offi-

cer's caseload need to be made. The first is that there is a certain type of offender who can be helped by a volunteer on a one-to-one basis, under the guidance of the Parole and Probation Officer. The second assumption is that there is a hard-core or maximum-type of offender who requires the more concentrated attention and professional efforts of the officer. Based upon these assumptions, three professional role types may be derived. The first role is that of other agencies and community resources with a caseload of probationers without any volunteer assistance, but in so doing struggles along to provide even sufficient minimum supervision. In this situation, the Parole and Probation Officer is providing surveillance rather than meaningful supervision of his cases. Alone, he tries to supervise a caseload which probably contains many complex problems of which he may not be aware or of which he may have little knowledge or understanding.

A second professional role is that of the "professional" who utilizes the services of the volunteer and community resources in only minimal way, not realizing fully their potential. This type of officer tends to define the volunteer's work as menial, if at all contributory to the rehabilitation of the offender, and more often than not pays only lip service to him. He "structures treatment" in his head without setting forth on identifiable plan, and depends on other community resources in a haphazard accidental way.

The "new professional" is the third type of Parole and Probation Officer who utilizes to the fullest possible extent the talents of the volunteer and the resources of the community from both the private and public sectors. He outlines a plan of treatment structure so that program continuity is maintained if supervision is transferred to another officer. He is able to evaluate progress and accomplishments. This professional views the volunteer's role as broad enough to permit creativity yet narrow enough to maintain guidance and supervision in behalf of the offender. In this case, the officer contracts the volunteer to work with a parolee and probationer that he feels does not require his concentrated attention and efforts. The volunteer is made part of the diagnostic and/or supervisory team(s). As a member of the diagnostic team, he helps the Parole and Probation Officer develop a profile on the offender, either by pro-

viding the needed expertise himself or by locating it in the community. As a member of the supervisory team, the volunteer helps the officer and offender to draw up a structured treatment plan, and actively encourages the offender to complete that program.

The modern professional also serves as manager, directing and guiding both the offender and the volunteer. He serves as administrator by making and setting policy, and determining whether or not the offender and volunteer are each performing as expected of them. In addition, the Parole and Probation Officer acts as coordinator, serving as a liaison agent between the needs of the offender and the services available in the community. Through the management by objective approach he is able to determine program status at any given point of the supervisory process. It is his responsibility to develop and maintain services for utilization by the offender for the purpose of his total and permanent rehabilitation.

In the team approach, the "new professional" role provides the officer with certain advantages. First, by having part of his caseload supervised by volunteers, he can concentrate better on helping his hard-core cases. Second, he can help certain offenders (besides the hard-core ones), who stand to benefit the most from his professional attention and efforts to become rehabilitated. Finally the new professional can employ the team as an effective mechanism for developing community programs as well as providing entry into the community.

The essence of the team approach is to increase the awareness and effectiveness of the officer in the community via the volunteer and other resources. His entire caseload can receive genuine rather than superficial supervision, with the added benefits of more efficient and effective allocation and utilization of manpower, time, and resources.

The Development, Implementation, and Evaluation of STP

The topics presented in this handbook should not be looked upon as some grandiose scheme that cannot be used in the field. Rather, they should be viewed as viable alternatives that the field officer can use in addition to traditional

supervisory techniques. The concepts of structured programming, community treatment, and team approach are so new that, although they are presently implemented in some communities to one degree or another, there exists a need to incorporate them into a definitive plan of action.

One reason for this need is that presently there exists no manual on "how to" develop and use alternative plans of treatment for the offender on supervision. Guidelines and priorities need to be established in order to provide the field officer with a plan for action. The three concepts of structured programming, community treatment, and the team approach should be interdependent with one functioning to enhance the others.

While at first glance this proposal may appear to increase the already heavy workload of the Parole and Probation Officer, in reality, it must be kept in mind that any worthwhile program requires the time, effort, and dedication of the person(s) involved in implementing it if it is to succeed. In the case of the Parole and Probation Officer, all he needs to do, as stated previously, is reach out, pull together, and organize these elements. In the process of doing this, the officer will have to assume a number of roles, in addition to the ones discussed earlier, in order to succeed in his endeavor. These roles are:

- Communicator
- Interpreter
- Expert
- Enabler
- Supervisor
- Advocate
- Social Therapist

While all this may sound too academic, it should be seen from the point of view of the beneficiary, who in this case is the offender and our primary concern. The benefits he stands to gain are the improvement of his social provisions and the enhancement of his social relationships, all to promote his capacity to better deal with the common problems of everyday life. The crux of the entire effort is designed to provide more than one supervisory methods in rehabilitating the offender. The first and most important consideration in this venture is the offender and any program must be designed with his needs in mind. However, prior to going ahead with any

specific actions, several questions must be raised and resolved:

1. What are objectives of the plan, or what specific changes does it call for?
2. How are these objectives to be accomplished in terms of the:
 - (a) Resources and procedures or methods to be used?
 - (b) Target population?
 - (c) Coordination necessary among the elements of the program, and in relation to other systems?
3. Who is responsible for achieving the objectives?
4. Are the needed resources available and,
 - (a) If yes, where specifically can they be obtained? Or,
 - (b) If not, what other course of action or ancillary resources can be secured?
5. What provisions will be made to monitor, evaluate, review and, if need be, modify the (individual's) program?
6. Under what future anticipated conditions will the plan need to operate?

In answering each of these questions, one will have to begin developing a framework for implementing the plan.

What are the objectives of the plan, or what specific changes does it call for? This is an open-ended question designed specifically so because of the diversity in caseloads, communities, staff capabilities, and other factors. The overall goal should be to solicit the active assistance of the community and to involve the offender in achieving his personal rehabilitation. Keeping in mind the factors already discussed, the objectives may be as broad or narrow as the parties involved in the program make them to be. The specific changes which are sought include behavior modification on the part of the offender, more cooperation and coordination between the Parole and Probation Commission and other agencies

and generally, improved relations with the community.

How are these objectives to be accomplished? What resources and procedures or methods are to be used? These should be determined by the persons involved in the program, these being the Parole and Probation Officer, the offender, and a community person. They should use whatever techniques are available to them, feel comfortable in handling and most important, achieve the objectives of the program. How will the target population, in terms of its size and characteristics, affect the objectives? The size of an officer's caseload and the types of clients it contains, be they youthful offenders, alcoholics or drug addicts, probationers or parolees, hopeful or hopeless cases, will all be important elements to consider in selecting adequate and appropriate techniques to be used in determining how best to accomplish the objectives. Usage of the PSI offender profile and the MMPI should provide sufficient information on the characteristics of the caseload. Again, this information should be used to develop an effective program for the offender, thus assuring the program's success and the fulfillment of its objectives. Finally, how is coordination likely to affect the manner in which the objectives are accomplished? Regardless of what resources and techniques are used and what population is involved in the program, effective coordination among the various elements of the program and between the program and other agencies in the community is vital in order to insure the success of the program and the accomplishment of its goals.

In short, if the goals of the program are to be reached, the plan must be flexible and consistent with human needs; it must have funds and personnel; and it must possess a welfare and agency philosophy that is based on accurate community research, acceptable to the community, easily communicable, and forward-looking.

Who is responsible for achieving the objectives? The ultimate goal of the program is the complete and lasting rehabilitation of the offender. In this regard, responsibility for the success or failure of the program must be shared equally by the officer, the offender, and the community. The Parole and Probation Officer should use

his knowledge, training, and talents to secure the resources necessary for the decriminalization and resocialization of his client. At the same time, the officer should generate, induce, evoke, elicit, provoke, move, motivate, sway, persuade, inspire, stimulate, encourage, arouse, animate, incite, impel, hound, urge, exhort, and spur (to list only a few objectives) the offender to take an active and even dominant role in his own rehabilitation.

Last, the efforts of the officer and the offender must be accepted, recognized, and reciprocated by the community in which these varied energies are spent. Only through the close cooperation and active coordination of these three bodies can the objectives of the program be realized.

Are the resources needed to ascertain program effectiveness available? If the answer is yes, the Parole and Probation Officer should find out specifically where they are located and secure a commitment for their use. Before doing this, however, he needs to list the resources in terms of manpower, materials, and money. Next, he needs to match the needs of the offender, establishing them in a priority basis, with the available resources. Once these tasks have been completed, he can then begin to locate the needed resources. He can achieve this by following the six steps referred to on page 4 of this manual. If the resources needed to meet the program objectives are absent, then the officer has two alternatives to choose from. One is to advocate, (usually in gran form, less frequently by lobbying) for the development of these resources and

programs. The major draw-back of this method, however, is that it takes time for it to materialize--time which neither the officer nor offender may, and probably do not, have. A better alternative is to locate and secure ancillary services and programs either within the immediate community or nearby residences. Once more, the Parole and Probation Officer should make use of the six guidelines described above in locating and securing these substitutive services.

What provisions will be made to monitor, evaluate, review, and, if necessary, modify the program? By allowing for and seeking feedback from the Parole and Probation Officer, offender, community, and any other parties involved in the program, it can be determined whether or not the objectives are being met and hence how the program is progressing. Positive and negative feedback is the most significant element for monitoring, evaluating, reviewing, and probably modifying the program objectives. Feedback should be given at regular intervals while the program is in progress and relevant questions regarding different aspects of the program should be raised and the response to them carefully recorded.

Under what future anticipated conditions will the plan need to operate? Policy statements, staffing patterns, budget allocation, and resource distribution in terms of finances, facilities and equipment, supplies, and personnel, will all play important parts in the operationalization of the plan and for this reason, they must be taken into account in the drawing up of any plan.

SUMMARY: THE ART OF FAILING AS A PAROLE AND PROBATION OFFICER

Instead of the usual summary which generally highlights the salient points of a handbook a new twist is being presented here which should be of great value.

The following is an adaption of an article written by Jay Haley entitled, "The Art of Being a Failure as a Therapist." It has been adapted for parole and probation use. It presents 12 concrete steps that guarantee failure for any officer working with parolees and probationers.

"What has been lacking in the field of therapy is

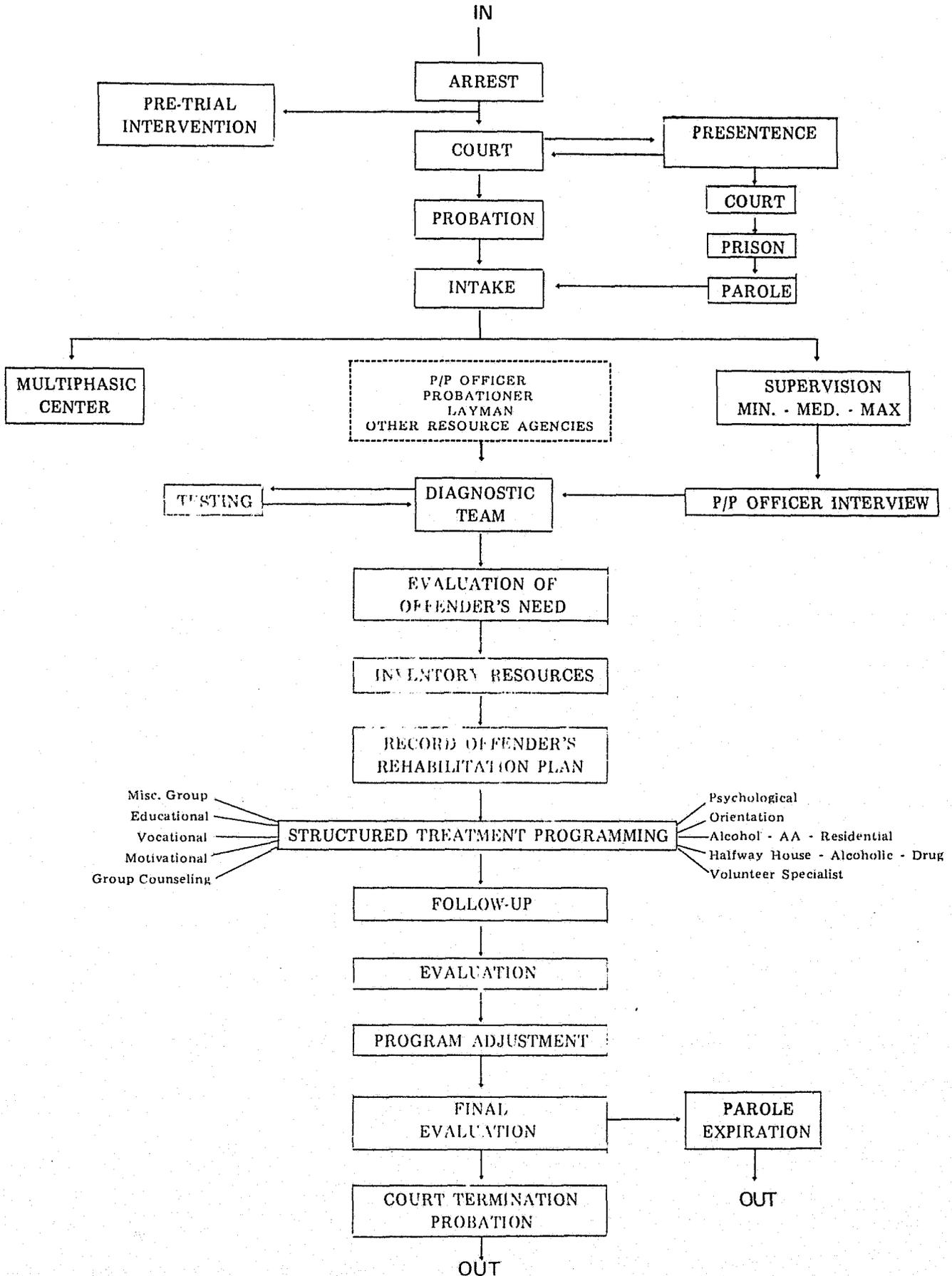
a theory of failure." Many have assumed that any therapist could fail if he wished to do so. The twelve steps that promote the Parole and Probation Officer's chances for failing as a helping person to the offender are as follows:

1) The central pathway to failure is based upon a nucleus of ideas which if used in combination, make success as failure almost inevitable.

a) Insist that the problem which brings the probationer or parolee to you is not import-

- ant. Dismiss it as merely a "symptom and shift the conversation elsewhere."
- b) Refuse to directly treat the presenting problem. Offer some rationale, such as the idea that symptoms have "roots," to avoid treating the problem. In this way the odds increase that the probationer or parolee will not recover and that future generations of officers will remain ignorant of the specific skills they need to help people overcome their problems.
- c) Insist that if a present problem is relieved, something worse will develop.
- 2) It is particularly important to confuse diagnosis and therapy. An officer can sound expert without risking success with treatment if he uses a diagnostic language which make it impossible for him to think of therapeutic operations. For example, one can say that a probationer is passive-aggressive or that he is impulse ridden. No therapeutic interventions can be formulated with this kind of language.
- 3) Put the emphasis upon a single method of treatment no matter how diverse the problems which enter the office. Offenders who won't behave properly according to the method should be defined as untreatable. Once a single method has proven consistently ineffective, it should never be given up.
- 4) Have no theory, or have an ambiguous and untreatable one, on what an officer should do to bring change. Make it clear that it is not therapeutic to give the offender directives for changing, for he might follow them and actually change. Define change as a shift of something in the interior of the offender so that it remains outside the range of observation and cannot be investigated.
- 5) Insist that only years of supervision will really change the probationer or parolee. The skillful officer can keep a probationer or parolee from improving for as long as ten years without protest.
- 6) As a further step to restrain the probationer or parolee who might improve spontaneously, offer warnings about the fragile nature of people and insist that he might suffer psychotic breaks or turn to drink if he improves.
- 7) Moreover, focus upon the individual's past and tell him he cannot change because of it.
- 8) Interpret what is most unsavory about the probationer or parolee, helping to arouse his guilt to such an extent that he will continue supervision in the hope of resolving it for a long, long, long time.
- 9) Perhaps the most important rule is to ignore the real world that the offender lives in and instead publicize the vital importance of his infancy, inner dynamics, and fantasy life. This will effectively prevent either officer or probationer from attempting to change his friends, schools, neighborhoods, or treatment milieus.
- 10) As much as possible avoid contact with the probationer and parolee who is poor. He generally will insist in results and cannot be distracted with insightful conversations.
- 11) A continuing refusal to define the goals of supervision is essential. If an officer sets goals, someone is likely to raise a question whether they have been achieved. If it becomes necessary to define a goal, the phrasing should be unclear, ambiguous, and so esoteric that anyone who thinks about determining if the goal has been achieved will lose heart and turn to a less confused field of endeavor, like existentialism.
- 12) Finally, it cannot be emphasized enough that it is absolutely necessary to avoid evaluating the results of therapy. Only by keeping the results a mystery and avoiding any systematic follow-up of clients can one ensure that the supervisory technique will not improve and the writings of the past will not be questioned.
- The Five Active B's Which Guarantee Dynamic Failure Are:
- BE Passive
 - BE Inactive
 - BE Reflective
 - BE Silent
 - BEware

STRUCTURED TREATMENT PROGRAMMING



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