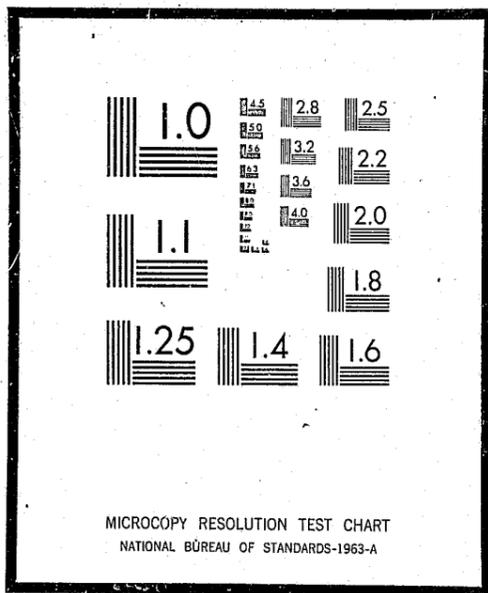


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EV-L

Delaware -
WORK/EDUCATION RELEASE PROGRAM -

An Analysis
of
Operational Effects

Submitted to the Executive Committee
of the
Delaware Agency to Reduce Crime

by
Harold W. Metz
Director of Evaluation

June 1975

27415

Evaluation; Loan ①

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ABSTRACT

The approach taken in this investigation can best be characterized as historical or case study research. The aim of the approach was to analyze and evaluate the operational effects of the State Work/Education Release Program.

The basic strategy was to construct a story about the different components of the program whose interactions formed descriptive and measurable events reflecting the total program's outcome. Such a story was structured by procedures, functions and activities.

The investigation began with the collection and examination of documentary records. These records were then clustered into eight tables which were considered significant in describing the relevant issues affecting the appraisal of this program. Some of the findings were:

1. The stability of project staff has remained and continues to remain relatively constant.
2. The State of Delaware actually operates four distinct and separate work release programs rather than a comprehensive unified program.
3. The continual lack of quantifiable and measurable goals and objectives makes the program difficult to evaluate and detect its successes and/or failures.

4. The program has not, nor will it in the foreseeable future, become financially independent. However, if one were to take into account the taxes, fines, and support payments paid, one must conclude that the economic benefits of such a program are substantial.

- (a) The program operates at a lower gross and net per diem cost per resident than the correctional institutions. For example, the net per diem cost for Plummer House is approximately \$11 less than the cost of housing an inmate in a state correctional institution.
- (b) The generation of income from the program is approximately 36 percent of the total statewide expenditures.
- (c) The program is now permitted to divert 85 percent of its maintenance monies back into the program.

5. The women's component of the program has actually decreased rather than expanded.

6. The program to date has:

- (a) Been allocated \$910,449 in federal and state funds,
- (b) Returned \$562,304 in taxes, fines, room and board and support payments, and
- (c) Involved 1,327 participants of which 136 received some form of education.

7. The effectiveness of this program could be significantly increased if all participants were housed outside the institutions.

8. The problems of obtaining employment in general, and meaningful employment in particular, were acute during this period of economic recession and unemployment.

Since post release data was not collected on work release participants in terms of: (1) reducing the rate of return to the Delaware Correctional System; (2) increasing the number of days free from arrest; (3) reducing the percentage of time incarcerated following release; (4) reducing the number of subsequent offenses; and (5) reducing the seriousness of subsequent offenses, the adequacy or impact of this program could not be measured.

I. INTRODUCTION

The Delaware Division of Corrections initiated a work/education release program (hereafter referred to as work release) in January 1969. The primary intent of this program was; (1) to enable offenders to be prepared financially and psychologically for freedom, and (2) to reduce the mounting costs of per diem incarceration.

In three of the four facilities¹ the typical type of work release situation existed; the participant was employed or attended school during the day and returned to the institution at night. An exception to this situation was Plummer House, a community residential treatment facility located on Todds Lane, Wilmington, Delaware. The program at this facility consisted not only of employment, but also supportive services such as; work orientation, group and individual counseling and job placement assistance.

Since its inception, the work release program in Delaware has expanded from 25 persons served in its first year of operation to the point where in fiscal year 1974-1975, 432 individuals had an opportunity to participate in the program. The nominal percentage of participants removed from the program for "cause" (9%) and the very low escape rate (3%) gives some indication of the operational success for the program.

¹ Delaware Correctional Center, Sussex Correctional Institution, Women's Correctional Institution, and Plummer House.

II. THE PROBLEM

It was the purpose of this investigation; (1) to analyze and evaluate the operational effects of the program; (2) to determine the extent and degree to which summary data could verify the efficiency and effectiveness of the program; and (3) to identify and explain problems which need to be addressed in measuring the program's impact on the criminal justice system.

III. HIGHLIGHTS FROM PREVIOUS EVALUATIONS

This investigation was designed to serve as an extension to previous evaluation reports submitted in April 1973 and May 1974 respectively.² The highlights of those reports are recorded along with an up-to-date response to those concerns.

A. Grant Administration

1. "...there exists massive turnover and threatened turnover of key administrative personnel...as a result, major breakdowns are occurring in the decision-making process."

It would appear that most of the personnel turnover occurred among Division personnel rather than project staff. During the total life of this program there were several Directors of the Division and numerous middle-management personnel to which project staff were to report. The stability of project

²John Engel and Louis Beccaria, "Program Evaluation Report: Work Release", April 30, 1973. Judge Vincent Bifferato, et.al., "Work/Education Release Evaluation", May 23, 1974.

staff has remained and continues to remain relatively constant.

2. "...there was a lack of coordination, adequate planning, cooperation, and divergent opinions in the development of three separate grants."

For the most part, the consolidation of separate grants for different components of the program, (e.g., male, female, and Plummer House) into one grant covering all components, has eliminated most of the administrative confusion which previously accompanied this program.

3. "...the Committee (Bifferato, et.al.) found no evidence of lack of cooperation between the various institutions and the Work Release Program."

This investigation revealed that the institutional parts of the program were primarily controlled and operationalized by the Wardens; whereas, the State Supervisor administered and controlled the Plummer House operation. Therefore, a control problem did exist between the State Supervisor and the Wardens of the institutions (see Section VI, Part 1).

B. Project Goals and Objectives

1. "...the Committee (Bifferato, et.al.) concludes that eight of the original twelve goals are desirable but unevaluative."

A constant problem which ran throughout the total life of this project was the lack of quantifiable and measurable goals and objectives. Especially during the early stages, activities proceeded in unplanned and unrecorded ways, objectives were ambiguous, outside factors were only hazily understood, and standards for comparison were never developed.

2. "...the most important objective is obtaining evidence to prove to the community and the Legislature that the program can be made financially independent."

Evidence would indicate (see Table IV, page 11) that the program has not nor will it in the foreseeable future become financially independent. However, if one were to take into account the taxes, fines, and support payments paid, one must conclude that the economic benefits of such a program are substantial.

C. Findings

1. "At its present rate of operation, the program operates at a lower gross and net per diem cost per resident than the correctional institutions... For example, the net per diem cost for Plummer House is approximately \$7 less than the cost of housing an inmate in a state correctional institution."

As of June 1975, the net per diem cost for Plummer House was approximately \$11 less than the cost of housing an inmate in a state correctional institution. If the per diem rate were to include fines, costs, taxes, and support payments, the cost would be reduced by an additional seven dollars.

2. "The generation of income from the program is approximately 27% of the total statewide expenditures."

As of June 1975, the generation of income from the program was approximately 36 percent of the total statewide expenditures.

3. "Of the first 20 men involved in the Plummer House component of the program, 11 have had no further contact with the criminal justice system."

Post release effects of the program could not be obtained from project personnel. Data of this type was not collected and the investigator could not ascertain beyond the original finding any efforts to gather post release information (see Section V, Impact).

D. Recommendations

1. "...DARC should not receive applications or adjustments from the Division of Adult Corrections other than those forwarded to DARC under the signature of the Director of Adult Corrections."

This recommendation was not strictly adhered to. Project adjustments were submitted and approved under the signature of the State Supervisor and the Assistant Director of Community Services.

2. "...provision should be made wherein the legislature will allow income produced by the program to remain with the program."

As a result of an Attorney General's opinion April 15, 1974 (retroactive to September 1, 1973), 85% of the maintenance monies generated by the program is now permitted to be diverted back into the program.

3. "The women's program should be expanded in scope and services in order to qualify more females for work release."

As evidenced by Table VII, page 14, the women's component of this program has actually decreased rather than expanded. However, if proposed construction plans for Plummer House are implemented, this aspect of the program should drastically

expand, due to the fact that Plummer House will then become a co-ed facility.

4. "The Plummer House project should operate at full or near-to-full capacity (no less than 25 residents) in order to operate at its highest efficiency and lowest per diem cost."

The number of residents residing at Plummer House has ranged from 22 to 25. On June 13, 1975, 22 residents were residing at the facility.

5. "Job descriptions should be developed for each and every position."

Since all positions are now under the state merit system, job descriptions have been developed and are on file for every position.

IV. THE APPROACH

This investigation was aimed primarily at answering the question, "What were the operational effects of the State Work/Education Release Program?" There was an attempt to classify, order and correlate data which sought to describe relationships that were discernible between and among the different components of the program. Observations accompanying this investigation were uncontrolled observations carried out within a "natural setting".

The major approach used in this investigation was to collect and examine unobtrusive measures to verify the validity and reliability of quarterly and final progress reports. A major source of this datum was the documentary records provided by the Project

Director and individuals representing the institutions.³ The examination of this data (see Tables I through VIII) was used in determining a measurable outcome between activities and effects. The first set of tables (I, II and III) deal with process or procedures; the second set (IV and V) with performance or function; and the third (VI, VII and VIII) with effort or activity. Adequacy or impact will be discussed in a later section.

³Besides the low cost of acquiring a massive amount of pertinent data, one common advantage of archival material is its objectivity. Although there may be substantial error or information gaps in the material, it is not unusual to find masking or the total absence of important goals and objectives. Much of the data which pertained to the institutional components of this program were not based upon actual documents or precise counts, but were subjective estimations made by institutional personnel.

TABLE I

Summary Information Regarding Program Allocations and Purposes

Grant Number	Federal Funds Allocated	State Funds Allocated	Funds Reverted	Purpose of Grant
DF-E2-71 (1)	\$140,000	\$ 16,667	-	To provide a male work release program for New Castle County
FA-E1-71	50,000	13,333	-	To provide a female work release program for New Castle County
FA-E58-72	65,000	24,671	\$25,831 (2)	To expand and operationalize a male work release facility (Plummer House)
FA- 45-73 FA-E45-73	215,000	28,667	(3)	1. To incorporate the three prior grants into one grant and to enlarge the program state-wide. 2. To create a state office charged with the direction and supervision of the entire program.
74-004	169,000	18,889	N/A (4)	To continue the program and assist it in becoming firmly established.
75-011	152,300	16,922	N/A	Same as above
Total	\$791,300	\$119,149	\$25,831	N/A

\$910,449

(1) Discretionary grant

(2) Reversion of funds included grants DF-E2-71, FA-E1-71 and FA-E58-72

(3) Reversion of funds has not yet been finalized

(4) N/A = Not applicable

TABLE II

Present Operating Budget

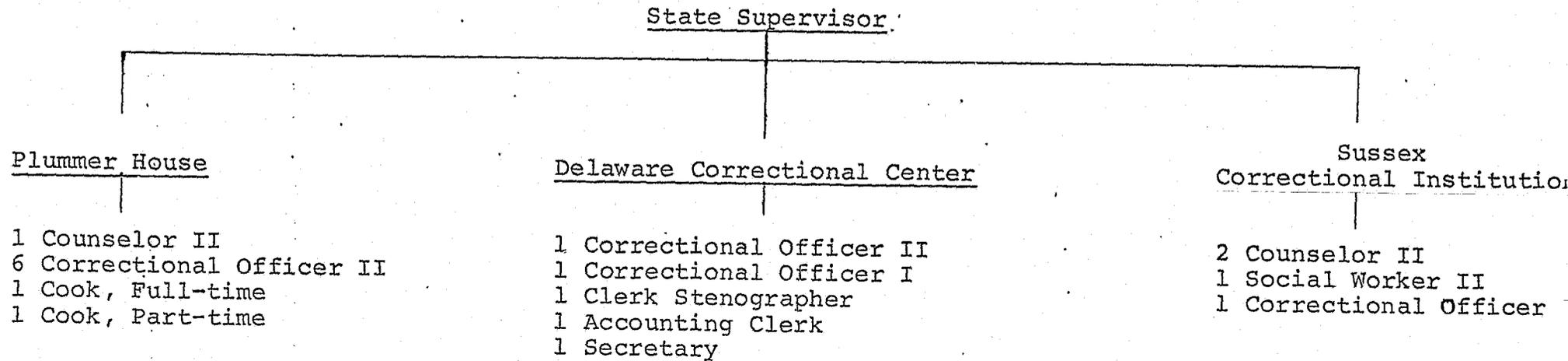
74-004

September 1, 1974 thru October 31, 1975

<u>Budget Categories</u>	<u>Federal Funds</u>	<u>State Match and Project Income</u>
Personnel	\$169,000	\$ 75,777
Professional Services	-0-	4,000
Travel	-0-	500
Supplies	-0-	3,000
Operating Expenses	-0-	11,000
Equipment	-0-	6,500
Other	<u>-0-</u>	<u>9,000</u>
	\$169,000	\$109,777
		<u> </u>
		TOTAL \$278,777

TABLE III

Organizational Chart and Percentage of Time Expended by Personnel



State Supervisor

- 50% Supervision of staff
- 30% Fiscal responsibilities
- 20% Policy and procedure meetings with supervisors

Social Worker II

- 80% Client care and supervision
- 20% Liaison with institution and clerical duties

Counselor II

- 80% Client care and supervision
- 20% Staff meetings and clerical duties

Correctional Officer II

- 50% Custody
- 50% Client care

Correctional Officer I

- 50% Custody
- 50% Client care

TABLE IV

Program Income Resulting From 32 Months of Operation

Facility	Gross Salaries Paid	Federal Taxes Paid	Social Security Paid	State Taxes Paid	City Taxes Paid	Fines and Costs Paid	Room and Board Paid	Family Support Paid
Plummer House	\$289,246	\$ 33,724	\$15,056	\$ 6,456	\$1,135	\$12,818	\$ 43,525	\$ 67,244
Delaware Correctional Center	332,600	29,438	16,693	5,218	111	2,691	47,537	10,145
Sussex Correctional Institution	663,565	57,805	37,328	9,406	-0-	22,741	110,949	26,973
Women's Correctional Institution	13,955	997	757	157	95	547	2,758	-0-
TOTAL	\$1,299,366	\$121,964	\$69,834	\$21,237	\$1,341	\$38,797	\$204,769	\$104,362

TABLE V
Participant Profile

Facility	AGE				RACE			RESIDENCE				MARITAL STATUS					EDUCATIONAL LEVEL				TYPE OF OFFENSE			PRIOR CONVICTIONS					
	16-21	22-30	31-45	46-+	W	B	Sp.Sp.	W11	NCC	KC	SC	Out of ST.	M	Si	D	Sep	W	8 or Less	9-12	HS Grad.	Coll. 2 yrs. or Less	Coll. Grad.	Part I	Part II	Part III	0	1-3	4-6	6+
Plummer House	42	129	50	19	111	129	0	163	55	8	1	13	26	128	4	8	13	53	123	54	8	2	61	128	51	79	78	43	40
Delaware Correctional Center	64	247	86	31	200	208	20	181	86	104	191	N/R	171	218	38	33	1	N/R	N/R	N/R	N/R	N/R	193	235	0	N/R	N/R	N/R	N/R
Sussex Correctional Institution	109	167	137	47	158	295	7	62	41	85	238	34	165	258	19	15	3	160	257	38	5	0	78	186	196	128	261	56	15
Women's Correctional Institution	5	29	2	0	10	26	0	29	2	3	1	1	11	19	2	4	1	6	21	5	4	0	6	20	10	5	23	3	5
TOTAL	220	572	275	97	479	658	27	435	184	200	431	48	433	623	63	60	18	219	401	97	17	2	338	569	257	212	362	102	60

N/R = No Report

TABLE VI

Program Activities Other Than Those Associated With Employment

Facility	No. of Participants	No. Returned Since Released from the Program (3)	No. Returned by Staff (1)	No. of Walk-Offs	No. Attended School Full-Time (2)	No. Attended School Part-Time (2)	No. Who Received Vocational Training	No. Involved in Alcoholics Anonymous	No. Who Received Drug Counseling
Plummer House	240	N/R	38	17	7	29	2	20	6
Delaware Correctional Center	428	N/R	N/R	13	5	0	0	N/R	N/R
Sussex Correctional Institution	623	N/R	70	11	15	23	23	N/R	N/R
Women's Correctional Institution	36	N/R	13	0	20	0	12	3	8
TOTAL	1,327	N/R	121	41	47	52	37	23	14

(1) Were returned by project staff for violation of work release regulations

(2) Large majority attended vocational school, i.e., Beautician School or GED preparation

(3) N/R = No Report

TABLE VII

Number of Individuals Employed on an Arbitrarily
Selected Date

Facility	Number Employed 6-1-72	Number Employed 1-1-73	Number Employed 6-1-73	Number Employed 1-1-74	Number Employed 6-1-74	Number Employed 1-1-75	Number Employed 6-1-75
Plummer House	N/A	15	24	25	28	30	19
Delaware Correctional Center	N/R	N/R	N/R	N/R	10	16	15
Sussex Correctional Institution	N/R	N/R	N/R	46	61	40	40
Women's Correctional Institution	N/R	5	2	3	2	3	1
TOTAL	N/R	20	26	74	101	89	75

N/A = Not Applicable

N/R = No Report

TABLE VIII

Types of Employment and Employers

A. Type of Employment Engaged In By Program Participants

<u>Number</u>	<u>Type of Employment</u>
0	PROFESSIONAL
0	Management/Supervision
0	Law/Medicine
0	Education/Social Service
0	Engineers/Technicians
48	SKILLED
8	Industry/Manufacturing
0	Health/Social Service
30	Construction/Repair*
0	Retail/Wholesale
10	Transport/Service
0	Clerical/Finance
0	Agriculture
132	SEMI-SKILLED
95	Industry/Manufacturing
4	Health/Social Service
30	Construction/Repair*
0	Retail/Wholesale
3	Transport/Service
0	Clerical/Finance
0	Agriculture

*Includes janitorial services

TABLE VIII - continued

1,147.....	UNSKILLED
950	Industry/Manufacturing
10	Health/Social Service
120	Construction/Repair*
0	Retail/Wholesale
7	Transport/Service
0	Clerical/Finance
60	Agriculture

*Includes janitorial services

B. Sample of Employers Involved in The Work/Education Release Program

A. New Castle County:

Gino's
 Sear's
 Abex Corporation
 DuPont Company
 C. E. Minerals
 St. Joe Paper Company
 Pack and Process
 American Hoechst
 Warren Roades Roofing
 Matlack, Inc.
 Xerox Corporation
 Foremark Corporation
 Rizzo Construction
 Bargain Tire
 Braddock Transfer

Star Janitor
 Whistle Janitor
 Marine Terminal
 Uniflair
 Healthways, Inc.
 University of Delaware

C. Sussex County:

Swifts
 Paramount Foods
 Townsends
 Shorgood
 H & H Poultry
 H. R. Bailey Construction

B. Kent County:

Metalcraft
 King Cole
 Dover Industrial Company

Wheatland Construction Company
 Green Giant Company

V. IMPACT

Although this investigation can and does identify certain operational effects of the program (see Tables I through VIII) it could not ascertain the post release effects on inmate participants in terms of: (1) reducing the rate of return to the Delaware Correctional System; (2) increasing the number of days free from arrest; (3) reducing the percentage of time incarcerated following release; (4) reducing the number of subsequent offenses; and (5) reducing the seriousness of subsequent offenses.

Since post release data was not collected on work release participants, a random sample of work release participants could not be compared to the post release experience of a random sample of non-participants. Consequently, the impact of this program could not be determined in relationship to the five stated effects.

Perhaps it is unfair to evaluate work-release solely on its rehabilitative merits ... Work release can serve as an escape valve for tensions in institutional settings. Thus, to eliminate work release simply because it does not reduce recidivism could be a mistake due to the possibility of increased institutional tension.⁴

⁴Gerald F. Stowell, "Work and Educational Release in Connecticut: An Analysis of Post Release Effects on Inmate Participants", Connecticut Department of Correction, April, 1974.

Although there is only a small amount of competent research and evaluation which has been completed on work release programs, such research has indicated that work release has produced little to indicate that as presently practiced, it can guarantee most rehabilitation objectives. Reports from the District of Columbia, Massachusetts, Connecticut, and the Federal Bureau of Prisons show no advantage for work release in terms of reducing recidivism.⁵

Since participants in the State of Delaware are required to contribute toward the cost of their confinement, the significance of this program may be measured in terms of the financial benefits for both the inmate and the State (see Findings 1 and 2, page 4 and Table IV, page 11). Although many of the costs are indirect and difficult to isolate and describe, the program appears less expensive than simple incarceration.

VI. OBSERVATIONS AND RECOMMENDATIONS

1. Since wardens are given the authority to implement and control programs within their respective institutions, and sometimes use this authority to make unilateral decisions affecting participants in the work release program, it would appear that the State of Delaware actually operates four distinct and separate work release programs rather than a comprehensive

⁵Ibid

unified program under the direction and control of the State Supervisor for Work Release. The State Supervisor's primary responsibility and authority lies with the operation of Plummer House. All too often, the "buck" simply passed from the Warden, to the State Supervisor, to central management, to the Department of Health and Social Services.⁶

2. There was a general feeling that the effectiveness of this program could be significantly increased if all participants were housed outside the institutions. Presently, this is not done, resulting in tension within the institution and frustration among the participants. Accompanying this situation, was the fact that no treatment component was provided for those housed within the institution. Plans are now underway to: (1) construct a new facility at Plummer House to accommodate an additional 20 to 40 male participants; (2) move the female participants from the Women's Correctional Institution into an existing building at Plummer House and initiate a co-ed program; (3) construct a new facility at the Sussex Correctional Institution to house an additional 100 participants; and (4) construct army style single story barracks at the Delaware Correctional Center for approximately 50 new participants. Prob-

⁶A policy committee composed of the three Wardens and the State Supervisor has been formed to ostensibly deal with some of these problems.

lems associated with the staffing of these new facilities have yet to be resolved.

3. It would appear that at the present time, Plummer House is over staffed, 2.8:1. However, if and when the plans described above are implemented, the need for the present complement of staff will be justified.
4. During this period of economic recession and unemployment, the problems of obtaining employment in general, and meaningful employment in particular, remain acute. A minimum of 150 participants should be involved in the program, however, due to the present economic situation only 77 participants were actively involved in the program on June 6, 1975.
5. Since the majority of participants are involved in the work release program for only a relatively short period of time (an average of 4.5 months) and their accumulated savings at the time of release is modest (an average of \$350) it would appear that they are not "financially prepared for freedom" as implied in the original intent of the program.
6. Although the selection criteria has not been strictly adhered to in every case, there appears to be a need to reconsider and re-evaluate such criteria. Evidence from other states and the Federal Bureau of Prisons indicates that the program might do better to afford easier acceptance for those who have a history of unemployment and no marketable skills.

7. Project personnel have requested that the Division of Adult Corrections and the Delaware Agency to Reduce Crime specify the types and extent of data which this project will be expected to maintain. This appears to be a reasonable and logical request.

APPENDIX

Selection Criteria

State of Delaware
Division of Adult Corrections

CRITERIA AND PROCEDURE FOR STATE-WIDE WORK EDUCATION RELEASE

(Revised as of April , 1975)

I. Basic Criteria, All Institutions:

1. Time eligibility:

- a. Within two years to a goodtime release date.
- b. Certified by Parole Board (client is actually paroled but with the added condition of completing some successful time on work release, e.g., three months, six months.).
- c. Written recommendation by Parole Board (this is only a recommendation and must be approved by institutional and work release staff; if approved and client is successful, there is a strong possibility, but no guarantee, that client will be paroled.).

2. Demonstrated interest in personal improvement; progress toward increased maturity and self understanding. This will be evaluated on basis of inmate's work habits, program participation and general adjustment.

II. Basic Procedures:

1. Written application is submitted by inmate, following which it is considered by and must be approved successively by:
 - a. Classification team.
 - b. Work/education release staff.
 - c. Superintendent.

III. Variations:

1. Delaware Correctional Center

- a. Applicant must be assigned to Minimum Building before he can apply.
- b. Application is made to the Minimum Classification Team first, then to the Institutional Classification Team.

Criteria and Procedure for State-
Wide Work Education Release (Continued)

III. Variations (Cont'd):

2. Sussex Correctional Institution.

- a. Classification Committee makes initial decision.
- b. Work/education release staff makes final decision.

3. Women's Correctional Institution

No variation from basic.

4. If there is a conflict regarding the selection of a client, it is to be resolved by a committee of the Superintendent, State Supervisor for Work/Education Release, and Assistant Director for Community Services.

IV. Specific Criteria for Admission to Plummer Center:

1. Client's stay at Plummer Center should be calculated to be a maximum of six months.
2. Sufficient experience in the work/education release program at the institution to have demonstrated a stable, dependable work and adjustment record.
3. Family or personal history associated with Wilmington area.
4. A score of at least 34 points on the scoring tool used by Plummer Center (attached).
5. Approval by the Director, the Superintendent of the institution, and the State Work/Education Release Supervisor in the case of any inmate with a sex crime or crime of violence.

V. Exceptions:

1. There will be no exceptions to the time criteria for male clients.
2. Due to the unique circumstances involved with female offenders, a time exception can be made but only with the approval of the Director of the Division.
3. All other procedural exceptions can be made with the approval of the Superintendent and State Supervisor for Work/Education Release.

Weighted Items: Criteria and Procedure for Statewide Work Education Release (Continued)

A. Good Social and Family Relationships (Weight 4)

- 0 = Bad (all contacts outside of institution are undesirable ones - family and friends)
 - 1 = Poor (associations on outside are undesirable, but family is concerned with the individual)
 - 2 = Fair (some good associations along with family concern)
 - 3 = Good (associations and family relationships both good)
- 12 = Total Possible

B. Prior Convictions (Weight 2)

- 0 = More than 7 convictions
 - 1 = 4 to 7 convictions
 - 2 = 2 to 4 convictions
 - 3 = 0 or 1 conviction
- 6 = Total Possible

If subject is under 21 years of age, include juvenile record, counting all felonies in juvenile record and complete adult record.

If subject has many arrests (more than ten a year) but few convictions, drop scale by 1.

C. Geographic Stability (Weight 1)

- 0 = Bad (nomad, migrant worker)
 - 1 = Poor (street wanderer, gangs)
 - 2 = Fair (relative stability)
 - 3 = Good (stable, good home life)
- 3 = Total Possible

D. Age (Weight 2)

- 0 = 50 years and over
 - 1 = 40 to 50 years
 - 2 = 30 to 40 years
 - 3 = 30 years and under
- 6 = Total Possible

Weighted Items: Criteria and Procedure for Statewide Work Education Release (Continued)

E. Past Employment (Weight 4)

- 0 = Bad (no jobs or meaningful employment)
 - 1 = Poor (few jobs, no real stability, is constantly fired or quits after a short time, gives reasons for quitting such as "pay no good" or "didn't like the job")
 - 2 = Fair (some jobs, no real stability, has ability to work but does not, may be caused by drugs, alcohol, etc.)
 - 3 = Good (stable employment at a limited number of jobs, works at one job for more than two years)
- 12 = Total Possible

F. Individual Attitude (Weight 2)

- 0 = Bad (no cooperation, lack of desire)
 - 1 = Poor (poor cooperation, poor desire)
 - 2 = Fair (fair cooperation, fair desire)
 - 3 = Good (good cooperation, good desire)
- 6 = Total Possible

Most important factors concerning individual attitudes to look for:

1. Work Report
2. Cell Block Officers Report
3. Number of Misconduct Reports
4. Frequency of visits from the outside
5. Type of Misconduct Reports
6. Frequency of correspondence with outside
7. Personal financial budgeting in prison

G. Personality Aggressiveness (Weight 2)

- 0 = Constant Aggressiveness, violent natured, many instances of assault
 - 1 = Semi-Aggressiveness, involved in assault very often
 - 2 = Situational Aggressiveness, occurs in situations of tension and stress
 - 3 = Unaggressive, calm nature, rational, should not be confused as a passive person
- 6 = Total Possible

H. Awareness of Social Values and Priorities (Weight 4)

- 0 = Bad (complete lack of values and priorities,
anti-social)
- 1 = Poor (confused, often occurs with drug addiction)
- 2 = Fair (knows values and priorities but disregards
them, non-conformist)
- 3 = Good (follows both, is aware, white-collar crime)

- 12 = Total Possible

GROSS TOTAL POSSIBLE = 63

- 28 or less - High probability of failure
- 29 to 33 - Poor risk; needs some readjustment
- 34 - 40 - Fair risk; depends on values and attitudes
- 41 and up - Good risk

END