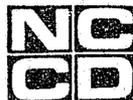


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# IMPACT

A CRIMINAL JUSTICE PROJECT OF THE ASSOCIATION OF JUNIOR LEAGUES, INC.  
ASSISTED BY THE NATIONAL COUNCIL ON CRIME AND DELINQUENCY  
FUNDED BY THE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION



FINAL REPORT

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ON  
IMPACT

A CRIMINAL JUSTICE PROJECT  
OF THE  
ASSOCIATION OF JUNIOR LEAGUES, INC.

TECHNICAL ASSISTANCE PROVIDED  
BY THE  
NATIONAL COUNCIL ON CRIME AND DELINQUENCY

FUNDED BY THE  
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

TRAINING CENTER  
NATIONAL COUNCIL ON CRIME AND DELINQUENCY  
411 HACKENSACK AVENUE  
HACKENSACK, NEW JERSEY 07601

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PREFACE

*This report was prepared for the National Council on Crime and Delinquency as a record of an important project which demonstrated the merits of combining the forces of two national organizations to stimulate positive change in the criminal justice system. It is an overview of IMPACT, a project in criminal justice sponsored by the Association of Junior Leagues, Inc. and developed jointly with the Training Center of the National Council on Crime and Delinquency.*

*The official grant period extended from October 1, 1973 through December 31, 1974. Prior to formal project commencement, numerous members of the AJL staff and Board, and NCCD were cooperatively involved in the development of ideas, plans and procedures.*

*Many of the major participants are listed in the report, but there were some key leaders of the Association of Junior Leagues who especially devoted their talents and commitment to bring IMPACT about and keep it viable: Jackie Gossard and Mazie Frcelich, IMPACT Co-Chairpersons during the planning and initial phases and Mary Ellen Thomsen, their successor in the follow-up stage; Nella Barkley, National President; Nancy Breslin and Christie Todd Whitman, program staff; Liliane Guay, Special Events Coordinator; and Edwin "Ted" Marks, Executive Director. In addition, scores of individuals throughout the United States and Canada -- from Junior Leagues, Board of Directors and AJL New York headquarters -- played important roles in various aspects of the overall project.*

*Staff members of NCCD nationwide were helpful in a broad variety of ways. Day-to-day responsibility for the project rested with the Project Director and with Lucy Dorée, Project Coordinator, who prepared this report, and Mary McDougall, Project Secretary.*

*Thus, the list of all who were significantly involved is a long one indeed. A great debt of gratitude is owed to them for a remarkably effective and efficient job. Their collective effort has dramatically and meaningfully demonstrated the efficacy of the project's theme: "Awareness + Skills = Impact on Criminal Justice."*

Loren W. Ranton  
IMPACT Project Director for NCCD  
Director, Training Center

BACKGROUND

Representatives of the Association of Junior Leagues (AJL) in New York City contacted NCCD for its reaction to a proposed project which would involve Junior Leagues throughout the United States in an active role in promoting change in the criminal justice system. Following meetings with representatives of LEAA in Washington, attended by AJL staff members, Nancy Breslin, Project Coordinator, and Edwin Marks, Executive Director, and Loren Ranton, Director of the Training Center, a final revision of the AJL proposal was submitted for review and funding. NCCD was selected by AJL as a sub-contractor, with an overall budget of \$107,350. (The total project budget, which included all Junior League expenses, totaled \$209,100.)

The following are excerpts from the project summary as listed in the application for LEAA funding:

"The ultimate goal of this effort of the Association of Junior Leagues is to reduce crime and delinquency. The immediate, overall objective is to enable the more than 200 Junior Leagues in the United States and Canada to increase the effectiveness of criminal justice systems by promoting, facilitating, and participating in efforts to effect change. The program method is as follows: In the spring of 1973 the Junior Leagues will receive orientation materials on crime and delinquency and community survey guides and guidelines relating to criminal justice systems, to be prepared by the contractor (NCCD). Based on data from resulting community assessments and on issues of priority concern, a four-day training institute, to be held in Houston, Texas, will be planned for December 2-6, 1973. Each Junior League will be permitted to send two representatives and optionally a local professional or lay leader working in the criminal justice field who has demonstrated interest in change. Participants, using their survey data and working in small groups under a qualified faculty, will be given supplementary in-depth orientations and assisted in setting and refining goals, determining best alternatives for action, acquiring an awareness of proven tactics and developing plans for mobilizing their communities through programs

to reduce crime and delinquency."

"...based on previous experience, the scope and impact of the project may range from the involvement by Junior Leagues of one or two organizations in establishing on-going services, such as Youth Service Bureaus, to all-out community efforts through Junior League-initiated coalitions, and state-wide coordinated efforts of groups of Junior Leagues and others..."

Although the contract was tied up in negotiations with LEAA, AJL requested that a community survey be prepared by a member of NCCD's professional staff, in anticipation of future funding. A comprehensive, 113-page survey, written by Don Rademacher, contained introductory material about the various segments of the criminal justice system and listed specific questions for individual League members to use when interviewing personnel in the criminal justice system in their own communities. Approximately 188 Junior Leagues in the United States and Canada completed surveys of their communities' criminal justice systems during the spring and summer of 1973.

Until late September, 1973, it was not clear whether LEAA would fund the project and whether NCCD would be hired as a sub-contractor. Therefore, NCCD did participate in some planning sessions but was not able to take as active a role in certain aspects of planning as it would have wished. The Association of Junior Leagues contacted professionals throughout the United States, some of whom were suggested by NCCD, asking them to serve as faculty members at the training institute scheduled for Houston in December, 1973.

In October, a two-day intensive planning session with representatives of AJL and NCCD resulted in an overall agenda for the four-day institute. The Training Center's responsibility would be -- in collaboration with AJL -- to conduct the institute, arrange for orientation for all NCCD staff members and resource faculty people, and prepare training materials for use at the institute. It was agreed that the theme for the conference would be

"Awareness plus Skills equals Impact on Criminal Justice." It was also decided that six follow-up seminars for Junior League members would be held sometime in the fall of 1974 in each of the AJL areas.

TRAINING INSTITUTE

Participants

When the training institute began officially at 7 p.m. on Sunday, December 2, 1973, at the Shamrock Hilton Hotel, Houston, Texas, 588 delegates were registered. 205 Junior Leagues in the United States and Canada were represented with a total of 396 delegates and there were 192 representatives from the communities of some of those Junior Leagues. It had been suggested that Junior Leagues bring an important community lay leader who might be of help in the future when it came time to plan and implement any projects in the field of criminal justice. Many Leagues felt it important, however, to bring criminal justice professionals. Community delegates included the following: attorneys, judges, criminal justice planners, college professors, volunteer coordinators, law enforcement representatives including police chiefs and sheriffs, psychologists and psychiatrists, directors of state, county and local government and private social agencies, probation and parole supervisors, psychiatric social workers, community field workers, program directors, a commissioner of parole, a newspaper publisher, volunteers, civic leaders, and representatives of other non-profit lay organizations (for example, the League of Women Voters and the American Association of University Women). Five lay organizations sent observers to the training institute.

Program

The following is an outline of the agenda of the four day institute:

A brief audiovisual presentation prepared by Pat Nick, a staff member of AJL, set an appropriate tone for the dinner meeting which formally opened the institute.

Former Governor Russell W. Peterson gave the keynote address, setting as the framework for the week's discussions, the findings and recommendations of the National Advisory Commission on Criminal Justice Standards and Goals, of which he had served as chairman.

At Monday morning breakfast, Milton Rector presented a brief overview of preliminary findings based on data from thirty surveys conducted by Junior Leagues in the United States and Canada.

Monday morning and afternoon, three simultaneous Forums were held, focusing on the major areas of Correction, Courts and Law Enforcement. This format enabled all Junior Leagues to have a representative at each of the Forums at least once. Later that afternoon, a Forum on Diversion was held for all delegates. After exposure to specific information about the functioning of the different segments of the criminal justice system and some discussion of current trends and problems, delegates were asked to choose a workshop in one of these areas in which to participate on the following day.

On Tuesday, workshops in Law Enforcement, Adult Courts, Juvenile Courts, Adult Correction, Juvenile Correction, Adult Diversion and Juvenile Diversion were held simultaneously. The total number of delegates in each workshop ranged from 27-45. All delegates were seated at round tables, enabling them to function in small task groups. The purpose of the workshops was two-fold: 1) to provide an opportunity to explore the Forum content areas in greater depth, with additional consideration of strategies for change, legislation, funding, public education, and the role of volunteers; and

2) to apply newly acquired and previously possessed knowledge to the development of community programs around an assigned task. That assigned task, which was given to all workshops, was based on a hypothetical case study, "Jefferson City." Each small group within the workshops was asked to develop a program and strategy for change within the area of that workshop's special concern, such as Law Enforcement or Juvenile Diversion.

A data bank consisting of the descriptions of all parts of the criminal justice system was available if the workshops desired to use it. (In fact, those workshop groups which did review the other parts of the system before planning improvement in their assigned area produced better products than those groups that did not utilize the data bank.) This exercise was used to reinforce the "systems" approach to change.

On Wednesday morning, workshop moderators presented a two-minute summary of their workshop's activity. That afternoon, the two Junior League delegates and their backhome representatives met as a triad to develop back-home plans, select tentative goals and develop strategies for implementation which could be presented to their local Leagues. All institute leaders served as consultants.

On Thursday morning, delegates met by states to consider issues of mutual concern, such as state legislation, and to discuss strategies for follow-up and implementation of learning which had taken place at the institute. Summary reports of both the triad meetings and the state meetings were submitted to staff for their information.

Francis L. Dale, Chairman of the Board of NCCD, and the keynoter of the last evening's banquet, discussed the role of volunteers as change agents in the criminal justice field and challenged the Junior Leagues to bring about significant change. On Thursday morning, Milton Rector, NCCD's President, summarized the four days' activities, and further challenged the Junior

Leagues to make a truly significant "impact" on criminal justice in the United States and Canada.

Personnel

The faculty-resource-staff group totalled 65. In addition to Loren Ranton, IMPACT Project Director for NCCD, and Lucy Dorée, Project Coordinator, sixteen members of NCCD's professional staff participated as part of the leadership teams of the conference. Francis Dale, Chairman of NCCD's board, attended for two days, and Mary Whyte, a member of NCCD's board and executive committee and a former staff member at AJL, was also a member of NCCD's staff group. In addition to the 20 representatives from NCCD, there were 25 people from the Association of Junior Leagues (many of these were staff people from the AJL office in New York; the balance were Board of Directors members); and twenty other faculty people who were experts in various areas of the criminal justice field. (A list of all personnel follows.)

Each member of the AJL board acted as moderator/facilitator in either the workshops or Forums, a faculty member provided information through a presentation in a Forum or by directing a workshop, and the NCCD staff person served as a general resource person in the field of criminal justice in both workshops and Forums, and led the activity based on the Jefferson City case. An intensive orientation session was held prior to the institute for the entire "training team" under Loren Ranton's direction and the leadership group continued to meet at meals and other appointed times to assess the progress of the institute and make whatever changes in the program they deemed necessary.

LEADERSHIP TEAM MEMBERS

NCCD

Robert D. Cain, Jr.  
Director, National Center for  
Youth Development  
Tucson, Arizona

Pete Culver  
Director, AFL/CIO Labor  
Participation Project  
Terre Haute, Indiana

Francis Dale  
Chairman of the Board  
Cincinnati, Ohio

Ms. Lucy Dorée  
Project Coordinator, Training Center  
Hackensack, New Jersey

Paul F. Dunn  
Director, Law Enforcement Council  
Hackensack, New Jersey

Justus Freimund  
Director, Action Services Department  
Washington, D.C.

James Kester  
Director, Oklahoma State Council  
Oklahoma City, Oklahoma

Keith J. Leenhouts  
Director, Volunteers in Probation  
Royal Oak, Michigan

Bernard Bennett  
Assistant Director, YSB Information  
and Technical Assistance  
Tucson, Arizona

Jean Paul Lushin  
Labor Representative, AFL/CIO  
Education to Action Program  
Terre Haute, Indiana

Michael Mahoney  
Director, Midwestern Service Center  
Chicago, Illinois

Loren W. Ranton  
Director, Training Center  
Hackensack, New Jersey

Milton G. Rector  
President  
Hackensack, New Jersey

Clifton Skeen  
Labor Representative, AFL/CIO  
Education to Action Project  
Terre Haute, Indiana

Daniel P. Starnes  
Director, Southern Service Center  
Atlanta, Georgia

David L. Stringer  
Labor Representative, AFL/CIO  
Education to Action Project  
Terre Haute, Indiana

Willis O. Thomas  
Eastern Regional Director  
Hackensack, New Jersey

Robert E. Trimble  
Director, Western Service Center  
San Francisco, California

S. Weldon Wicker, Jr.  
Director, Central Mountain  
Service Center  
Austin, Texas

Mary Whyte, (Mrs. Arthur G., Jr.)  
Member, Board of Directors  
Greenwich, Connecticut

LEADERSHIP TEAM MEMBERS

Association of Junior Leagues, Inc.

Mrs. Rufus C. Barkley, Jr. (Nella)  
President  
Charleston, South Carolina

Dr. Enriqueta C. Bond (Mrs. Langhorne)  
Director-at-Large  
Springfield, Illinois

Mrs. Edward Rahr Borchardt, Jr. (Wendy)  
Board of Directors  
Los Angeles, California

Mrs. L. R. Breslin, Jr. (Nancy)  
Division of Junior League Services  
New York, New York

Mrs. Peter Bulkeley (Valerie)  
First Vice-President  
West Hartford, Connecticut

Mrs. J. Robert Freeman, Jr. (Elaine)  
Director-at-Large  
Spartanburg, South Carolina

Mrs. William L. Frierson, II (Amy)  
Secretary  
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Mrs. Jake Froelich, Jr. (Mazie)  
Director  
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Miss Farida Ghani  
Publications Editor  
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Jackie Gossard (Mrs. O. S.)  
Director-at-Large  
Wichita, Kansas

Miss Lilliane R. Guay  
Special Events Manager  
New York, New York

Mrs. Minor C. Lile, Jr. (Sue)  
Treasurer  
Bellevue, Washington

Edwin H. Marks, Jr.  
Executive Director  
New York, New York

Mrs. Harriette S. Merrill  
Division of League Services  
New York, New York

Belinda H. Morin (Mrs. J. Donald)  
Director  
Toronto, Ontario, Canada

Mrs. Donald E. Nick (Pat)  
Audio-Visual Coordinator  
New York, New York

Mrs. Robert C. Poole (Mary)  
Second Vice-President  
Albuquerque, New Mexico

Mrs. E. Daniel Ruffier (Joan)  
Assistant Association Nominating  
Chairman  
Orlando, Florida

Marjorie Sharpe (Mrs. Alexander B.)  
Director  
Woodstock, Illinois

Mrs. Lester E. Smith, Jr. (Nancy)  
Director-at-Large  
San Angelo, Texas

Mrs. Walter H. Swayze (Ena)  
Coordinator, Division of League  
Services  
New York, New York

Mrs. Gerald Teasley, Jr. (Bettye Hayes)  
Director  
Texarkana, Arkansas

Mrs. George E. Thomsen (Mary Ellen)  
Director  
Baltimore, Maryland

Miss Christine Todd  
Impact Coordinator  
New York, New York

Frances Verstandig (Mrs. Lee)  
Director  
New York, New York

LEADERSHIP TEAM MEMBERS

Resource People

Allen F. Breed  
Director, Department of the Youth  
Authority  
Sacramento, California

Lawrence A. Carpenter  
Task Force on Corrections  
National Advisory Commission on  
Criminal Justice Standards and  
Goals  
Austin, Texas

John A. Cocoros  
Program Director, Continuing Education  
Sam Houston State University  
Huntsville, Texas

The Honorable Michael Corregan, Judge  
Sedwich County Juvenile Court  
Wichita, Kansas

Robert E. Fox  
Coordinator, Volunteer Programs  
Ministry of Correction Services  
Toronto, Ontario, Canada

Jewel Goddard  
Director, Multnomah County Department  
of Human Resources  
Portland, Oregon

Robert F. Leonard  
Prosecuting Attorney  
Flint, Michigan

William Lucas  
Sheriff, Wayne County  
Detroit, Michigan

Milton Luger  
Director, N.Y. State Division of Youth  
Albany, New York

Don R. McComb  
Chief, Correctional Consultation Centre  
Department of Solicitor General  
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James P. Morgan  
Law Enforcement Consultant  
St. Petersburg, Florida

Don Rademacher  
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Austin, Texas

Joseph R. Rowan  
Director, Florida Division of Youth  
Services  
Tallahassee, Florida

Dr. Ivan H. Scheier  
Director, National Information  
Center on Voluntarism  
Boulder, Colorado

R. O. D. Schoenbacher  
Chief Juvenile Probation Officer  
Harris County  
Houston, Texas

Dr. Ernest Shelley  
Chief Psychologist  
Juvenile Court  
Lansing, Michigan

The Honorable Jacqueline Taber, Judge  
Oakland-Piedmont Municipal Court  
Oakland, California

Harry Woods  
Criminal Justice Coordinator  
Adapt, Inc.  
Des Moines, Iowa

Harry H. Woodward, Jr.  
W. Clement & Jessie V. Stone  
Foundation  
Chicago, Illinois

Lucien Zamorski  
Department of Sociology  
Augustana College  
Rock Island, Illinois

Evaluation of the Institute

Junior League delegates, community representatives, and faculty members completed written evaluations at the close of the institute. The data, compiled by the Association of Junior Leagues, was based on the return of 442 evaluations. Participants and faculty were asked to rate the program on its overall value and its component parts, and to relate the content and goals of the training institute to Junior League activities in general. Response on the whole was very favorable.

In answer to the question, "Overall, how would you rate this program in terms of its value to you?", the following were the ratings given on a 9 point scale, (9 being excellent and 1 being poor), by the following groups:

Junior League Delegates	(316 respondents):	7.05
Community Delegates	(105 respondents):	6.70
Faculty/Board/Staff	( 21 respondents):	7.33
Overall average	(442 " ):	7.03

In terms of the Institute's achieving its purpose, the following mean ratings were compiled:

Junior League Delegates	6.77
Community Delegates	6.86
Faculty/Board/Staff	7.10
Average	6.91

In response to the question, "What is the extent to which volunteer organizations can function as agents of the criminal justice system?" 92.4% of the community delegates answered "quite a bit," using a scale of "quite a bit," "slightly," "not at all," and "don't know/uncertain."

Similarly, when the community delegates were asked, "What is the extent to which participation in this institute has increased your perception of the potentialities of the Junior League in the criminal justice system?" 84.8% considered it as "quite a bit."

In response to the same two questions, the percentages of Junior League delegate responses of "quite a bit" were 87.3 and 76.9 respectively.

FOLLOW-UP SESSIONS

Six area follow-up meetings for the Fall of 1974 were scheduled as follows:

- Area III -- October 21-22, Atlanta, Georgia
- Area II -- November 6-7, Washington D.C.
- Area I -- November 4, New York City
- Area V -- November 13-14, Dallas, Texas
- Area IV -- November 19-20, Chicago, Illinois
- Area VI -- December 3-4, San Francisco, California

It was felt that feedback from Junior Leagues throughout the country about their activities in the field of criminal justice was essential to the design of meaningful follow-up sessions. These data from the AJL's nationwide questionnaire were not available until mid-September, 1974, thus limiting the amount of planning time available. The details of the individual programs, selection of Junior Leagues to make presentations, and assignments of staff and AJL group leaders, were handled between each area's Junior League leadership and Loren Ranton, usually by telephone.

Participants and Leaders (AJL and NCCD)

Approximately 366 members of Junior Leagues throughout the country and a few from Canada attended the follow-up sessions. Attendance varied from the 40's to the 70's in various geographic areas.

Although it had been originally anticipated that delegates to the area follow-up sessions would be those who had attended the training institute in Houston, the leadership of the Junior Leagues decided that it was important to involve new, additional Junior League members in the IMPACT project and, therefore, almost all of the delegates had not attended the Houston program. Some had been briefed in great detail by Houston delegates, others had been involved in criminal justice projects in their Leagues, and many had not known much about either the training institute or their own League's activities in the criminal justice area until shortly before they attended the follow-up sessions. Realizing that this might be the case, the program was designed to try to meet those individual needs.

Each session was serviced by an NCCD team, led by Loren Ranton, Director of the Training Center, and assisted by Lucy Dorée at five of the six sessions. (At the Dallas follow-up meeting, Pat Hill of NCCD's Oklahoma staff, functioned in her role.)

In addition, the following AJL board members and staff, and NCCD staff participated in the conference:

	<u>AJL</u>	<u>Additional NCCD Staff</u>
Area III	Mrs. Robert E. Leak (Martha)	William A. Lofquist
Atlanta:	Mrs. Gilbert B. McArthur (MaryAnn)	Daniel P. Starnes
	Mrs. John E. McFarland (Linda)	
	Mrs. James S. Clardy (Frances)	

Area I  
New York City: Mrs. Michael Bristol (Joan)  
Mrs. William McChesney (Deni)  
Mrs. David Michaels (Carol)

Area II  
Washington, D.C.: Ms. Patty Bankson  
Mrs. Orval E. Cook (Judy)  
Mrs. Larry L. Metzger (Nancy)  
Mrs. George E. Thomsen (Mary Ellen)

Justus Freimund  
Mary Ellen Lazakis  
Carol MacDonald  
Ann Parker  
Charla Whelan

Area V  
Dallas: Mrs. Vernon E. Cook II (Susan)  
Mrs. Payton Lamb (Jan)  
Mrs. Robert S. Meador (Jean)  
Mrs. Bolling P. Starke, Jr. (Sheila)

Bernard Bennett  
James S. Oleson  
Pat Hill

Area IV  
Chicago: Mrs. Ronald Clark (Natalie)  
Ms. Helen Hokanson  
Mrs. Alexander B. Sharpe (Marjorie)  
Mrs. H. Park Tyler (Theresa)

Michael Mahoney  
Meredith Taylor

Area VI  
San Francisco: Mrs. Edward R. Borchardt, Jr. (Wendy)  
Mrs. G. Gordon Bellis (Cathy)  
Mrs. Sperry Harris (Cynthia)  
Mrs. Ernest E. Johnson (Muriel)

Robert E. Trimble  
Robert C. Cain

One outside person, Richard Gross, a member of the San Francisco Adult Probation Department, participated in the follow-up session in Area VI.

Program

The overall program plan for five of the six areas (excluding Area I) was basically the same, with modifications related to the amount of time available and special needs of the area. The program was refined after each session was held.

The session held in New York City for Area I differed from the other five in that NCCD was not asked to participate in the program design. Instead, various workshops were set up, with resource people from the community asked

to present a panel presentation, and discussion followed. This was a more conventional type of workshop day and it was also the shortest of all the follow-up sessions.

In designing the follow-ups, the general concern was to provide a format in which individual League delegates could share information and personally participate, realizing that Junior Leagues were at many different points in project planning and implementation. Therefore, each workshop had no more than approximately 30 participants at the very most, all were seated at round tables, and there was an open exchange of information and a high level of participation by all attendees.

One basic program idea was that two Leagues were asked to make ten-minute presentations in a workshop setting, describing a current project in which they were involved in the criminal justice field. The workshop participants then discussed those projects, relating them to their own special needs. To provide a framework for this discussion, a set of guideline questions was prepared, which enabled the NCCD resource people to relate specific information to general systems change, to make it meaningful for all participants regardless of their individual Junior League's programs.

Five of the follow-up sessions included a five-to ten-minute presentation by a member of NCCD's staff, summarizing the highlights of the findings and recommendations of the National Advisory Commission on Criminal Justice Standards and Goals. This was done for two reasons: to inform those delegates who were not knowledgeable about the document, and to provide a general framework for the discussions which followed during the balance of the sessions.

There was also a five-to ten-minute presentation by an NCCD staff person concerning the major components of the recently passed federal Juvenile Justice and Delinquency Prevention Act of 1974. Possible roles for the Leagues in the implementation of the Act were discussed and a printed summary of the legislation was distributed to all delegates.

It became apparent that one of the major needs of Junior Leagues throughout the country was that of in-League education. Therefore, two follow-up sessions addressed the issue directly. One included brief presentations at a general meeting by five individual Leagues, describing their member education programs. The last session, in San Francisco, had the most time available and there an entire workshop was devoted to in-League education projects.

#### Consultations

Another component of each session was that individual consultations with NCCD staff were provided to Leagues which requested them, and approximately 50 Leagues did so. Additional Leagues who had asked for consultations prior to the follow-ups found that many of their questions had been answered during the workshops themselves, and they therefore no longer felt a need for a special consultation.

#### Film

The film entitled, "Criminal Justice in a Nation of Orphans," which had been underwritten by the Sears Foundation for the AJL, was shown at a general session during each area follow-up. A draft of a discussion guide, including ideas on how the film might be best utilized and listing certain questions which might serve for discussion, was distributed and discussed by the delegates.

The delegates were asked also to critically evaluate the film. The reception to the film varied from area to area. There was some disappointment about the film's quality and many felt that it was not particularly valuable as a motivational film. However, it was seen as a useful tool for suggesting programs in which Leagues could get involved, and it was felt that if this film were used judiciously with a pertinent introduction and a well-prepared discussion following, it would be helpful.

#### Evaluation

Evaluations were completed by all delegates at the close of the sessions and the statistical department of the AJL office in New York compiled these data. In response to the question, "Considering what you got out of this meeting, how would you rate it in terms of making your future performance more effective?", 42% listed it as "very valuable" and 54% as "valuable." The remaining 3.9% were responses in the "not very valuable," "mixed opinion," and "no answer" categories.

In response to the question, "How would you rate the quality of information gained through your attendance in terms of immediate vs. future applicability,?" 44.5% rated it "generally of high quality" for immediate applicability, while 47.5% listed it "about average." In terms of future applicability, 69.3% listed it as "generally of high quality;" 28.5% rated it as "above average."

Evaluation data on the aforementioned film was as follows: In response to the question, "What was your reaction to the film?" 11.3% rated it "very favorable," 48.4% rated it "favorable," 38.8% rated it "unfavorable" and 1.5% had "no opinion." In response to the question, "To what extent do you feel that the film will be helpful to your League in stimulating community interest/action

in improving the criminal justice system?" 10.9% said "very helpful," 34.1% said "helpful," and 52.9% said "not too helpful."

#### COMMUNITY PROFILES: SURVEY ANALYSES

As previously stated, NCCD was asked by the Association of Junior Leagues to prepare a survey outline which the AJL office in New York then duplicated and distributed to all the Junior Leagues in the United States and Canada. It had been anticipated that perhaps 75 Junior Leagues would attempt to survey their local community justice systems. However, to NCCD's surprise, 188 of the 205 Leagues chose to do so. The surveys were conducted during the spring and summer of 1973 and sent to the AJL office in New York City, who in turn, mailed copies to the Training Center for permanent filing.

Perusal of the material indicated a wide range of the data's usefulness. It was clear that there were times when the Junior Leagues were co-opted by those they interviewed -- inadequate and inaccurate information was given and the interviewers frequently were not knowledgeable enough about the system to realize this. In many communities, some segments of the criminal justice system were surveyed in great depth and others were not surveyed at all.

It had been NCCD's original intention to write community profiles on some of these analyses, based on the premise that there would not be quite the volume that finally did occur. When both the volume and quality of the surveys became apparent, NCCD attempted to convince the leadership of AJL that preparation of individual community profiles would be time-consuming, expensive and not very useful. However, the AJL Board of Directors were greatly concerned about the reaction of the individual Leagues -- they felt that a "receipt" needed to be given to those Leagues who had put in so much

work. After many discussions, it was agreed that NCCD would prepare community profiles of all surveys submitted, but it was understood that these analyses would be brief, and not all-encompassing. (Subsequent reaction by some Junior Leagues after receipt of these analyses was sometimes negative because of the reports' paucity of information, as had been anticipated by NCCD.) Various writers around the country were employed to help NCCD accomplish this task. Fred Howlett prepared the prototype; Helen Sumner, former consultant to the Western regional office, wrote most of the reports; Tully McCrea, Henry Vermillion, and Carol MacDonald wrote the balance. (It had been originally planned that field staff would each write analyses of several community surveys in their geographical area, and some staff members did so. It became rapidly apparent, however, that more time would be required than staff had available.)

Because some of the surveys in a close geographical area were incomplete, several of them were combined into single reports, making a total of 184 reports written by NCCD, although more communities than that were surveyed. All reports were retyped by the Training Center secretarial staff and copies were sent to the AJL office in New York for distribution. In addition, copies were sent to appropriate NCCD field staff and filed in the NCCD Library.

In preparation for the training institute in Houston in December, 1973, Fred Howlett compiled a summary of information taken from 29 communities around the United States, and one in Canada. This publication, entitled, "Summary of Selected Community Justice Surveys," was printed by NCCD and distributed to all participants at the Houston meeting. As previously noted, Milton Rector presented an overview of this material at a breakfast meeting during the Houston training institute.

It had originally been hoped that the data from the surveys might be used in a nationwide report of local communities in the criminal justice system. It was the first time, as far as NCCD knew, that a lay group of citizens had participated in surveying their local systems in as comprehensive fashion as this was done. However, the inequality of the data did not lend itself to nationwide compilation. What did become clear was that the surveys' greatest value lay in the fact that they focused attention on the criminal justice system. This enabled Junior League members to become knowledgeable about their local communities, and alerted community professionals in the field that an important lay group was now interested and inquisitive about their functioning. The survey's major usefulness, therefore, was that of a learning tool, although it is possible that the mere act of conducting the survey may have resulted in some systems change.

MATERIALS

The following materials were prepared by the Training Center with the help of other offices of NCCD as noted, for use in the Junior League project, as specified.

A. A National Strategy to Reduce Crime: An edited version

This condensed version of the final report of the National Advisory Commission on Criminal Justice Standards and Goals was prepared primarily by Gary Kieff, under Loren Ranton's direction. It was essentially a printing of a paste-up of important sections of the National Advisory Commission's final report, which at the time of the training institute in Houston was

available only in preliminary form. (The final printed form of the report became available subsequently in 1974.) This document was distributed to delegates at the Houston conference and there was such a demand for it by other personnel throughout the country that NCCD, with AJL's permission, subsequently reprinted the publication twice, and sold it for \$2 to cover printing and handling costs.

B. Jefferson City Case

This material was written by Todd Clear with Gary Kieff's assistance and editing by Training Center staff. It is composed of seven pieces. The first is a description of a hypothetical community named Jefferson City; the remaining six sections, each printed on different colored paper, are concerned with separate segments of the criminal justice system in that city. As mentioned before, this was used as a workshop task at the training institute.

C. Project Process Facilitator

Written by Allene Stokesberry and Gary Kieff with Lucy Dorée's assistance, this evaluation tool was prepared at the request of AJL. It is basically a summary of Eva Schindler-Raiman and Ron Lippett's "path analysis" method of continuous on-going project evaluation. This was adapted to a hypothetical Junior League project and reproduced by the Junior Leagues for distribution to all League presidents throughout the United States and Canada. At one of the follow-up sessions, it was learned that some Junior Leagues were already using this evaluation tool and one presentation at the California workshop presented a path analysis for discussion.

D. Consultant Directory

At the final session of the Houston training institute, Milton Rector promised the delegates that NCCD would prepare a directory of both criminal justice agencies and individual consultants in criminal justice for use by the Leagues as they became involved in criminal justice projects. It was subsequently learned that the Police Foundation was in the process of updating an existing directory of criminal justice agencies. AJL was so informed of this and it was agreed by the Police Foundation that they would provide a sufficient number of directories for distribution to the Leagues.

The Training Center solicited names of possible individual consultants from members of its staff and distributed a questionnaire. A directory was prepared during the summer of 1974, listing consultants around the United States and Canada and indicating their special areas of expertise. Copies of this directory were supplied to the AJL office for distribution to all the Junior Leagues.

(Note: In February, 1975, the Police Foundation notified NCCD that it would be unable to complete their directory project as planned.)

E. Guideline Questions Concerning Projects in Juvenile and Criminal Justice

A list of twelve pertinent questions was prepared by the Training Center for use in the follow-up sessions. As mentioned previously, they helped focus the attention of the group on systems change.

F. Eight Steps to Systems Change

This was prepared for follow-up sessions and was a simple diagram outlining the process of bringing about change in the criminal justice system.

Although an uncomplicated device, it proved extremely useful at the workshop session.

G. Directional Process of the Justice System

This diagram was reproduced and enlarged from an existing NCCD journal article. It served as a basic reference piece in the follow-up workshops.

H. Summary of the Juvenile Justice and Delinquency Prevention Act of 1974

Originally prepared by a staff member in Jus Freimund's office, it was edited and reprinted for distribution at the follow-up sessions. As previously mentioned, this was used as reference material to follow the presentation of the highlights of this newly passed federal act.

I. Four Page Reprint of "Goals, Priorities and Key Commission Proposals"

This handout was prepared to highlight the major recommendations of the National Advisory Commission on Standards and Goals and distributed to all delegates at the follow-up sessions.

J. Community Development vs. Community Remediation

The National Center for Youth Development in Tucson prepared this material, which was discussed in some of the workshops at the later follow-up sessions. It was distributed to all delegates.

K. Program Evaluation

This document was developed by Pete Venezia at the Research Center for use by the National Center for Youth Development and was used at several of the follow-up sessions, particularly in the special workshop on evaluation at the Area VI meeting.

Additional publications were that of the original survey questionnaire and expository material, the summary of community surveys, previously mentioned, and the 184 individually written community profiles. Also, large quantities of NCCD materials were distributed at both the Houston conference and at the follow-up sessions. Included were many NCCD reprints and booklets, and other kinds of general and specific information.

CRIMINAL JUSTICE ACTIVITIES BY JUNIOR LEAGUES

Data compiled by the New York AJL office about Junior League criminal justice activities throughout the country indicate the following: As of April 1, 1974, there were 93 projects on record in 61 different Leagues. This presented an increase of 111.6% in the total number of League programs in the field since 1972-73 and many more are projected. Leagues have budgeted approximately a million dollars for these projects, most of which span several years. Additionally, Leagues have attracted more than a million and a half dollars in outside funds from local, state and federal government, private foundations and other organizations. Credit was given by many Leagues to the training received at IMPACT which served to reinforce League members' interest in criminal justice, and intensified priority setting and implementation programs. For many, IMPACT provided the practical "how-to" steps in setting up effective programs -- surveys, establishment of goals and objectives, and ways to obtain funding.

The kinds of projects Junior Leagues became involved in varied greatly. Many had education of their own League members as their first priority. To meet this need, various kinds of programs were designed, ranging from speakers and panels at regularly scheduled League meetings, to community-

wide seminars, workshops, mini-IMPACTS, and college courses at neighboring universities, with credit given for actual college participation or for Junior League "placement."

Other Leagues, after assessing their communities' special needs, began direct-service volunteer activities, established group homes for girls, and in many ways became directly involved in various institutions and programs dealing with juveniles and adults in the justice system.

Since the major thrust of the entire training program of IMPACT was to stimulate and encourage Leagues to become involved in systems change, in addition to their programs of one-to-one volunteerism, it was particularly gratifying to note how many Leagues became catalysts in their community in organizing coalitional groups of important agencies to begin to try to meet some specific community needs.

Data from the AJL office indicate that Junior Leagues found their contacts with community representatives who attended the training institute in Houston to be extremely helpful back home, and many utilized these contacts to help them implement new programs.

It is interesting to note that many Leagues, following their training at the institute in Houston, went back to their local communities to resurvey all or part of the criminal justice system and also to reassess the data they had collected previously. As delegates to the training institute acquired additional knowledge, it became clear to them that much of the data they had accumulated on their community surveys was incomplete or inaccurate. They now knew what questions to ask and many Leagues indicated that their first activity back home would be to re-ask some of those questions.

The following is a list of selected projects currently being conducted by Junior Leagues throughout the United States. The information was gathered by the AJL office at the beginning of 1975, after completion of all the IMPACT follow-up sessions, and is reported verbatim. Additional material will be assembled and compiled by AJL in the late spring of 1975.

Baltimore  
Area II

The League is assessing and evaluating the system as it now operates in Baltimore. Thirteen members participated in a college credit course at Notre Dame College entitled, "Criminal Justice Systems and Their Reform." The course included six weeks of field work in the office of the Public Defender, with the departments of probation and juvenile services, a juvenile treatment center, a training school, and a drug treatment center.

Battle Creek  
Area IV

The Criminal Justice Study Action Group has adopted a Family Visitor Program through the Calhoun County Friend of the Court. The target area for this program is families which have been torn apart by divorce or separation. The Family Visitor Program will begin with a nucleus of 10-15 lay and professional persons with wide community contacts.

Brooklyn  
Area I

Because of the vastness of the urban area, members of the Junior League of Brooklyn continue to research the criminal justice field before setting goals. During the research stage a two part para-legal course conducted by qualified professionals was offered to members. The course was designed in two parts, lecture and on-the-job training at the Legal Aid Society and Brooklyn Legal Service.

Buffalo  
Area II

The IMPACT survey in August 1973 confirmed an earlier assessment made by the Junior League that their local short-term facility for short-term women offenders was a scene of neglect. The "Options Program Summary" describes the situation they found and the problem they had in trying to solve it. The "hooker" that made the breakthrough for future volunteer involvement can be appreciated by all those who have had the tenacity and good humor to weather the resistance to volunteers in correction. One woman inmate wrote, "the Junior League has been the saving of me here." "An intoxicating yet chilling thought," comments the Junior Leaguer who wrote the report.

Central Delaware Valley  
Area I

Offering fourteen week course in criminal justice involving study of history, development and philosophy of law enforcement in a democratic society. Course meets three hours a week for three credits. Taught by IMPACT delegate. League will pay \$10 tuition, student buys books. Course open to community but enrollment limited to twenty.

Champaign-Urbana  
Area IV

Will be considering its involvement with OPTIONS, a volunteer-in-corrections program that is sponsored by a number of local civic organizations. It will be operated in the County Jail under the direction of the VOLUNTARY ACTION CENTER of Champaign County, in cooperation with the Champaign County Sheriff's Department. The workshop leaders and the counselors will be volunteers recruited from the County. All will receive at least 50 hours of pre-service training, plus continuing in-service training. The program channels citizens' interest towards responsibility and care for the correctional process in the County.

Cincinnati  
Area II

The Justice Volunteer Corps was created through a discretionary grant from the Law Enforcement Assistance Administration and matching funds from the Junior League of Cincinnati.

The Junior League will coordinate the orientation and training of individual volunteers by utilizing a variety of professional resource people in the community. Four youth-serving agencies have so far requested a total of 78

Cincinnati (continued)

volunteers. Training will be given to the agencies in effective use of volunteers, as well as to the volunteers as to their role. Upon completion of the training course and acceptance of an agency, the volunteer will contract for a specific job for two years' service with that agency.

The major goal of this project is to reduce recidivism through encouragement of the use of probation as an alternative to incarceration. The volunteers will also form the nucleus for an informed advocacy group on criminal justice issues. The program will have internal and external evaluation.

Cleveland  
Area II

Two goals were set forth for Citizen Impact, to demonstrate the effectiveness of coordinated citizen action in the field of criminal justice reform and to broaden public perception of the problems inherent in a fragmented criminal justice system. To this end, a twenty-two member Citizen Impact Task Force was organized and a three-part plan developed, to work on police reform legislation, to establish programs to upgrade police efficiency and to participate in public education relating to these needed reforms.

Colorado Springs  
Area VI

A project has been initiated with the Youth Service Bureau. The program includes training for League and non-League volunteers in case work, administration, newspaper work and public relations. The League is funding a Volunteer Coordinator for this program for two years. With the "Y," a Crime Seminar was co-sponsored featuring nationally known speakers.

Denver  
Area VI

Volunteers for Juvenile Court work with Denver Juvenile Court officials in a joint project designed to provide auxiliary and supportive services to Court. Training for volunteers will involve many aspects, from policy making to designing creative supportive services. This program initially funded by the Junior League of Denver will be evaluated in the spring of 1975 to determine its future course.

As an In-League Education Program, the Education Course Committee of the Junior League of Denver developed a six-session course entitled, "Perspectives on Youth," given for placement and college course credit.

Erie  
Area II

Based on research conducted with other organizations indicating the need, a Youth Service Bureau with a thirty member board, representing key agencies in the community, was organized by League members. The Bureau is an independent agency working to prevent delinquency. It operates an emergency shelter. Funding is divided between the State (90%) and the Junior League (10%).

Evanston-Chicago  
Area IV

A joint task force on criminal justice will participate in the Illinois Court Watching Project sponsored by the League of Women Voters of Illinois. Goals are to identify problems, suggest improvements, gain support from judiciary and public for changes as needed in the court system.

Fort Lauderdale  
Area III

Victims of crimes who have encountered problems due to the crime perpetrated upon them are helped by the Victim Ombudsman Program, conducted by the League in cooperation with the Fort Lauderdale Police Department and the City of Fort Lauderdale.

Fort Worth  
Area V

In cooperation with the University of Texas, this League offers a Case Aide Course for volunteers who then work with the County probation area as case aides, counselors, recruiters of foster homes and tutors.

Grand Rapids  
Area IV

A plan for reform in the criminal justice field began in March of 1972. Through a series of steps, a Citizens' Committee for Criminal Justice was formed with its top priority being to promote improvement and refinement in needed areas of the criminal justice system in order to reduce crime. To this end, five task forces were organized. Each in turn established its first priority. Pre-Sentence, In-Jail, Ex-Offender, Public and Community Education comprise the Task Force subjects each in turn with its own established priority.

Greenwich, Stamford-Norwalk  
Area I

The Junior Leagues of Greenwich and Stamford-Norwalk have collaborated in the design of a pre-trial and release service which is called Community Return.

Professional guidance for this program has been provided by the Vera Institute of Justice in New York City-- with funding provided by the Leagues and the Law Enforcement Assistance Administration.

All arrested individuals who voluntarily wish this service may participate. Volunteers interview the accused and provide verified information to the judge to facilitate the court's decision concerning whether or not the individual should be released on his own recognizance, or should have bail reduced.

On-going evaluation is done through Community Project Committee.

Harrisburg  
Area II

The Susquehanna Group Home, Inc. grew out of the Community Research Committee of the Junior League. Funding is provided by the Junior League and the South Central Region of the Governor's Justice Commission.

The Home, with its program now defined, its funding settled, its site selected, has held its first Board of Directors Meeting and has subsequently hired a Director. The goal is to open its doors in early 1975. This group home will help meet the needs of young girls in need of guidance, consultation and other personal services.

Hartford  
Area I

Co-founded statewide Justice for Children Coalition. Important by-product: increased respect from community for the League.

Lincoln  
Area IV

While conducting the community survey on crime and delinquency, the Criminal Justice task force of the Junior League of Lincoln discovered the need for specialized foster homes for youth aged 10 through 18 years. Working with the Juvenile Court and the Division of Public Welfare, a project was conceived and written. Applying the management-by-objectives method, the main objective of the project was identified as being: to recruit and establish 30 new quality foster

Lincoln (continued)

homes for adolescents by December 5, 1974 and to provide support for the new foster parents through a comprehensive education and training program. A total of \$17,675 was voted by the League to support this three year project.

The Lancaster County, Nebraska, Court Referral Program was established in the summer of 1974 by the Lincoln League in cooperation with one of the County Judges. The program provides an alternative disposition for selected misdemeanants by offering them an opportunity to "serve their sentence" through an educational experience in volunteer service. This concept was heard at the 1973 AJL Convention and came out of the IMPACT Conference on Corrections. Together League and the Judge drew up forms to be used in interviewing. Now, League volunteers (two in summer, two in winter) interview misdemeanants in order to help refer them to one of the five local agencies where they will serve a specific number of hours (set by the court) in volunteer work.

Memphis  
Area III

The Junior League of Memphis was invited by the Director of Project First Offender to give support to their program which provides close individual supervision for probationers and first offenders whose primary problems stem from drugs and alcohol. League members work in three areas; mainly court watching, 1-1 volunteers matched to an offender, and in the Threshold Program which teaches "think before you act." Volunteers receive training for the "Threshold" program which like literacy training can be put to use in other places, other times.

League members also serve on the Police Community Relations Board.

Miami  
Area III

The Junior League of Miami's Advocate Program is designed to help first offender misdemeanants by offering an alternative to probation or jail.

Clients participate in a contractual arrangement wherein they can accumulate points for a successful conclusion of the program at which time he or she reappears before judge with the director, and adjudication is withheld -- leaving

Miami (continued)

no record. Volunteers are recruited by word of mouth with approximately 60 volunteers working with the 60-65 youth in the program.

Problems exist in the matter of follow-up, gaining full cooperation of the court and funding.

Milwaukee  
Area IV  
(to be voted on)

Chosen as a project which would have a significant impact on the community, this "alternative care" for juveniles was designed as a result of an evaluation of prototypes in other states. As opposed to isolation and punishment, an innovative program which would allow the offender to live in the community and to maintain normal relationships, while providing proper control and guidance, has been proven to be a more effective, economical and humane approach to offender rehabilitation. It was with this in mind that the purpose of the Outreach Detention Program was outlined to provide an alternative to secure detention by assigning delinquents to their own homes or surrogate homes under supervision of an Outreach worker -- between the time of initial arrest and the formal court disposition of their cases. It is estimated that Outreach could serve 150-175 young people in first full year of operation.

Total budget could be as much as \$40,000 a year with \$10,000 provided by the League.

Minneapolis  
Area IV

Research begun in 1972 has resulted in the formation of a co-ed group home, in conjunction with The City, Inc.

After talking to many professionals dealing with youth in the criminal justice system in 1972-73, it became apparent that there was a real need for residential treatment programs within neighborhood areas. If "Community-Based Corrections" as a concept was to be implemented, it was clear that communities must take the initiative in establishing programs in high delinquency neighborhoods to serve local needs.

Minneapolis (continued)

As well as searching for a proper building, League members had the drama and experience of fulfilling the requirement of securing a Conditional Use Permit, which indicates neighborhood support, and to write the proposal to obtain a Group Home License from the State. This project has been described as going to the heart of delinquency problems including bureaucratic frustration, observations of educational and social disadvantage. The possibility for volunteer input is that it could change the lives of an entire youth community. This Group Home of the City, Inc., serves as a living example of People Power IMPACT.

Montclair-Newark  
Area I

With the Newark Police Department, the Prosecutor's office, and other community groups, an Anti-Rape Program is being established. Junior League volunteers will serve on the Advisory Committee and will be involved in a publicity campaign to launch the program and alert the community of the existence of this new program.

New Jersey  
Area I

The nine New Jersey Leagues have formed an IMPACT Committee made up of the Houston delegates and the community delegates. They are looking at the criminal justice planning in the State. This is being accomplished by interviewing all of the county planners, the administrations of the courts, people in the corrections field and the Commissioner of Institutions and Agencies. Their ultimate goal is to have the State Law Enforcement Agency not just an agency authorized by the governor, but to have it a statutory agency by law. They envision assisting in the drafting and supporting of enabling legislation.

Newport Harbor  
Area VI

An Assessment and Treatment Service Center in cooperation with the County Probation Department grew out of contacts made during community survey stage. The purpose of this juvenile diversion program scheduled to open in October, 1974 is to offer expanded diagnostic and treatment services for emotionally and behaviorally disturbed children and provide an alternative to initial processing into the juvenile justice system. The League has financial as well as volunteer commitment to the Center.

Ogden  
Area VI

In this League community members have been included in various committee meetings relating to shared interest in the Juvenile Court System. Husbands and children have attended a membership meeting dedicated to the subject. Through publication of a booklet and a slide presentation, the community is further being given information about the capabilities and limitations of the Juvenile Court System. League members are working at the intake level with juveniles, interviewing children and parents, serving on the Utah Criminal Justice Committee.

Oklahoma City  
Area V

This multi-faceted program including eight criminal justice programs running simultaneously has direct League involvement, and is under a single umbrella committee -- IMPACT/Prevention and Correction. Involvement in the Juvenile Justice area dates back to 1969; other areas such as Victim Advocacy, Drug Abuse Education, a program in the Municipal Court, Sanity Court, a Detention Center, and projects for long and short-term women offenders, have involved League members at both the planning and operational levels. Approximately 60 League members are reported working in these projects.

This collection of vital programs is a most unusual display of a community concern to bring about change in the criminal justice system.

Portland, Oregon  
Area VI

A program involving the reorganization and decentralization of the Human Services Department of Multnomah County is a direct outgrowth of the "IMPACT" Training Institute. Funds will be provided by the Junior League and the county, a large percentage of which is designated to be spent on volunteer training. The program itself is designed to consolidate under one management system the diverse and sometimes overlapping programs providing citizens' needed services.

Raleigh  
Area III

Haven House, a non-profit corporation chartered under North Carolina law, provides temporary care to youth. With planning skills acquired at the IMPACT Training Institute the Junior Leagues, serving as initial members of the Board of Directors, were able to help give the concept the impetus needed to proceed from planning model to implementation.

Haven House is a resource primarily for the Juvenile Court, the Mental Health Center and the Department of Social Services. It provides care for youth for whom a designated period of time away from home is recommended for treatment, evaluation and planning purposes. It is designed to be preventive as well as rehabilitative. The program responds to the recognized concept that children are not to be confined to institutions and stigmatized as delinquents because they happen to be unwanted and have unhappy and unstable family relationships.

Saginaw  
Area IV

A volunteer crew of 15 Leaguers have debugged, scrubbed, scraped, and painted the house leased for Inter-Link. Through their efforts the house is now functioning as a crisis intervention center for runaways that will offer temporary shelter and professional counseling services for young people.

San Diego  
Area VI

Junior League members working with the program Social Advocates for Youth address the need for public education, recruiting volunteers and funding for a program which has as its primary goal the prevention of delinquency in young children, ages up to 14. The League Project Development Committee will evaluate this project in May, 1975 to determine to renew, terminate, or revise project. Funding is provided from a variety of sources.

San Francisco  
Area VI

Identified as one of the most sophisticated programs to be carried out by League groups, a city/county feasibility study of the Juvenile Justice and Youth Services System in the San Francisco area is costing \$17,000.

St. Petersburg  
Area III

St. Petersburg's Project Concern -- a city-wide effort focusing on Crime Prevention and Reduction, funded by public and private agencies. The St. Petersburg League will give \$32,000, the city has pledged \$30,000, and the Federal government will match these funds on a 9-1 basis, bringing the total to \$600,000. League involvement will be in the development of a Human Resource Center which will be responsible for the recruitment, training, and placement of volunteers in all phases of the project.

There are several unique aspects of the very large project. One is the fact that public and private agencies are cooperating in the funding. This project is in the planning stage.

Spartanburg  
Area III

Spartanburg's Girls Home was established to provide a supervised, home-like atmosphere for girls age 10-16 who are temporarily displaced due to their home situation or other circumstances. The Board of Directors is comprised of interested citizens, representatives of the Family Court, and the Junior League of Spartanburg. Funding is Local -- \$18,000; State -- \$6,000; and Federal -- \$74,000.

Springfield, Illinois  
Area IV

In cooperation with six other organizations, the Junior League of Springfield is sponsoring a pilot project, "Community Education on Law and Justice." Funding for the 16-hour course will be provided by a grant received by the League of Women Voters from the Illinois Law Enforcement Commission. The purpose of the project is to involve citizens in the decision-making process through concentrated attention on various aspects of the criminal justice system -- such as police, criminal and juvenile courts, and corrections. The local steering committee includes representatives from the League of Women Voters, American Civil Liberties Union, A.A.U.W., Urban League, Community Action Agency and the Junior League of Springfield.

Toledo  
Area II

In November a five-day conference, "Everybody's Justice" was held in co-sponsorship, to provide a forum for citizen input for developing programs to improve the criminal justice system in their county. Conference workshops were held over a period of one week at varying times of day and evening, at various locations to enable as many citizens as possible to participate. The \$6,000 total cost was shared with the Regional Planning Unit and Justice Training Center.

In cooperation with the "Y," Project Transition will provide comprehensive social adjustment services to provide young women between the ages of 15 and 21 with counseling services, vocational training and living skills. This project has local, state and LEAA financial support.

Westchester-on-the-Sound  
Area I

\$17,000 Bail Fund and Counseling program voted in by the membership in April. The project, including court watching, is already in progress. Board consists of League and community people.

Wilkes-Barre  
Area II

A coalition has researched the Juvenile Justice system in the League's area and is now in the process of developing a Council for Juvenile Justice.

POST-PROJECT MEETING WITH LEAGUE REPRESENTATIVES

At the suggestion of Mary Louise Cox, Nancy Breslin's replacement as AJL's IMPACT project staff member, a group of board and staff members and NCCD personnel met in New York City on February 18, 1975. In attendance were Mary Ellem Thomsen, IMPACT National Chairman for the Junior Leagues; Mary Poole, National President; Mary Louise Cox, staff; Marjorie Sharpe, board member and Chairman of the Junior Leagues' next major project, "Child Advocacy;" Nancy Breslin, former AJL staff member; Edwin Marks, AJL Executive Director; Christine Todd Whitman, AJL staff member; Mary Whyte of NCCD's

Board of Directors and Executive Committee and formerly a staff member at AJL; Edmund Carver, Executive Vice President, Citizen Affairs, NCCD; Loren W. Ranton, Director of the Training Center; and Lucy Dorée, the Training Center's Project Coordinator.

The purpose of the meeting was to review the project and to consider areas which might be improved if a similar project were to be undertaken again. In general, all present felt that project IMPACT was a substantial success as evidenced by the number of Junior Leagues who have engaged in criminal justice projects since the first training institute in Houston, and through general feedback from League members. A staff member reported that chapter newsletters throughout the country frequently ran articles on IMPACT or its follow-up sessions and that she had seen at least 40 of these, all of which were very favorable.

Some suggestions for improvement in future similar projects included a simplified survey form with a trial run for two or three Leagues to administer the survey so that its "kinks" could be ironed out before it was distributed in final form to all the Junior Leagues. The point was also made that League members who were to administer the survey should receive some prior training before they went into the community with their questions.

At this meeting the AJL staff made the announcement that the second portion of the IMPACT contract had been awarded to the University of Georgia for preparation of a "handbook." The evaluation of the IMPACT project will be conducted by Ivan Scheier of the National Center for Volunteers.

In the spring of 1975, the AJL IMPACT Chairman sent all Junior League presidents a specially prepared list of NCCD staff available for consultations throughout the country.

CONCLUSIONS

It became clear to the training staff, as IMPACT developed in all its aspects, that the project's potential for bringing about meaningful change in the juvenile and criminal justice systems in the United States and Canada was far greater than had been even optimistically anticipated. The potential "clout" of the Junior Leagues, individually and collectively, appears to be great -- financially, politically, and socially. Many Leagues have established strong and firmly-grounded power bases in their local communities, and those who have not appear to have the capability to do so.

In addition, the Junior Leagues seem to possess a special and unique quality: Once they have decided to become involved in an activity, they demonstrate a remarkable degree of commitment and responsibility. Intensive training of their membership, coupled with this commitment, persistence, attention to detail, and follow-through abilities, result in effective action.

That Junior Leagues have become active in the field of criminal justice was apparent. The duration of their commitment is uncertain at this time, however. The Junior Leagues traditionally establish time-limited projects, usually of three years' duration. If local Leagues did indeed insure financial support within the community for continuation of projects they had started -- as had been strongly stressed by NCCD in all training programs -- then existing programs will continue. If they did not, Leagues will periodically have to decide on priorities in terms of continued funding.

Staff at all meetings were particularly impressed by the degree of openness with which the individual League delegates expressed their feelings

and shared information. While successes were of course reported, there was little hesitancy about discussing areas of failure, and constructive discussion frequently followed. Those Leagues who were experiencing difficulties were helped to identify problem areas and many specific suggestions were made. Delegates, particularly at the follow-up sessions, frequently expressed their satisfaction with this open exchange of information. This atmosphere was carefully cultivated by the training staff in establishing the tone at the meetings, since it was felt that the Junior Leagues themselves were significant sources for information and mutual assistance. This proved to be the case.

From NCCD's point of view, the impact of this project is difficult to measure. It is estimated that approximately 1,200 members of Junior Leagues throughout the United States and Canada were personally in contact with NCCD during the 13 month period. This does not include the many hundreds of other League members who were involved in the original community surveys or subsequently reached by their fellow League members as they attended information meetings of various kinds and became involved in projects. The effect is that of ever-widening circles of influence and is perhaps highlighted by the Junior League role in many communities as catalysts in establishing coalition community groups which in turn are helping bring about meaningful change in the system. In addition, as mentioned previously, a large quantity of NCCD literature was distributed to Junior Leagues at all meetings, and useful personal contacts were established between NCCD field staff and Junior Leagues in their particular areas.

As a point of information: When NCCD launched its "Removal of Status Offenses from the Juvenile Court" campaign in 1975, assistance of the IMPACT

Chairman, Mary Ellen Thomsen, was enlisted. In a letter mailed to all 227 Junior League presidents in the United States, Mexico and Canada, together with a copy of NCCD's press kit, Mrs. Thomsen suggested:

"I hope you will give the enclosed press kit to your criminal justice interest group, your public affairs committee, or your State Public Affairs Committee to be treated as you would treat any public affairs issue relevant to Junior League program. One of the important things you will want to look at is what appropriate community-based alternatives would be available in your state."

This is one example of the kind of future activity in which NCCD might involve the Junior Leagues.

Involvement of lay citizens is one of NCCD's major goals and this project, of course, directed itself to that end. There is no doubt that if the agency can continue to enlist the commitment of the Junior Leagues --- and similar organizations -- the potential positive results can be significant.

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**END**

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