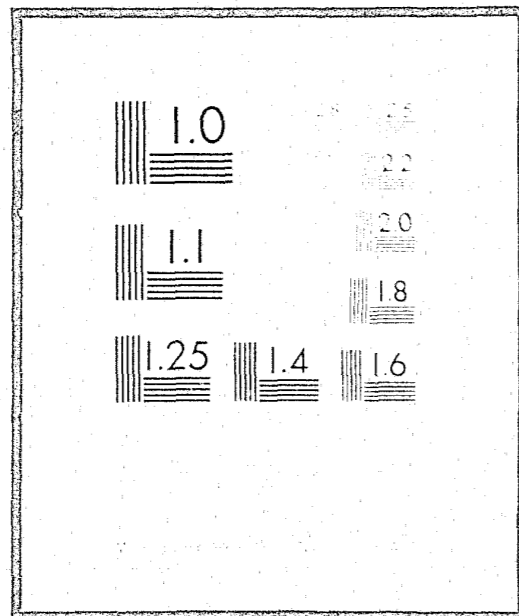


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National Center for

AN EVALUATION OF THE ALTERNATIVE TO  
INDETERMINATE SENTENCES  
PUBLIC DEFENDER OFFICE

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LAW ENFORCEMENT ASSISTANCE ADMINISTRATION  
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WASHINGTON, D.C. 20531



AN EVALUATION OF THE ALTERNATIVE TO  
INCARCERATION PROJECT  
PUBLIC DEFENDER OFFICE OF OMAHA

NCJRS

JUN 25 1976

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## FOREWORD

The consultant team wishes to thank the Omaha Public Defender Office for its cooperation in regard to this evaluation. The Honorable Frank Morrison, his Chief Deputy Tom Kenney and the entire staff were most courteous and responsive to the evaluation effort.

The National Center for Defense Management has been informed that the project in question has been refunded since the preliminary draft was submitted in May 1975, and that certain recommendations in said draft were followed. It is hoped that this final draft report will further such progress.

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## I. INTRODUCTION

### A. Purpose of Evaluation

An evaluation of the "Alternative to Incarceration Project" of the Douglas County, Nebraska Public Defender Office was conducted on March 14 through March 23, 1975 pursuant to an agreement entered into between the Nebraska Commission on Law Enforcement and Criminal Justice and the National Legal Aid and Defender Association (NLADA).

In preparation for this evaluation, three persons with varied backgrounds and experiences in law, social work and criminal justice fields were organized by NLADA as a team and together conducted an intensive on-site examination of the project in question. One member of this team was a former Deputy Director of the Summit County, Ohio Public Defender Office and currently is the Associate Director of the National Center for Defense Management; another member is a social worker/investigator for the Federal Public Defender Office in Los Angeles, California; and the third member is the Director of the Seattle-King County Public Defender Pre-Sentence Unit with full administrative responsibility for supervising a staff of sixteen persons. A more detailed resume of each team member is provided in the Appendix to this report. Also, the evaluating team made extensive use of a professional statistician currently on the staff of the American Bar Foundation. His resume is likewise attached to this report.

It was a project grant condition that NLADA conduct this evaluation and that it be done sometime prior to the termination of said grant period. The term of the project grant specifies a period of two years and the project had been active for approximately 1-1/2



years at the time of the on-site evaluation.

In fulfillment of the above condition, NLADA staff had numerous consultation sessions prior to, during and after the on-site evaluation; NLADA provided for the evaluative design and the evaluation was generally conducted in accordance with same.

In further preparation for this evaluation, NLADA made available to the consultant team a large amount of material relevant to the project as follows:

- (a) Original Grant Application
- (b) Research Design
- (c) Research Report and Analysis
- (d) Quarterly Reports Issued by Project Staff
- (e) Law Review Article dealing with the Indigent  
Criminal Defense Services in Nebraska State Courts
- (f) Pending Legislative Bills
- (g) Copies of Job Placement Records

These materials were studied individually by the consultant team members and discussed together by them in conference and in consultation with NLADA Staff and the consultant statistician. Orientation sessions were held in the NLADA Chicago office; a pre-evaluation visit was arranged for the team captain and further orientation sessions were conducted in Omaha immediately prior to the on-site evaluation. Comments herein are from persons interviewed, on-site impressions, conclusions and impressions of all evaluators.

These additional materials and documents were received and examined during and after the team visit:

- (a) Interview Forms
- (b) Supplemental Statistical Reports
- (c) Letters of Commendations and Other Correspondence

A carefully selected list of prospective interviewees was prepared and a corresponding schedule of such interviews was arranged in advance of the on-site evaluation. The persons interviewed were selected from the following categories as they relate to the project:

- (a) Project Staff
- (b) Public Defender Staff
- (c) County Attorney Staff
- (d) Judges from both the Municipal and District Courts
- (e) Probation Department
- (f) Community Leaders
- (g) Clients
- (h) Labor Leaders
- (i) State Planning Agency - L.E.A.A.
- (j) Law School
- (k) Private Bar
- (l) Resource Agencies

One or more members of the evaluation team visited the following facilities:

- (a) Public Defender, Main Office and Branch
- (b) County Courthouse

- (c) Municipal Court
- (d) Jail Facilities
- (e) County Attorney's Office
- (f) Probation Office

B. Methodology

The project evaluation was generally conducted in accordance with NLADA's design for defender offices. This design, however, was modified to suit the purposes of this evaluation with particular consideration given to the guidelines as contained in the Grant Application. This Application projected and envisaged a self-examination of the project by its staff to be conducted in objective and scientific terms - this in addition to the subjective evaluation required of NLADA. The evaluation team therefore did examine the "objective" self-analysis submitted by the project staff, which, together with the team's subjective observation of the project activities, represents the major implements for the evaluation here.

The following portions from the Grant Application provide the "objective" evaluation criteria that were to be considered by the project staff:

"Objective evaluation will measure the rate of success of the project in meeting four primary goals of:

- a. Putting more defendants on probation, thus reducing the number of defendants sentenced to jail.
- b. Reducing the recidivism rate of persons on probation.
- c. Assessing the benefit of organized labor (AFL-CIO) participation in effective employment and adjustment of accused persons.

d. Establishing a resource profile for selective offenders."

The guidelines set out by the Grant Application for the NLADA evaluation team and considered by it are:

"Subjective evaluation will ascertain the value of the project from the standpoint of the individuals working with it. Subjective evaluation will be the result of interviews with probationers, union representatives, employers, fellow workers, probation officers, Judges, Prosecuting and Defense attorneys, police and correctional institution officials, and probationers' families."

It is appropriate to note here that the evaluation was hampered somewhat by the fact that:

- (a) Record-keeping was inadequate and had been changed several times since the project's inception. The consultant team had difficulty obtaining crucial information such as type of employment, by whom referred, earnings, address and telephone number of clients, and disposition of pending charges.
- (b) The evaluation team had requested the opportunity to talk with a number of project clients in order to ascertain from them the extent of their own satisfaction with the project. The one client that was scheduled for interview did not show up and efforts to interview others were unsuccessful.
- (c) Statistical information made available was not accepted by the consultant team as valid. This will be enlarged upon later in this report.

II. DESCRIPTION OF PUBLIC DEFENDER OFFICE

The project evaluated herein is an adjunct office to the Public Defender of Douglas County. In order to put the project and its status in a better perspective, therefore, it is necessary to describe the Public Defender Office to the extent in which the two offices interrelate.

The Public Defender of Douglas County is an elected County Official. There are twelve staff attorneys working under the Public Defender assigned to the various courts and areas of legal defense for the indigent. Five attorneys handle the entire felony caseload, with each one disposing of approximately 200-225 cases per year. Two attorneys are attached to the Juvenile division and two are engaged almost exclusively with the handling of appeals. The balance of attorney manpower is allocated to administration and misdemeanor cases. The Chief Deputy Defender, aside from carrying out administrative functions of the Public Defender Office, is assigned to the Municipal Court where he tends to all preliminary hearings and bond-settings.

The Public Defender Office is located primarily in the Douglas County Court House situated in Omaha, Nebraska. A second branch office is housed in the Municipal Court building.

The population served by the Omaha Public Defender Office is approximately 300,000; there are twelve District Court Judges all having original jurisdiction in felony cases; nine Judges are attached to the Municipal Court, where they dispose of misdemeanor cases and preside over preliminary hearings and other preliminary matters pertaining to bond-settings, etc.

The Public Defender Office is responsible and does render service to all indigent persons charged with crime in the greater Omaha area, except for those cases distributed by the Court to private attorneys who are paid on a case-by-case basis as ordered by the Court responsible for the appointment.

It was not the specific function of the consultant team to evaluate the Public Defender Office and, therefore, it is not within the scope of this report to describe and analyze the caseload burden of the Public Defender Office, its management structure or the details of staff functions. These will only be touched upon as they relate directly to the project.

III. DESCRIPTION OF PROJECT OFFICE

A. Location

The project office is located within the main office of the Public Defender which, as stated earlier, is housed in the Douglas County Courthouse at Omaha, Nebraska.

B. Space Allocation

The specific space allocated to the project staff within the Public Defender Office consists of one room at the end of a long, narrow corridor, containing at least four desks and other pieces of office equipment. The staff works out of this office together with the defender-investigator who shares this space. Additional space within the Public Defender Office is utilized from time to time, as the need arises and depending upon availability of such additional needed space.

C. Name

The project does not carry an official or formal working name for identification purposes. The following names were used interchangeably in conversation by those most familiar with the project:

Federal Project #72 ED 07 0014  
Pre-Sentence Aid Program (PAP)  
Alternative to Incarceration Program  
Resource-Investigator Incarceration Alternatives Program

D. Staff

(1) Supervisory Staff

It was originally proposed that the project would be conducted under the direct supervision and control of the Public Defender and his Chief Assistant. They were to hire two resource-investigators and one secretary, whose function it would be to assist the trial staff of the Public Defender Office. The evaluation team found that to the extent that there is supervision, it has been carried out in a coordinated fashion between a representative of the AFL-CIO personnel and the Chief Assistant Public Defender. These two, however, are not actively supervising the daily routine of the project office; they are not separately paid out of project funds, and although they have more than a casual interest in the project, their time constraints prevent their active participation on a day-to-day basis. The Chief Assistant Public Defender who had taken part in the creation of the project and was very active in his coordinative role is no longer with the Public Defender Office.

(2) Project Staff

As was noted immediately above, the original proposal projected the hiring of two resource-investigators and one secretary, whose function it would be to assist the trial staff of the Public Defender Office. One such resource-investigator was to have a degree or the equivalent in the



behavioral science field and the other resource person would be one familiar with and well-experienced in union employment matters. Both had to have the ability to deal effectively with employers and union officials. This staffing structure had been altered from the original plan. The present staff consists of three resource-investigators, a resource-coordinator (analyst) and one secretary. This change was duly approved and acknowledged by the funding agency, and was recommended when it became clear that the original staffing forecast had been inadequate and that additional staff would be required.

Two of the resource-investigators have long-standing connections with labor unions and have prior union-affiliated employment. The third staff resource person possesses a Bachelor of Science degree in law enforcement; the research analyst has a degree in social work. There has been a turnover in key personnel twice in the 1-1/2 years of project existence.

E. Staff Function

(1) General Description

The resource-investigators and their staff, guided by the Public Defender Office and the Office of the AFL-CIO, were to perform the following tasks:

- (a) Develop a vocational resource profile of each client selected, to be completed within the early hours of incarceration; the evaluation team took this to mean

that early interviews would be conducted in order to develop a careful analysis of the client's employment background and skills.

- (b) Said resource profile was to be analyzed by the resource-investigators in consultation with the trial lawyers, with a view to determining the needs of the particular client and developing for him/her a viable alternative to incarceration.
- (c) To assist the attorney in securing for the client whatever existing services would be of assistance to such client relative to social needs.
- (d) To determine the employability of the selected clients and to assist them with job placement in cooperation with organized labor.
- (e) To develop and design a research component, the design-objective for which was that the selected offenders will develop positive personality traits (hypothesis) and will become more functional members of society when presented with a work opportunity.

(2) Intake Procedure

The resource-investigators systematically interview all incarcerated defendants who are potentially eligible for appointment to the Public Defender Office. If a defendant appears to be eligible, the investigator interviews him/her

to see if the project goals can be implemented in that particular case. With an interview sheet as a guide, the resource-investigator poses certain pertinent questions; the interview sheets are then made available to the staff attorneys assigned to follow-up. An office file folder is opened for all persons interviewed whether or not such person ultimately is selected for project benefits. A very small number of these files are active; the balance are closed within a short period of time, signifying that the case was rejected.

(3) Selection of Clients

Clients of the project are selected from the defendants interviewed on a basis of subjective reasoning of the resource-investigators in terms of their "gut-level" feeling - an expression used by the investigators themselves. They make the initial determination for such selection, which is later firmed-up at a weekly staff meeting. Those in attendance at this staff meeting - most frequently the project staff, the AFL-CIO coordinator and at times, the Public Defender coordinator - discuss current and pending cases and work out ways and means to help the clients selected for project benefits.

(4) Record-Keeping and Follow-Up

The record-keeping in the project office relates mainly to the files developed for those clients selected

for project consideration. They contain the initial interviews of the client and notations by the resource-investigators, and/or memos pertaining to the follow-up of work either to be done or already accomplished. The memos and notes are random, and are geared to the personal use of the investigator assigned to follow up rather than formally arranged. The file will generally show whether or not a client has been placed in a job, or at least whether such a placement was attempted; the notes may also indicate whether or not a job was saved while the client was locked up in jail. The files do not routinely show the type of employment, the circumstances of obtaining same, nor the duration of such employment. There was little record-keeping evident in the area of employment resources. According to the resource-investigators, they keep lists of employment resources "in their heads". Starting with February 28, 1975, a single sheet of paper is kept in the office on which the job developers list the date the contact was made and the name of the employer.

(5) Resource Directory

A resource directory has been compiled and is now available in the project office. The directory contains the names, addresses and other pertinent information of all known social agencies in and around the greater Omaha area. The directory was only recently completed and should become a useful tool in the day-to-day referral process.

(6) Social Agency Referral

There have been a number of referrals of clients to a variety of social agencies. Those referrals, however, are made

at the suggestion of the resource-investigators; they are not considered in each case on a formalized and systematic basis.

IV. PROJECT GOALS

A. Goals as Conceived

In III(D)(1), this report described the various functions that were to be carried out by the project staff, as envisioned by the grant proposal. These functions were to implement the general goals and objectives of the grant in the manner rephrased immediately below.

It was the chief goal of the grant proposal to develop an alternative to incarceration for offenders and at the same time, reduce crime. It was projected that at least 200 clients might benefit from the program; that the type of offenders would be those who do not require a structured environment or incarceration but whose basic problem was economic; that skills would be developed in the construction trades, automotive servicing, and any of the various service vocations. All of this, together with other favorable information, would then be communicated by the staff attorney to the Court for its consideration in the hope that the client would be placed on probation in lieu of incarceration. The project staff would develop ways for active participation by organized labor in the recruitment, employment and adjustment of offenders. It was expected that a great number of clients whose chances for probation were otherwise marginal would obtain probation as a direct result of the project efforts.

To further implement the above, the grant application proposed the use of a research design which would develop a resource profile for offenders useful in developing the likelihood of their readjustment. In addition, it was expected that the research design would

make possible the retrieval of data which would objectively determine the results of the project. The ultimate impact would be shown in terms of answers to the following questions:

- (1) Are persons changed by opportunity?
- (2) Will resource information pertaining to the employability factors of the clients of the Douglas County Public Defender Office provide the Court with additional alternatives for sentencing?
- (3) Will these alternatives result in a savings to the community?
- (4) Will business and labor participate more effectively in the criminal justice system?
- (5) What effect will this participation have on the local criminal justice system?
- (6) What impact will the project have on recidivism rates?

B. Goals as Implemented

In the short period of its existence, the project has attempted the attainment of some of the many goals discussed above. In particular, the records show that a total of 41 separate employers (approximately) had been utilized by the project staff for the placement of clients. Four of these were from the ranks of AFL-CIO affiliated union groups. Two unions were used as primary employer referrals. These figures were derived from sources either verbal or written and may be faulty due to the lack of adequate record-keeping.

A planned research component was devised by a staff member who left immediately prior to its implementation. The statistical analysis as outlined therein was later put together by a defender staff attorney who drew certain conclusions from the data available. A more detailed analysis and critique of the research design and its conclusions will be presented next in this report.



V. DISCUSSION OF PROJECT METHODOLOGY\*

The following section is an analysis of the methodology, the instruments and the inferences drawn based upon the original project proposal, the "Design for Research Component", the interim progress reports, and the data and staff analysis presented near the completion of the project. For the purpose of this analysis, documents such as questionnaires, data summaries and individual job placement forms were examined.

This particular analysis deals with the methodological-statistical increments of the project; it does not rely upon or utilize any information derived from interviews with the various participants involved in the implementation of the project. That aspect has been dealt with previously in this report. The analysis is by necessity limited to the information presented in the various documents without any additional assumptions or speculations, beyond occasional corrections of obvious errors.

A. The Goals of the Project

In analyzing the goals of the project, the fundamental question addressed was whether the nature of the project was experimental, demonstration and/or action oriented. Judging from the statements extant throughout the material descriptive of the project, it is clear that the project is a mixture of the above. The material also reveals some confusion as to whether the goals are primarily based in economics or whether they favor humanitarian or scientific considerations. Again,

\* Familiarity with the Project's Grant Proposal and "Design for Research Component" is essential for a complete understanding of this section. This material is readily available in the project office and because of its size was not reproduced herein.

it would appear that all three considerations figure prominently. Given this rather confused situation, therefore, it by necessity makes it difficult to determine what to evaluate and when and how to measure activity and performance.

It would appear beneficial to acquire as early as possible a profile of the offender; further, the Public Defender Office appears to be in a better position to accomplish this than anyone else including the Probation Office. Similarly, increasing employment opportunities for criminal offenders through the involvement of organized labor is a worthy goal. One should note, however, that "to develop a resource profile for selected offenders" is not a goal in itself but rather a process pursuant to achieving the goal of employment, just as developing "practical ways for organized labor to participate" is a means and not an end. These two "major goals" have to be taken as increments of an action or demonstration program while the "experimental" effort here implies a cost benefit requirement without which there would be nothing to evaluate.

What are, then, the goals of the project? Project material states, in part: "Results of the data analysis may help answer basic questions related to the causes of crime and enable remedial action to be taken to prevent crime. . .and gain greater insight into basic causes and contributing factors of crime and recidivism" (emphasis added); the question is asked: "Are persons changed by opportunity?" In short, there is here an allusion to the many problems concerning crime that social scientists have been studying and grappling with for a long time, while suggesting that this singular project may answer some of them.

Perhaps the real goal of the project may more properly be stated to be: to provide employment opportunities to criminal offenders.

B. The Design of the Project

Figure 1 below describes how the experimental "research component" was designed. From this description it is not readily apparent how the actual implementation of said design is going to be carried out.

The material alludes to a projected economic benefit hypothesis and reference in this context is made to "30 clients performing as tax producers". It is difficult to attach much significance to that projection and that standing alone cannot give any assurance that an economic benefit will be achieved.

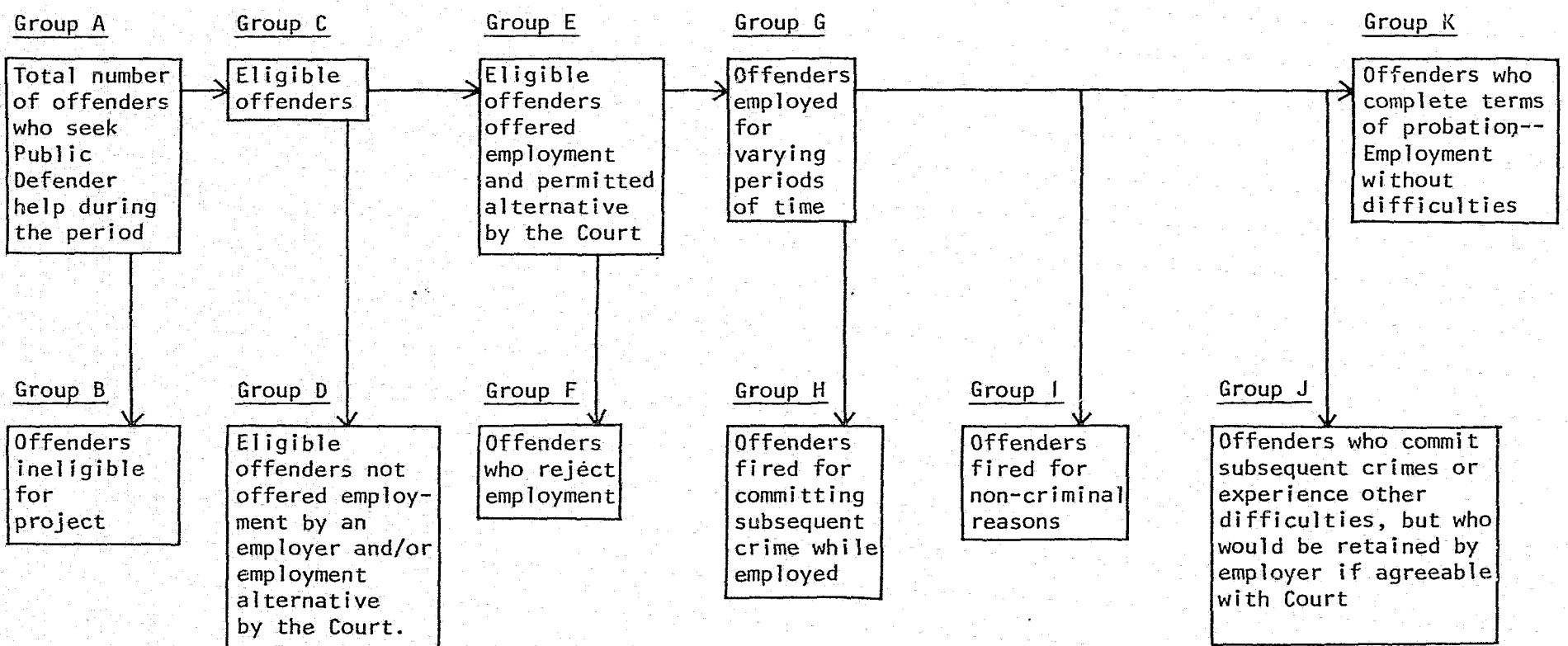
The only pertinent information available which allows for an evaluation of the statistical concept of the "experimental design" is contained in Figure 1. Relying on that chart with its annotations, it would appear that even if the plan were fully implemented, it could not reasonably be expected to yield conclusive results. Also, a quantitative evaluation of the "experiment" would not be feasible for the reasons that follow.

(1) The Selection Process

Offenders are selected from the total pool of those who plead guilty in accordance with certain criteria; the selection is also based upon the individual's resource profile. These offenders are offered employment if deemed employable. Their progress is followed in order to evaluate the success of the entire operation. The

FIGURE I

OFFENDER POPULATION CONSIDERED FOR TEST GROUP DATA COLLECTION



(This chart prepared by project staff.)

problem with this procedure lies in the fact that the decision maker is not able to determine whether success is a result of the employment provided or simply the result of a good selection procedure. Similarly, there is no way to attribute a failure to either one or the other. This applies also to different possible measures of success, whether it be the percent of offenders granted parole by the courts, the percent of offenders accepting employment, the percent of offenders employed for a certain period of time, the percent of offenders that complete the term of probation or the percent of offenders who commit subsequent crimes. In all these cases, the impact of employability as such cannot be measured, nor can the quality of the selection criteria be evaluated or improved. The interaction between the two, and the inability within this framework to separate the two elements, makes the measuring and evaluation process not feasible.

For the purpose of evaluating the employment increment only, and considering the limited resources at hand, a well-designed study should start by selecting the best candidates for the purpose of the study and then separating them into two groups in some random fashion. One group would receive full treatment and be offered employment, while the other group would receive no special treatment; the latter would serve as a control group for the first. Each of the two groups would then be monitored throughout the whole process enabling monitors to calculate and compare the various "success" rates.

In order to evaluate both the screening process and the employment impact, one should have devised a fourfold experiment

where the initial group is first split into two (or more) sub-groups according to their "a priori" conceived probabilities of employability as derived from the developed profile; each of the two groups would then be split into two more parts, at random. One of the two would be offered employment while the other would receive no special treatment. Each of the four subgroups would then be observed throughout the process.

If the project is to be action or demonstration oriented, there appears to be little value in determining what part the screening and the employment factors play in the final results; only the final achievements should matter. This approach, however, is not compatible with the claimed experimental nature of the instant program nor is it consistent with the need to derive valuable information for the future benefit and success of such a program. For purposes of completing our analysis, this approach, as it stands, is discussed next.

(2) The Noncomparability Inherent in the Design

Assuming that the various percentages for the experimental group were calculated and such a group is presented, for example, with the probability of being put on probation, or the probability of completing probation, etc.; against what figures are these to be compared in order to measure the success of the program? It is suggested that one could compare the sample group with a comparable group taken from the general population a prior year. This would not be a satisfactory comparison because it would fly in the face of the claim presented that only certain individuals can be helped

in the proposed way. In order to permit meaningful comparisons, at least some minimal criteria for screening and entrance to the program should be established. These would then allow for the construction of a control group for comparisons based on such qualifications as limited crime categories, well-defined prior record, and demographic characteristics such as age, education, etc. Since the instant grant proposal does not claim that employment is bound to help any and all offenders, the plan should have included some identifiers - either pre-determined or to be tested - from which, at the conclusion of the experiment, one could extrapolate the category of offenders that might be helped. The identifiers would also serve as predictors for the necessary number of job placements, etc.

The following are some additional problems with the design as presented in the grant proposal:

(a) The on-going evaluation may interfere with the ability to evaluate results because it implies continuous changes in procedures. Decision-making and implementation would preempt later analysis from attributing whatever results are detected to a specific, well-defined and maintained procedure. If only the variable of the number of jobs offered were to differ, this would not present a problem, but if the variable of "remedial action to eliminate the weaknesses can then be taken without delay", is added, the whole experiment might be confused due to such continuous unspecified changes.

(b) Prestablished definitions are necessary in order to enable any reasonably quantitative analysis. Terms like "eligible for employment" and "successfully completed a twelve-month period

of employment without difficulty" have to be clearly defined since they automatically become topics of reference in any systematic analysis.

(c) Procedures for monitoring employed offenders have to be firmly established and constantly adhered to by specifying the precise time intervals for such monitoring. Also required are procedures to cope with departures from the normal meaning of employment, such as "fired", "sentences", "switched jobs", "disappeared", etc. Long questionnaires and forms are not substitutes for this kind of planning.

(d) Staff requirements enabling the successful implementation of the program appear to be understated in the proposal; it alludes to such needs without assigning the necessary weight to the positions required.

Every new experimental program should be assessed early on with respect to its limitations. This process allows for the concentration of efforts to the most productive areas of the program objectives. For example, the fact that an employment project may in some way benefit a small group of offenders by no means suggests a panacea for the causes of crime. Employment figures prominently in the consideration of crime; given, however, the variety of criminals and the complex interrelations of many variables affecting crime, it is indeed unlikely that verifiable conclusions regarding the causes of crime can be reached through this program.

The proposed claim that the project will measure, reduce, prevent, or control recidivism appears unsupportable according to data currently available. A longer project life history will be required for its determination.



C. The Implementation of the Project

The following evaluation of the project as implemented is based upon the summarized data presented in the "Research Component", the analysis included in it, and the basic raw data attached to it.

The various problems discussed in the earlier sections become quite evident in this material. The major scope of the project is restated in terms of a vague hypothesis to be "tested", namely that "selected offenders will develop positive personality traits and become more functional members of society when presented with a work opportunity". Interspersed within this "Research Component" dealing with some aspects of the above hypothesis are attempts to answer some of the original questions raised at the inception of the project. The conclusions regarding these major questions will be discussed first, followed by an analysis of the remaining issues touched upon.

(1) The Analysis of the Economic Benefits

The conclusion that "this program gives an economic yield over four times its cost" is not supported by the facts. It is arrived at by first calculating the cost of the program at \$125,673.38. There is no reason given for excluding the attorneys' time. The cost of incarceration for the 45 subjects at \$17 per day is figured at \$278,460. This is based upon the erroneous assumption that all the subjects would have been incarcerated for a full year. One point stressed continuously is that the program would operate successfully because of the

selection of particular offenders entering it; this implies that those offenders would normally be a good risk for probation without regard to the program. Furthermore, and given the fact that they were indeed put on probation, it is a significant overestimation to assume they would have been incarcerated for a full year. This figure and the resulting "savings" derived by subtracting the cost of the program from the cost of incarceration are thus misleading.

The "total savings" is derived by adding to the above incarceration savings the total income of the 45 offenders during a one year period, plus their respective total federal income tax. This confounds rather than supports the objectives of the experiment.

It was assumed that the program would be an alternative for a full year of incarceration for the enrolled offenders; another assumption was that they would benefit from a full year of employment due to the program. A quick glance at the job placement sheets indicates that very few offenders were still on the job three months later; a few had been imprisoned and some could not be found a very short time after the placement. The study team found it difficult to reconstruct all the relevant facts from the job placement sheets. Indications are that no less than half of the offenders were lost to the program for different reasons while those remaining seem to be the more recent persons placed.

It was concluded that the economic benefit aspects of the program could not be fairly evaluated. That opportunity would have been possible if a true control group had been constructed with appropriate follow-up procedures.

(2) The Probation Analysis

It will be helpful to recall at this stage the basic premise of the program as it relates to probation. It was hypothesized that the probability of getting probation would be increased because the offender would appear in court with a job placement in hand.

The "research component" analysis states that "the usefulness of a personality profile in a probation type project is questionable" because "any profile of successful cases is bound to be limited by the restrictions of the courts and the agencies they rely upon". This appears to undercut the premise of employability.

This analysis, then, presents a profile comparison between the average offender in the program and the average offender in the Douglas County jail. It would appear that this may not be the proper population group with which to make such a comparison. The original concept was to compare the average offender going through the Defender Office in the program year with the same population group in the previous year.

The probation topic is again discussed in the conclusion section. An attempt is made here to compare the number of offenders put on probation during 1972 with the number put on probation during one year of operation of the program. Based on the 1972 performance and some crime rate figures, it is concluded that "the Public Defender Office must obtain probation for 81 clients to equal 1972's probation proportion". This is compared with the fact that "52 people, primarily public defender clients, [have] in the last 12 to 18 months. . . either been given probation or put on work release". Two things are

worth mentioning here. The comparison is made with 12 to 18 months of the program rather than with the correct period of only one year; and the expression "primarily public defender clients" appears without sufficient explanation.

The evaluation team joins in the staff's own appraisal of the program experiment as expressed in the conclusion of the research analysis. The staff reached the conclusion: "(1) it is difficult to objectively determine who is a marginal probation risk since by definition some in this category would be given probation. (2) Statements about such a nebulous class by the administrator of the studied program could be biased. Notwithstanding these two difficulties, there has no doubt been a significant gain in probationary type dispositions". Albeit possible to conclude that there have been significant gains in probationary type dispositions, the team is not persuaded that the alleged gains are attributable to the program efforts.

VI. SUMMARY OF FINDINGS AND RECOMMENDATIONS

A. General Comments

In the final analysis, both from the experimental point of view as well as the action point of view, the questions that have to be asked are, "Have we learned something from the experiment?"; "Have we demonstrated some new approach?" No positive answers can presently be supplied.

The consultant team, in its final deliberations, spent a good deal of time considering first the worthiness of the project in terms of the stated goals and second, whether the goals could in substantial measure be achieved. It was the general consensus that the project goals and objectives have definite merit if carried out efficiently and under proper guidance and supervision. The concept of providing supportive staff to a Public Defender Unit is by now well accepted and highly recommended. Standard §13.14 of the National Advisory Commission on Criminal Justice Standards and Goals (NAC) in its Courts Volume states that public defender offices should have adequate supportive services, including secretarial, investigation and social work assistance (emphasis added). In its Corrections Volume §5.17, NAC recommends that at the sentencing hearing, the defendant should have the right to counsel and to have him/her present arguments as to sentencing alternatives. The project staff can well serve a vital function for the defender attorneys in their overall attempt to give to the sentencing court a disposition plan other than incarceration.

Although the project is not unique in its supportive role to a Public Defender Office, it is, however, innovative in its approach in

that the personnel are taken largely from the ranks of organized labor. It is an alleged fact - and probably true - that union jobs are difficult to acquire because of much "red tape" and that this is so even for non-offenders; how much more insurmountable for the typical offender assigned to the Public Defender Office for legal representation. Therefore, if union jobs can in fact be made available to defender clients and further, if the project staff can otherwise familiarize employers in general with the urgent need to make "less risky" qualified defendants productive wage earners, then the project activity can be seen as a positive force working against recidivism - a worthy effort indeed.

B. Recommendation and Discussion of Findings

(1) Project should remain within the Office of the Public Defender.

Discussion: The evaluation team is aware that the new grant application would have the project removed from the Public Defender Office into the Office of AFL-CIO. It is the team's considered opinion that should the project continue, it should remain within the office of the Public Defender either physically as is now the case or in terms of an extension of said office in the vicinity thereof. As has already been stated, the Public Defender was given primary responsibility for all aspects of the project. It was envisioned therein that the staff of the Public Defender Office, augmented by other provisions set out in the grant, would constitute the principal resource for the proper implementation of the project. In fact, the entire project was conceived on the basis that there was a distinct advantage in offering the services proposed through the Public Defender Office. In particular - and we think it was

correctly stated - the grant clearly pointed out that the most effective way to assist the client along the road to employment and other benefits would be through the immediate access afforded counsel and/or his staff. Further, and perhaps even more important, the project staff would lose the attorney-client status which is a unique legal relationship allowing for the privilege of confidentiality - so vital a privilege to both client and project staff at the critical moments after arrest.

The grant application stated the following in this connection:

"Additional included advantages of administering this program through the Public Defender's Office are:

1. The obligation of the Defender to furnish the Court with alternatives to incarceration.
2. The extensive knowledge acquired by the Defender through personal contact and investigation, search for evidence with reference to innocence or guilt and also with reference to the defendant's specific problem, is information shared by no other agency to the same degree."

The consultant team made every effort to ascertain the relevant facts that prompted the desire to remove the project out of the Defender office. There is every indication that the project suffers from a serious lack of supervision and that the Public Defender has virtually delegated away both the authority over and interest in the project. This is a circumstance based in part on personality considerations and in part on lack of planning and organization to be explored in connection with later recommendations. In spite of this development, it is suggested that both the project staff and the Defender office make a new effort to reinforce each other for the mutual benefit of their clients.

(2) Appointment of Administrative Head

Discussion: The evaluation team feels that administrative deficiencies exist both within the project and within the Public Defender Office, at least as the two interface with each other. One investigator stated that the project had too many bosses; that at one time there were five people that the staff had to report to in one form or another. This staff person further indicated confusion as to who was the coordinator representing the Public Defender Office. No single individual has been assigned the task to do the kind of planning that is necessary to solve difficulties that arise; as a result, the project staff are left to their own devices and do what they can to fulfill their responsibilities as they understand them. The work duties of the resource-investigators are vague; staff members had some difficulty describing their daily routine. Most mornings, they said, were spent interviewing defendants in jail - a function that they were most eager to dispense with. They expressed the view that the interviewing should be conducted by staff more attuned to the totality of social needs of clients.

The solution, we believe, lies in strengthening the organizational aspect of the operation by appointing an administrator to run the project. A suggested organizational chart is found in the Appendix of this report. The project desperately requires full-time supervision and the project administrator therefore should be a full-time person dedicated to the goals and objectives of the project. This recommendation ties in with the following relating to the appointment of an attorney-coordinator.



(3) Appointment of Attorney-Coordinator

Discussion: In addition to Recommendation (2) above, it is recommended that the Public Defender specifically appoint one staff attorney to help coordinate the activities between the Public Defender Office and the project, at least to the extent of 25% of his time. The project is essentially a supportive facility for the Defender office and as such, the project staff must continuously interact with the Attorneys, the Court, the probation office and law enforcement officials. These legally oriented activities must be carefully supervised by an attorney. The evaluation team found that the interview process was almost devoid of attorney supervision; the resource-investigators were largely depended upon for the initial contact with prospective clients. A team member present during several such interviews observed that they appeared to be conducted in a rather terse manner; that the defendants were not fully aware of the investigator's role; that interviews lasted an average of three minutes per defendant; and that on this basis, the investigator would determine whether the interviewee should receive further project consideration. This is not to say that the project staff does not perform diligently; on the contrary, the consultant team found that staff generally had a sincere and conscientious attitude toward their work in spite of the lack of supervision. It is expected that given a better organizational structure, as suggested herein, the project staff will be better oriented to the legal requirements of their job.

It would seem appropriate at this point to point out certain problems observed by the consultant team, the solution to which may

very well lie in the recommendation made concerning the appointment of an attorney-coordinator.

(a) Communication with staff attorneys.

Communication between staff attorneys and project staff was found lacking, except as between one or two attorneys that expressed more than casual interest in the project. There are no regularly scheduled staff meetings either within the project or within the Public Defender Office, when the two programs can discuss matters relevant to both. Occasional memos pass from one to the other and the interview sheets prepared by the investigators are made available to the attorneys without the benefit of personal discussion (with rare exceptions). It would serve little purpose to speculate upon the many possible reasons for this situation; suffice it to say that it is crucial for such communication to take place regularly, whether through meetings or informally. This can be accomplished, we believe, through the effective performance of the attorney-coordinator.

(b) Communication with probation office.

Communication between the project staff and the adult probation office should be improved. The extent of unofficial contact existing between the two is unclear. The Chief Probation Officer feels that the project is largely duplicative of services rendered to defendants referred to the Probation Department. Some of the staff probation officers have reportedly utilized the project services to locate employment for their

probationers. Pre-sentence reports are not routinely made available either to the trial attorneys or to the project staff. Both offices have much to gain from mutual cooperation. The attorney-coordinator should attempt to rehabilitate any existing strain on that relationship.

- (4) Administrative head should draft job descriptions for every position and delineate precise duties.

Discussion: In order to avoid duplication of effort and even more important, to ensure that all project goals are dealt with adequately, it is a matter of utmost priority that the administrative head, in consultation with the attorney-coordinator, draft job descriptions for every position now being held by the project staff. Earlier in this report it was stated that the resource-investigators appeared free to exercise their own discretion in almost every respect, whether it be in the area of job placement or general counseling. It was observed that follow-up work was not a regular procedure; counseling was found to be nebulous, although there was much rhetoric in the grant proposal and the research design about changing basic social attitudes and social functioning. The delineation of duties and attention to job definition are two ways of overcoming the problems discussed.

- (5) Additional space should be allocated to project.

Discussion: The consulting team realizes the limitation of space within the Public Defender Office. It is nevertheless urged that additional space be acquired for the project. Two rooms would

be an improvement, but three would be more appropriate. One room for the project administrator and a secretary, a separate room for the resource personnel, and a third room to be used for miscellaneous purposes, to include the activity of interviewing and counseling with clients. This latter activity must require absolute privacy in order to comply with the constitutional mandate of allowing the defendant the right to remain silent (Fifth Amendment); this inferentially requires that the interviewing and counseling be conducted on a private and confidential basis. (At a recent Task Force meeting of the National Defender Commission on Defender Services, it was recommended that the space for an attorney be a minimum of 200 square feet - perhaps this may be a guide for the space requirement.)

(6) Criteria should be developed for selection of clients.

Discussion: In discussing the project goals in IV. A. hereinabove, it was pointed out that according to the grant proposal, it was expected that a great number of clients whose chances for probation were otherwise marginal would obtain probation as a direct result of the project efforts. Relying heavily on staff information, the evaluation team found that the resource-investigators made every effort to select clients that were most likely eligible for a sentence of probation. They appear to select those defendants who, if convicted, would not likely go to jail. One resource-investigator stated that he screens out people first by the type of crime committed, the seriousness of it, then by record. He was concerned about the prospective employer's reaction to a defendant with a bad record. Another investigator, when asked how the clients were selected,

stated that the selectees had to have "something going for them". It is recommended that the selection process be based on criteria that will ascertain whether clients have a marginal chance of obtaining probation. The selection criteria should be tied in with the research component referred to next.

- (7) The research design should be modified, redesigned and simplified.

Discussion: The research design already developed by the project staff should be modified, redesigned and simplified, and should reflect a more realistic approach. In this connection, the comments made in Section V should be considered. It is strongly urged that an outside consultant be retained for the limited purpose of assisting staff with such a research design. This is not to suggest that current personnel is not able to accomplish this task, but rather, to allow for better objectivity.

- (8) Initial interview of clients should be conducted by staff attorneys and not routinely by resource-investigators.

Discussion: As stated in Section II of this report, it is not the function of the evaluation team to comment upon the operation of the Public Defender Office. However, insofar as the two programs interrelate, the team feels compelled to suggest that the initial interview of clients be conducted by the defender staff in order to establish a good attorney-client relationship. To be sure, project staff should be utilized during this stage, but this utilization should be at the request of the staff attorney in each

instance as the case requires it. It follows from this recommendation that the selection of project clients should be at the suggestion of the attorney assigned to represent the client, with intensive follow-up work by the project staff. It was reported that the project staff have weekly meetings when they discuss and evaluate the cases with one or both coordinators; this leads to the acceptability or rejection of a particular client to the project. It is urged that there be greater participation by the staff attorneys during this stage in order to maximize the objectives of the project.

- (9) Employment resources should be listed and kept current for the use of both project and defender staff.

Discussion: As was stated earlier, the resource-investigators informed us that they were keeping employment resources "in their heads" although at the time of the evaluation, a single sheet was being used to list the date the employment contact was made and the name of the employer with whom the job opportunity was made. This is a good beginning; it is vital, however, that as jobs are developed, everyone in the Public Defender Office be made aware of such job opportunities. It should be the responsibility of the project staff to keep such current list of job availabilities and to have it actively circulated around the office.

- (10) Resource service should be expanded beyond job placement.

Discussion: Although there have been a number of referrals to social agencies, this effort has been neglected and is not as strong as it might be. It is contemplated in the grant that

the project staff would assist the attorney in securing for the client services such as marriage counseling, representation in civil actions, welfare payments for client's wife and family, psychiatric or drug counseling, etc. The consultant team feels that there is now competent personnel on the staff attuned to social human needs who can and should consider referrals in each case when and where appropriate. The resource directory now available should make this process more efficient.

- (11) Record-keeping should contain vital information useful to all staff and should be geared to the statistical component.

Discussion: It has already been pointed out that the evaluators had difficulty obtaining pertinent information because of inadequate record-keeping. The forms in use are rarely completed and in reviewing at least 25 files randomly chosen, such files were found to contain forms substantially incomplete in all cases. There are no facts in the file from which one could determine the rate of recidivism. It is recommended that the project staff determine what relevant information should be gathered from the standpoint of keeping the files current as well as supplying the raw data necessary for the statistical component. Forms should be developed that will correlate with this information, making the retrieval of such data a simple procedure.

- (12) A public relations program should be formulated to assist job developers with their task.

Discussion: It is important that the community be made fully

aware of the project, its goals and objectives. According to some staff members, a "low profile" was maintained vis-a-vis employers in order to "conceal" as much as possible the client's criminal background. This attitude may be well-intentioned; it does little, however, to educate union employers to become more tolerant toward "less risky" offenders. There seems to be a strong emphasis on the idea of trading off against prior union contacts. A public relations program should be formulated which will assist the job developers in opening up employment, whether it be union or non-union. Such a program should also be designed to familiarize the courts and other court personnel with the work of the project so as to build up credibility.

- (13) There should be a brief suspension of intake to allow for an orderly innovation of new procedures.

Discussion: It is recommended that intake of clients be suspended for a short period of time - perhaps one week - in order to allow for an orderly innovation of new procedures.

- (14) Key personnel should observe other viable, successful "alternative" programs.

Discussion: It is suggested that one or more of the project staff personnel be encouraged to visit exemplary projects of similar design.

- (15) The project should adopt an official name to be used consistently for purposes of identification.



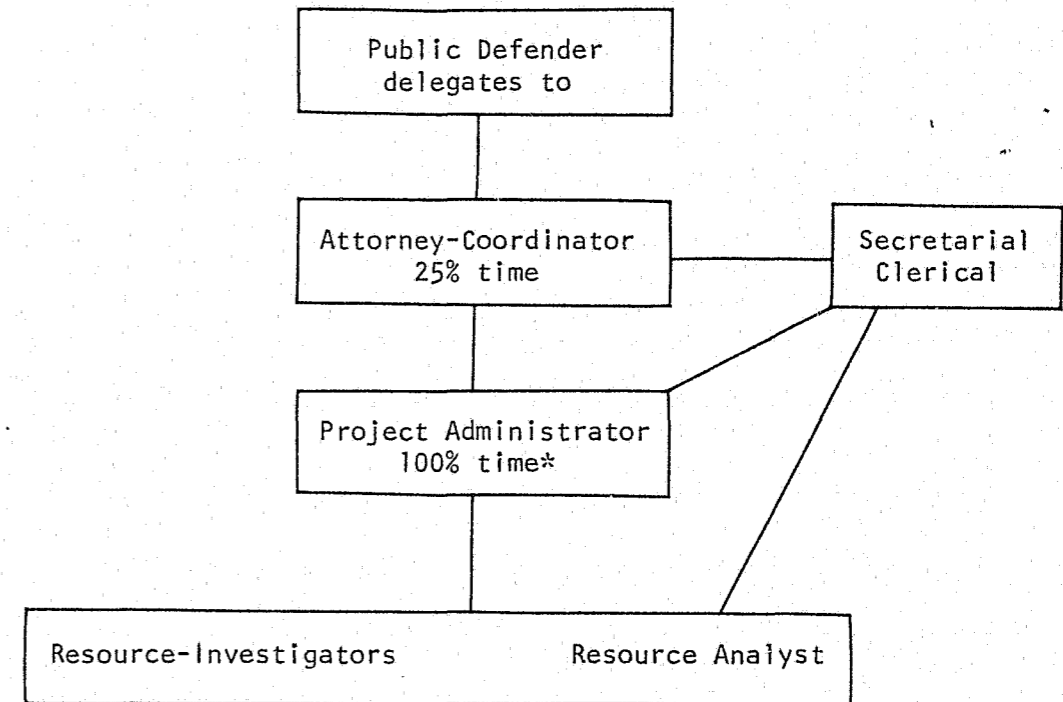
**CONTINUED**

**1 OF 2**

Discussion: The project should have a separate and distinct identity which will enable the public, the Court, the employers and the clients to relate more easily to the project objectives. An appropriate name should be selected and used consistently in connection with project affairs.

ORGANIZATION CHART

(Suggested)



\*The Project Administrator should share the duties of either or both resource personnel.

GUSTAV GOLDBERGER  
2100 "M" Street, N.W.  
Suite 601  
Washington, D. C.  
20037  
202-452-0620

5/1/75

PERSONAL DATA

Born: Czechoslovakia, April 28, 1934  
Height: 5'7-1/2"  
Weight: 155 lbs.  
Wife: Betty (Friedman) Goldberger, B.A. - N.Y.U.  
Children: Earl 15; Emanuel 12; Elana 10; Elisa 4.

EDUCATIONAL DATA

Elementary Schools: Public Schools  
Copenhagen, Denmark 1940-43  
Gothenburg, Sweden 1943-45  
Montreal, Canada 1946-47  
Secondary Schools: Matriculated High School  
McGill University - Montreal, Canada  
Attended Private School - Montreal, Canada  
Colleges: McGill University  
Montreal, Canada 1951-53  
Sir George Williams University  
Montreal, Canada  
B.A. 1957  
Post-Graduate: Rutgers - The State University  
School of Law  
New Jersey 1957-61  
J.D. Degree  
Northwestern University  
School of Law  
Short Course for Prosecutors 1965

PROFESSIONAL EXPERIENCE

City of Akron: Assistant Law Director 1963-64  
City of Akron: Chief Prosecutor 1964-66  
Summit County Ohio: Assistant County Prosecutor 1966-67  
Private Practice: Erickson, Sheppard, Goldberger & Wheeler  
Akron, Ohio 1966-67  
Goldberger, Thomasson, Lane & Rosenblithe  
Akron, Ohio 1970-75

Resume of Gustav Goldberger

Page 2

Project Director: O.E.O. Legal Services  
Summit County, Ohio  
September 1967-70

Deputy Director: Summit County Public Defender Office  
Akron, Ohio 1974-75

Associate Director: National Center for Defense Management  
National Legal Aid and  
Defender Association  
Washington, D. C. 1975 to present

MEMBERSHIP

American Bar Association  
Ohio Bar Association  
Akron Bar Association  
A.T.L.A.  
Judicature Society

ADMITTED TO PRACTICE

Ohio Bar 1963  
U. S. District Court  
(Northern District of Ohio) 1964  
U. S. Supreme Court 1968

AWARD

Public Service Award: Summit County Prosecutor 1968

PUBLICATION

Legal Aid Divorces - A Practical Approach  
American University Law Review  
Vol. 20, No. 1, Aug. 1970

Book Review  
Insanity Defense: by Richard Arens  
University of Akron Law Review  
Vol. 7, No. 3, Spring 1974

RESUME

Loretta E. Nelson

Bilingual/Lithuanian

Marital Status: Married

Health: Good

Date of Birth: 19 July 1942

Degree: Bachelor of Arts,  
Immaculate Heart College, 1965

Address: 350 South Fuller Avenue  
Los Angeles, CA 90036

Phone: 213-688-2854 Business  
213-939-1671 Residence

WORK EXPERIENCE

February 1972 to present

Employer: Federal Public Defender  
312 North Spring Street  
707 U. S. Courthouse  
Los Angeles, CA 90012

Hired as a Social Worker/Investigator to work with public defender clients. Primary focus is to establish alternative programs to imprisonment for defendants, preferably during pre-sentence phase. Emphasis on use of existing community-based programs, i.e., drug and/or alcohol rehabilitation, psychiatric treatment (in-patient hospitalization and out-patient). Referrals for job placement and/or vocational training. Assist defendants with transportation to and from appointments; locate emergency housing. Work contact with U. S. Probation Officers, Assistant U. S. Attorneys and the Courts. Extensive contact with community agencies. Pre-release work with federal prisoners.

January 1966 to February 1972

Employer: Los Angeles County Department  
of Public Social Services  
2701 Beverly Boulevard  
Los Angeles, CA 90057

Varied experience within the Department of Public Social Services

1966 to 1968

Employment and Training Services. Worked on a special assignment on the Aid to Families with Dependent Children Program. Duties involved screening applicants and referring qualified persons to appropriate agencies for employment and/or special education. In this program, worked jointly with Department of Vocational Rehabilitation. Other agencies involved: East Los Angeles

Loretta E. Nelson

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Skills Center, Los Angeles Trade  
Technical College, Auto Mechanics  
Institute.

1968 to 1969

Child Welfare Services. Protective Services  
Program. Casework with multi-problem  
family units; in particular, mothers with  
chronic mental health problems. Rigorous  
experience in crisis intervention and  
emergency planning.

Voluntary Placement Program. Placement of  
children by their parents as a result of  
family emergencies such as illness, incar-  
ceration of one or both parents, children with  
serious emotional or physical problems in  
need of special services outside of the home.

1969 to 1972

Children's Services Bureau. (Required to pass  
promotional examination - Children's Services  
Worker) Specialized casework services involv-  
ing work with abused and battered children;  
severe behavior problems in children and parents;  
chronic runaway adolescents; parents with drug  
abuse problems. Providing family and individual  
counseling. Created treatment plans for both  
children and parents. Supervision of dependent  
children (Section 600, Minors of Juvenile Court  
Law). Placement of these children in foster  
homes and/or institutions. Casework focus on a  
plan of rehabilitation and whenever possible,  
return of children to their natural homes.  
Making of recommendations on each child to  
Juvenile Court and representation of Department  
of Public Social Services at Juvenile Court  
hearings; writing of court reports and petitions.

ADDITIONAL SOCIAL WORK EXPERIENCE

1972 to present

Advisory Board Member of Community Concern  
Corporation, a Model Cities agency run by  
ex-offenders for Mexican-American offenders.

Enrolled at Center for Training in Community  
Psychiatry, Los Angeles, California.

1970 to 1972

Office representative to Children's Services  
Training and Advisory Committee. Responsible  
for making recommendations to administrative  
staff for necessary social work staff training  
and development. Planning of two annual  
Children's Service Bureau Institutes.

Loretta E. Nelson

January 1971 to April 1971

Law for Dependency Workers. Course training focused on Juvenile Court process given by Benson Schaefer, Attorney-at-Law.

Summer 1970

Summer Camp Program for Foster Children.

December 1968 and 1969

Christmas Gift Program. Prepared program for distribution of Christmas gifts to welfare families in the Metro North District.

Summer 1968

Foster Home Recruitment Program for Foster Children. Helped organize a program to publicize the need for foster homes in the Los Angeles area. Enlisted the cooperation of numerous public and private agencies, as well as coverage on television and radio to stage the "Walk for Children" at the Music Center. The event produced an increase in the number of foster home applications.

REFERENCES

References furnished upon request.



RESUME

WILLIAM E. ABSHER

Date of Birth: May 12, 1935  
Height: 5'8"  
Weight: 155 lbs.  
Hair: Brown  
Eyes: Blue  
Marital Status: Married (two children)

Education:

- . Graduated from Sultan High School, 1952.
- . Associate in Arts in Behavioral Sciences,  
Fort Steilacoom Community College, 1971 (Dean's List).
- . B.A. in Society and Justice,  
University of Washington, 1973 (Cum Laude).
- . Candidate M.A., Public Administration/Criminal Justice,  
Seattle University.

Seminars/Workshops/Short Courses

- . Management Training, Metropolitan Business College, 1956.
- . Rate and Traffic Management, ICS, 1957.
- . U. S. Army, Legal Aid School, GS Level Legal/Clerical Training, 1958.
- . Business Law for Management Personnel, Washington State University,  
1964.
- . Residential and Commercial Real Estate Management Seminar,  
Sherwood and Roberts, 1966.
- . Transactional Analysis Workshop, Tacoma, Washington, 1971.
- . Group Facilitation Workshop, Northwest Behavioral Sciences  
Institute, Tacoma, Washington, 1972.
- . Group Dynamics Workshop, Dr. Herbert Otto,  
Tacoma, Washington, 1972.
- . Decision Making and Problem Solving for Criminal  
Justice Managers, Law and Justice Training Center,  
Providence Heights, 1974.
- . Grant Writing and Management, Grantsmanship Center,  
Seattle, Washington, 1974.

WILLIAM E. ABSHER

R E S U M E  
Page 2

Work Experience

- . Eighteen months as full-charge accountant for West Coast Mortgage and Investment Company. Developed ability to manage fiscal matters and understand budgets and finances.
- . Five years as orderly and surgery technician. Good experience in working with people in stress situations.
- . Three years as member and facilitator of behavioral modification psychotherapy group. Good experience in understanding and dealing with behavioral problems.
- . Sixteen months experience preparing community-based corrections programs for city, county, state and federal misdemeanants and felons. Have developed basic knowledge of court procedures. Good experience in writing pre-sentence reports and good knowledge of community resources.
- . Since February 4, 1974, have been Director of the Seattle-King County Public Defender's Pre-Sentence Unit. Involves full administrative responsibility for supervising a staff of sixteen, plus professional and paraprofessional personnel, as well as part-time volunteers and work-study interns from local colleges and universities. Responsible for providing guidance, supervision for both adult and juvenile units. Have full budgetary responsibility, including negotiating contracts and preparing grants (annual budget of \$100,000 plus). Responsible for goals, objectives and future direction of unit.

Other

- . Member, Johns Hopkins University Drug Research Team.
- . Member, Governor's Task Force on Decision Making Models in Corrections.
- . Member and Board of Directors, Washington 101's: A group of ex-offenders dedicated to corrections reform by working from within.
- . Member and Board of Directors, Seattle Mental Health Institute.

VITAE

NAME: Yakov Avichai

ADDRESS: 5715 South Kenwood  
Chicago, Illinois 60637

EDUCATION: Hebrew University, Jerusalem  
(B.A. in Mathematics and Statistics, 1966)

Hebrew University, Jerusalem  
(M. Soc. in Statistics, cum laude, 1967)

University of Chicago  
(Graduate Student in Statistics Department, 1967-68)  
(Ph.D. Candidate in Statistics, 1969--present)

HONORS: Sigma Xi (Honorary Society of Researchers in Physical  
Sciences)

PROFESSIONAL: American Statistical Association  
Institute for Mathematical Statistics

EMPLOYMENT: Research Assistant and Lecturer in Department of Statistics,  
Hebrew University, Jerusalem (1966-67)

Statistician for Israeli Artificial Rain Experiment Project  
(1966 - Assistant Statistician,  
1967 - Chief Statistician)

Lecture (Statistics 200) Department of Statistics,  
University of Chicago (1969-present)

Consulting Experience - Most recent:  
Fred Zimring - False Fire Alarm Study  
Hans Zeisel - Jury Study - Capital Punishment

Statistician for the American Bar Foundation (1970-present)

PUBLICATIONS: "A Statistical Investigation of Persistence in the Israeli  
Artificial Rainfall Stimulation Experiment," with  
K. R. Gabriel, Journal of Applied Meteorology, Vol. 6, No. 2,  
(1967).

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