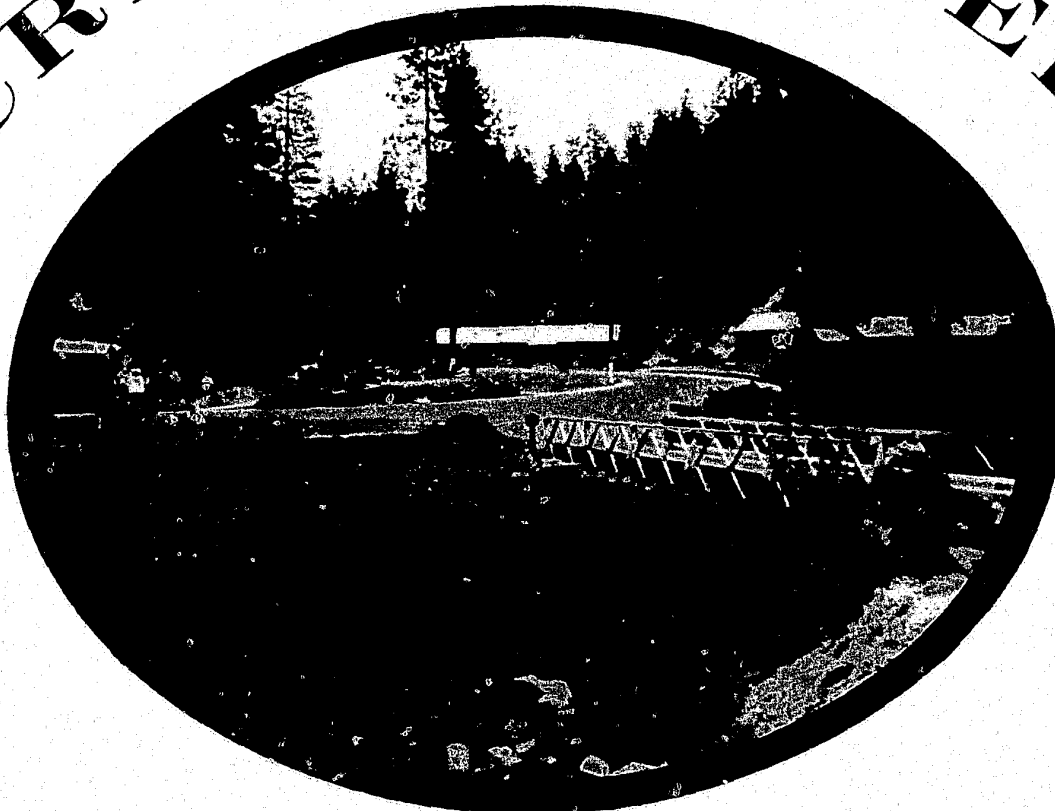


# CRYSTAL CREEK



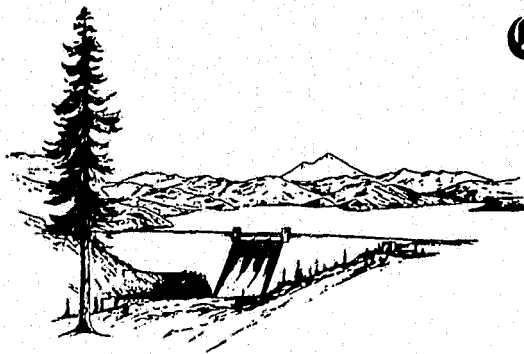
## Northern California Regional Rehabilitation Center

JUNE 1977

SHASTA COUNTY

John Balma  
Sheriff

45691



# County of Shasta

## Office of the Sheriff

JOHN BALMA, SHERIFF  
P.O. BOX 4447  
REDDING, CALIFORNIA

PLEASE REFER  
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NCJRS

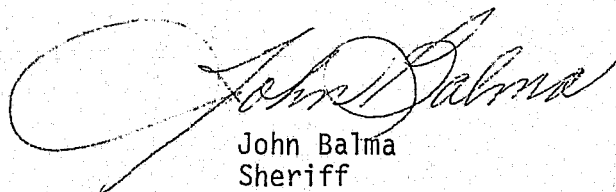
MAR 9 1973

### ACQUISITIONS

Shasta County is proud of the accomplishments of the Northern California Regional Rehabilitation Center at Crystal Creek. The programs, offered in close cooperation with the California Division of Forestry and with strong community support, provide a cost-effective alternative in local corrections that is unique.

Crystal Creek is a viable alternative not only to State Penal Institutions, but also to the wasteful "warehousing" of inmates which is costly and unproductive to the community.

However, the current concept and operation of Crystal Creek would be impossible without the efforts of three specific people. They were Ray Procnier, Director of the California Department of Corrections; George Grogan, Deputy State Forester, Sierra-Cascade District II Headquarters, California Division of Forestry, Redding; and Jim Stearns, Director of the California Department of Conservation. These men were instrumental in breaking with tradition and laying the foundation that created Crystal Creek in July, 1972, as a local multi-county Rehabilitation Center. They deserve special acknowledgement and thanks for their vital roles.



John Balma  
Sheriff

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## I. HISTORICAL BACKGROUND

### PROGRAM NEED

The Northern California Regional Rehabilitation Center (Crystal Creek) was originally built in 1958 by the California Division of Forestry (CDF) as a conservation camp, contracting for inmate labor with the California State Prison System. Two related events occurred simultaneously in the early 1970's which changed Crystal Creek. The first was a reduction in the number of State Prison inmates, which caused a sharp drop in prison facility needs; the second was an increase in the county jail inmate population in rural Northern California counties, which caused substantial overcrowding at the local jail level.

Because of the cooperative efforts of the State Department of Corrections, Shasta County, the California Division of Forestry, the support, endorsement, and active involvement of counties both in the Region B Criminal Justice Planning Board area and beyond - a total of eleven basically rural contiguous Northern California counties participate - and financial assistance from the Law Enforcement Assistance Administration (LEAA) through the California Council on Criminal Justice (CCCJ), the operation and management of Crystal Creek shifted in July, 1972, from a State program to a multi-county correctional program that currently operates in an efficient, cost-effective and cooperative manner at the local level.

The operation of Crystal Creek is unique in several significant ways. It offers an array of local, community-based programming not before available in the area. Prior to its current creation, none of the participating counties could realistically afford a wide range of rehabilitation programs at the local level individually; Crystal Creek now provides them. Not only do the counties participate, but there is participation by the Federal government for some of their inmates, also. Crystal Creek has achieved its stated objectives of reducing the re-offenses, re-arrests, etc. (recidivism) of participating inmates, helping relieve overcrowded conditions in county jails in rural Northern California, and in providing local judges with realistic sentencing alternatives.

### PROGRAM DEVELOPMENT/ROLE OF SHASTA COUNTY AND OTHERS

Crystal Creek became available to Shasta County beginning July 1, 1972. It has operated as a joint effort with the California Division of Forestry (CDF) since then. Ten other counties participate on a contract basis. Those counties are Butte, Glenn, Lassen, Modoc, Napa, Plumas, Siskiyou, Sutter, Tehama and Trinity. The Shasta County Sheriff's Department provides custodial and supervisory personnel for inmate security, training and control procedures at Crystal Creek in a minimum security setting without cells, bars, or fences. CDF owns, controls, and operates the physical plant and is responsible for its maintenance, repair, etc., in addition to supervising inmate work crews.

Current program development has been, and continues to be, a cooperative effort and responsibility. The facility has a possible capacity of 80 inmates with a practical working capacity of 65 inmates. A total of 1061 inmates have been booked through December, 1976. The overall average inmate population has been 55 since the program's inception, with the average annual high of 60 inmates during the year ending 1976.

Inmate classification, while considered low risk for security, is also designed for those predominately young adults whose only alternative to a State Institution sentence is Crystal Creek. Both the Superior Courts and Crystal Creek's Director determine the acceptability of each inmate on an individual basis.

The rehabilitation effort has been expanded to four broad areas: Comprehensive Work Programs, Educational and Vocational Study with Work Experience, Intensive Counseling, and a positive Job Placement effort for each inmate that needs and wishes the assistance.

CDF contracts to use inmate crews for forest fire suppression and control, conservation work, ecology projects, rescue projects, and for civil disasters such as floods. These work programs provide inmates with trained skills in all the areas mentioned with comprehensive inmate training in each skill prior to the actual work experience. The opportunity to learn to use complicated equipment for future vocational purposes is evident in the field, as well as in the Forestry shops at Crystal Creek. Many specialized skills are offered to the inmates for future utilization in forestry work, heavy construction, and various shop vocations.

## PROGRAM DEVELOPMENT/ROLE OF SHASTA COUNTY AND OTHERS (Continued)

Some of the work experience is very stimulating and provides the inmate with a feeling he has accomplished a good days work while providing a needed service. He is paid by the State for his efforts on a graduated scale depending on his progress with a separate hourly rate for emergency duty (e.g., fire fighting).

Besides the work crews, Crystal Creek provides vocational training and classes in carpentry, cabinetry, food preparation, meat cutting, baking and leather work for those inmates showing a vocational interest or desire to learn. Prior to 1974, the vocational training programs were on-the-job; however, during 1974, Crystal Creek arranged for additional outside training programs to be presented within the complex for those qualified and/or interested inmates.

The Shasta County Superintendent of Schools Manpower Program provides comprehensive job placement orientation by conducting college accredited courses in resume' and application preparation, economic and social survival techniques in a modern society, and individual job-related counseling efforts where needed.

High School diplomas are awarded to participating inmates through the educational continuation program. High School classes are taught two nights per week. College level classes are taught at the facility in many areas of vocational and social interest with seven accredited courses offered annually.

Partially funded through Shasta College and through the Shasta County Short-Doyle Mental Health Program, Mr. Robert E. Grossen, psychologist and counselor at Shasta High School in Redding, has been the teacher/counselor at Crystal Creek. He is primarily responsible for the highly successful high school GED diploma classes and combined counseling program that has developed.

Also, the residence counties for inmates committed to Crystal Creek maintain counseling services following the inmates' release. Shasta County Probation Department personnel assist inmates while in custody at Crystal Creek. Direct referrals are made to the Family Services Agency and Marriage Counseling as the need is recognized.

Many of the inmates have alcohol-related problems. The Redding Chapter of Alcoholics Anonymous holds sessions at Crystal Creek on a weekly basis. A Jaycee Chapter for self-improvement and image improvement was formed in 1975 by the Redding Junior Chamber of Commerce, and remains active at Crystal Creek. Bible studies are available for those inmates wishing to attend. Turnout has been very active.

Beginning in 1974, a Regional Work Coordinator was employed under a separate LEAA/CCCJ grant, and continues to assist many inmates secure meaningful employment after their release from custody.

## MEANS OF FINANCING

Financial assistance has been provided since July, 1972, from a combination of LEAA/CCCJ grants, the counties participating by contract, CDF, and Shasta County funds.

### 1. LEAA/CCCJ Federal grant funds:

A.	Crystal Creek Staff -	7/1/72 through 9/30/73	- \$153,971
		10/1/73 through 9/30/74	- \$131,466
		10/1/74 through 10/31/75	- \$143,971
		10/1/75 through 9/30/76	- \$ 98,650

After 9/30/76, CCCJ/LEAA funding expired and the County has absorbed staffing costs, etc., in their local budgetary process.

B.	Work Coordinator -	7/1/74 through 10/31/75	- \$20,000
		11/1/75 through 10/31/76	- \$18,000
		11/1/76 through 1/31/78	- \$18,000

2. Daily rate per inmate charged to committing counties:

July, 1972 through June, 1973	- \$3.00
July, 1973 through August, 1974	- \$4.00
September, 1974 through September, 1975	- \$6.00
October, 1975 through June, 1976	- \$7.00
Since July, 1976	- \$9.00

NOTE: By way of comparison, the current cost of keeping an inmate in the main jail of Shasta County, by State approved cost factors, is \$13.28 versus the current charge at Crystal Creek of \$9.00.

## II. SUMMARY OF PROGRAM ACCOMPLISHMENTS

There are significant examples of tangible evidence available that demonstrate the positive impact of Crystal Creek on county government. Already cited above is the current comparative cost factor (\$13.28 vs. \$9.00). The impact of the counseling, education, training, and job placement program services can be measured in long-range and short-range benefits for inmates both during custody and after release. Better trained, more well-educated young male adults with higher self-esteem provide long-range sociological and economic benefit to themselves, their families, and to the community.

Statistical information reflects this. A study of psychological measures and recidivism was completed in 1977 by Mr. Grossen (copy of report in Appendix 3). The definition of "recidivism" is strict: any re-arrest, regardless of the nature of offense and/or subsequent sentence, is regarded as "recidivism." Between July, 1972 and January 1, 1977, a total of 245 inmates have been involved in both the individual and the group counseling program offered by Mr. Grossen at Crystal Creek. Using uncounseled inmates as the control group over this 4-year period, the re-arrest rate for counseled inmates has been 12.6%, while 23% of the uncounseled inmates have been re-arrested. That is less than one-half the rate of return to prison (recidivism) in the State prison system of California. Only about 3% of the total inmate population of Crystal Creek have been sentenced to a State Institution after leaving Crystal Creek.

In the High School classes taught at Crystal Creek since 1972, 85 inmates have completed their high school requirements and received diplomas.

In the fire suppression program supervised by CDF, the fire crews in 1976 alone were instrumental in the control of a number of large fires from May through November in the Shasta-Trinity National Forest, and as far away as the Angeles National Forest in Southern California. The work crews were involved in 46 fires for a total of 17,318 manhours during 1976.

The Regional Work Coordinator's project has assisted in finding inmates meaningful employment after their release from custody. This has been accomplished with an unemployment rate in this area far above State and National averages. A composite of the Regional unemployment rate has been near 16% during the same period that the State average was 11%, with a National unemployment rate of 7½%.

The Work coordinator has been successful in the use of C.E.T.A. (Comprehensive Employment Training Act) placement, as well as through other governmental sources and direct placement in private business and industry throughout the service area during continued high unemployment. During the first two-and-a-half years of the Work Coordinator's operations, he interviewed for placement 503 inmates and helped place 222 in public and private employment throughout the area. Also during the period, the Work Coordinator discussed possible employment opportunities and job placement with 425 businesses, industrial firms, and numerous public entities.

The California State Board of Corrections conducted a detailed on-site inspection of Crystal Creek during 1975 under Section 6031.2 of the California Penal Code, which provides for inspections of local detention facilities for compliance with State standards. The following is excerpted from the final written report prepared by the Board of Corrections Field Representative:

"The Crystal Creek Center is a Division of Forestry Camp originally operated in cooperation with the California Department of Corrections, and now operated by the Sheriff of Shasta County as a Regional facility offering an abundance of program opportunities to sentenced prisoners in Shasta County and to most of the surrounding counties. The facility, programs, and staffing meet or exceed the standards."

LEAA responded to a technical assistance request made by the Region B Criminal Justice Planning Board office in Redding in mid-1973. A monitoring/evaluation report was prepared by Mr. Renwick N. Riley, Community Programs Officer, from the LEAA Regional Office in San Francisco. An excerpt from that report reads:

"I evaluate this as being a highly successful project, well supervised by properly qualified individuals, achieving positive results, with excellent use of and support from community resources." (Copy of complete report in Appendix 4).

### III. PROSPECTS FOR FUTURE OF PROGRAM

With the rapid growth in population, commercial expansion and increasing crime rate being experienced throughout this area, the Crystal Creek program will continue to provide a necessary, efficient, cost-effective, and positive service for the local counties and their criminal justice system.

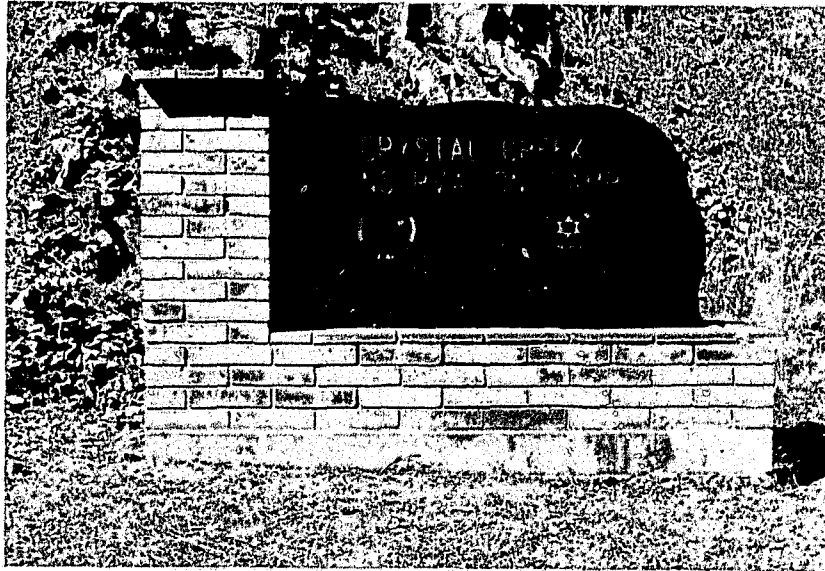
The communities of the predominately rural counties participating in the Northern California Regional Rehabilitation Center at Crystal Creek have pooled their fiscal resources and corrections energies in an innovative program of outstanding treatment for offenders. It is a progressive effort to attain meaningful rehabilitation at the local level. The procedures and programs utilized at Crystal Creek are models for the future development of localized, multi-county, minimum security corrections facilities throughout the Nation.

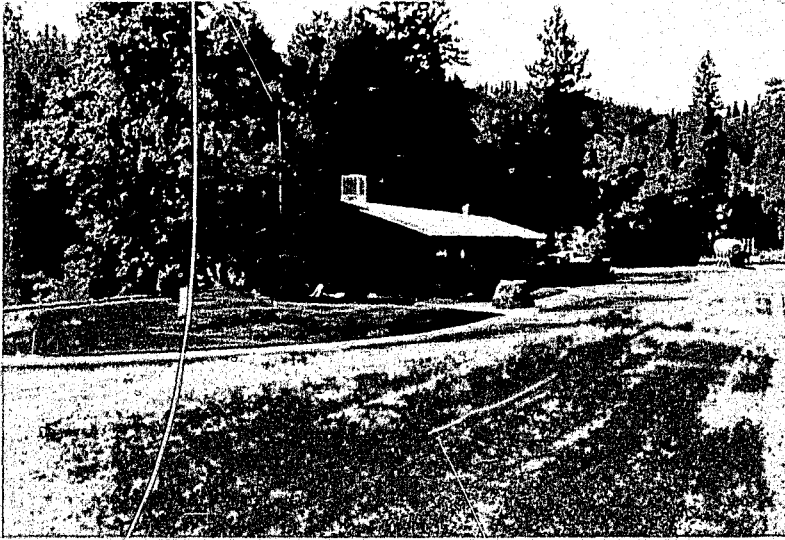


## APPENDIX 1

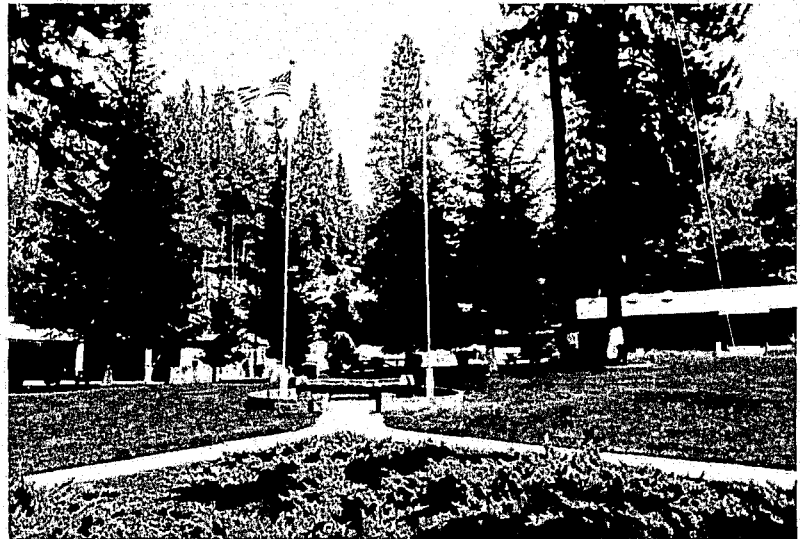
### Pictures of Crystal Creek



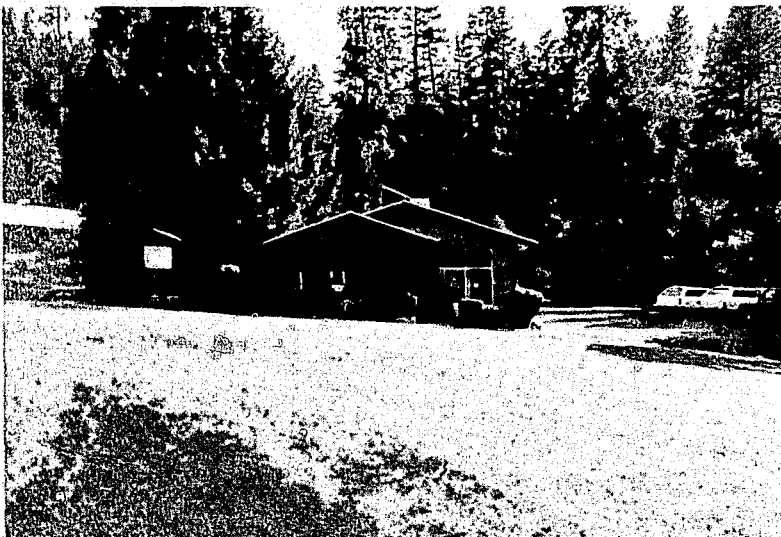




*The California Division of Forestry (CDF) offices are located immediately to the left of the entrance to Crystal Creek.*

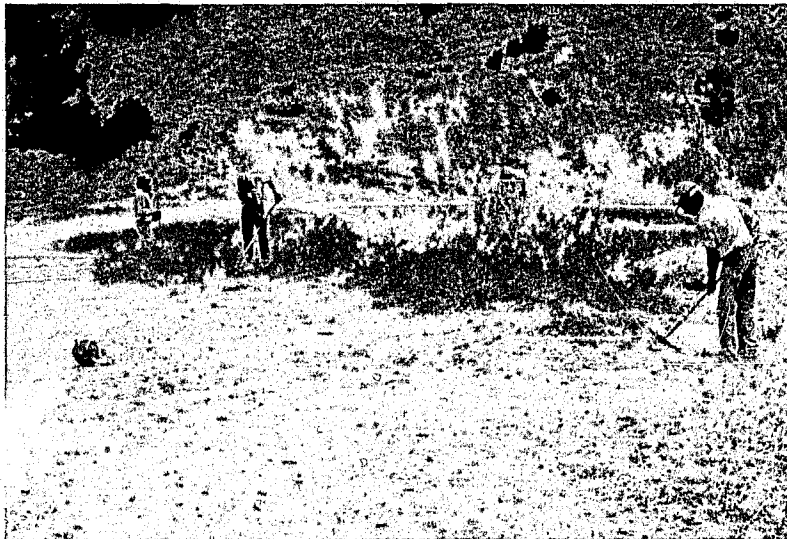
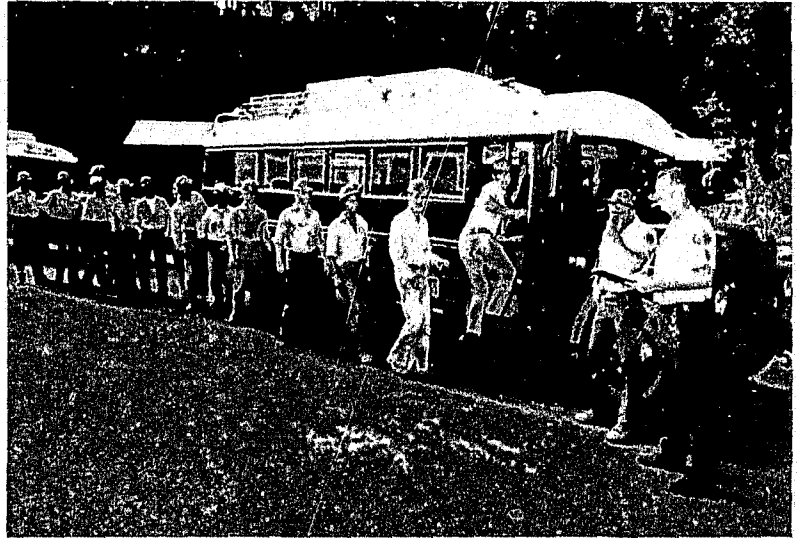


*Inside the main circular driveway is a large grassy area used by inmates and families in good weather for visiting every Sunday.*



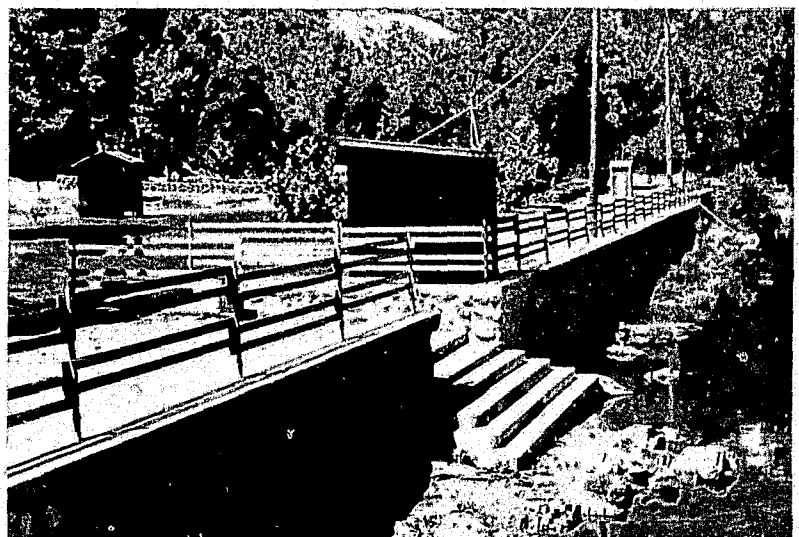
*The Shasta County Sheriff's Department office with canteen, classroom, and storage area stands directly across from the CDF offices.*

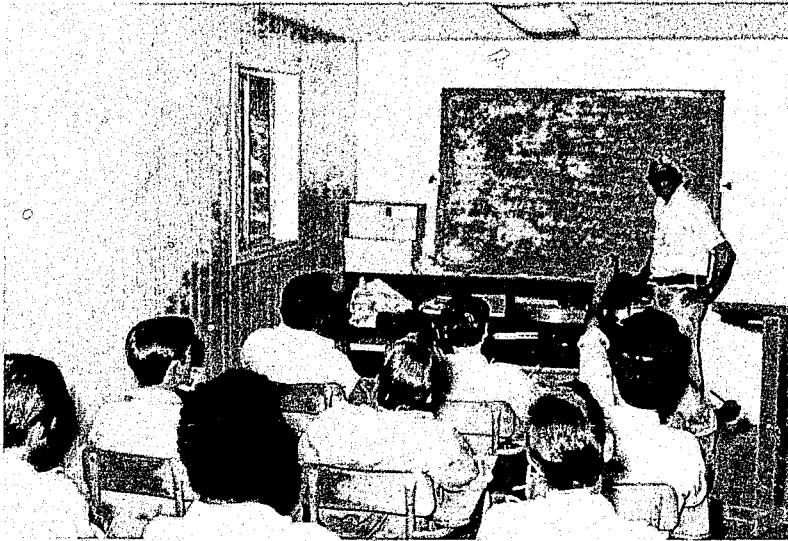
*Inmates perform various duties in work crews supervised by CDF personnel.*



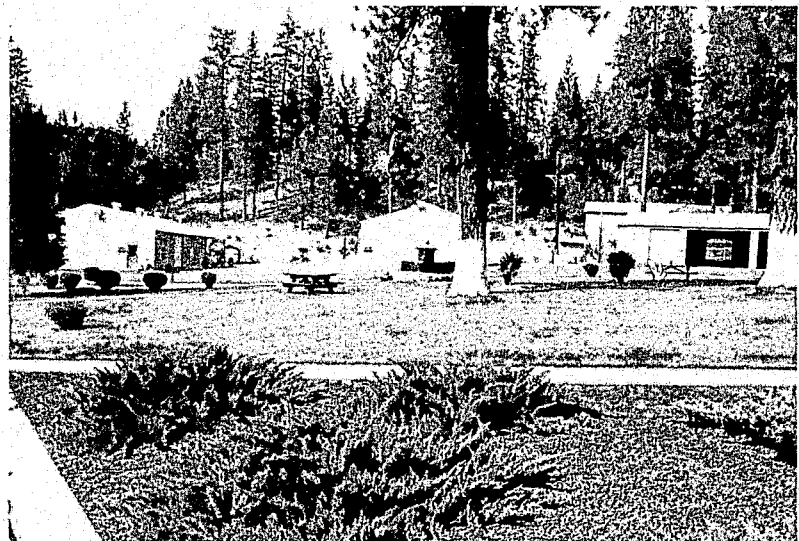
*Aside from providing fire-fighting manpower during that peak season, crews work in fire control by cleaning brush, as well as in other ecology and conservation projects.*

*In January, 1974, heavy rains brought flood conditions in the area. Crystal Creek work crews built the retaining wall shown. The overflow of Clear Creek had flooded the entire County Park near French Gulch in Western Shasta County.*

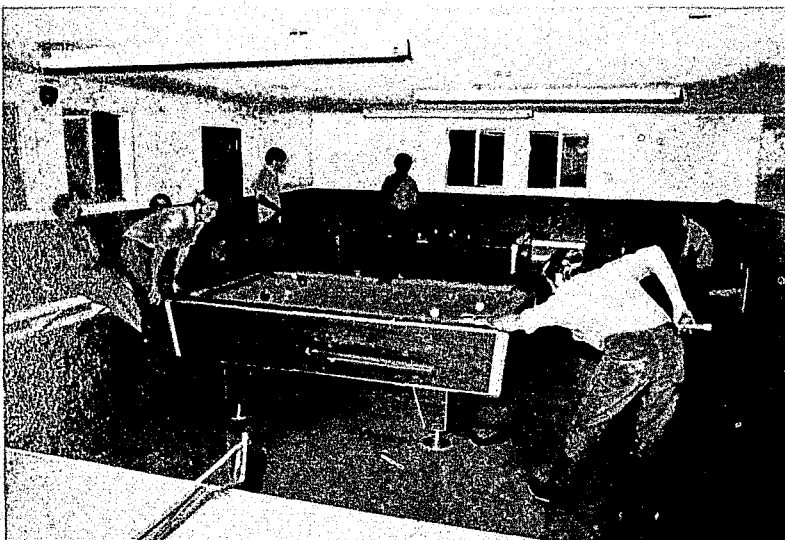




*Mr. Bob Grossen conducts night classes in education and counseling in the classroom inside the Sheriff's offices.*



*The CDF buildings shown contain the workshops used by inmates for some of the vocational programs available.*



*The Recreation Room is located at the end of the housing quarters. Next to it is a TV viewing room, and a separate barber shop facility.*



*To the left of the barracks facility is the mess hall.*

*Meals are prepared by inmates under the supervision of a full-time cook who provides culinary training. Breakfast & dinner are prepared by the cooking staff for work crews; inmates in work crews are personally responsible for preparing their own lunches after breakfast. Those who oversleep and miss breakfast, miss lunch too.*



*The living quarters are divided into 2 main dormitory areas separated by a central bathroom. The kitchen crew quarters are in a separated area.*





## **APPENDIX 2**

**Second-Year Program Evaluation: Crystal Creek Center  
Counseling Program, by Robert E. Grossen**

SECOND YEAR PROGRAM EVALUATION: CRYSTAL  
CREEK CENTER COUNSELING PROGRAM

Funded by  
Shasta County Mental Health

Prepared for Robert E. Grossen  
School Psychologist

by

Research Consulting Service  
8917 Salmon Falls Drive  
Sacramento, California 95826  
916-363-0421

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## SECOND YEAR PROGRAM EVALUATION: CRYSTAL CREEK CENTER COUNSELING PROGRAM

Prepared for Robert E. Grossen  
School Psychologist

### SUMMARY

Over the second year period of time psychological and recidivism measures on forty-six inmates who had been through the Crystal Creek Center Counseling Program were taken. Psychological and recidivism measures were also taken on thirty-four control inmates who were detained at Crystal Creek Center during this time, but who did not participate in the Counseling Program. These control inmates provided a baseline against which the impact of counseling on psychological characteristics and recidivism could be evaluated.

Analysis of the psychological data indicated that, as hypothesized, counseling lowered the scores of the inmates in the Counseling Program on the five MMPI scales of interest to a significant degree when compared to the control inmates. These five scales were the psychopathic deviate scale, the paranoia scale, the psychasthenia scale, the schizophrenia scale, and the hyomania scale. It should be noted that averages on these scales at the beginning of the inmate's stay at Crystal Creek Center for both groups indicated pathological problems. At the end of the inmate's stay at Crystal Creek Center, the averages on these scales for the counseled inmates was in the range of normality, while those of the control inmates still indicated underlying pathological problems. The results of this analysis suggest that counseling produced psychological profiles more congruent with those of a non-offender.

Analysis of the recidivism data of the two groups of inmates indicated that 36% of the control inmates failed and returned to the system, while 7% of the counseled inmates failed and returned to the system. An appropriate statistical test indicated that the recidivism rate of the counseled inmates was significantly lower than the control inmates.

A cost analysis indicated the counseling program at Crystal Creek Center saved \$18,000 in two years, over and above the cost of the program, via the lower recidivism rates of the inmates who went through the counseling program. All evidence indicated that the Crystal Creek Center Counseling Program was meeting all of its outlined objectives and was, in addition, cost effective.

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## BACKGROUND

Crystal Creek Center is operated by the Shasta County Sheriff's Department and is located 22 miles west of Redding. The inmates at the center are males with an average age of twenty-four. The inmates on the average have five prior arrests, and their stay in the center is from 60 to 360 days. About eighty percent of the inmates are there for drug related offenses.

While at the center, the inmates work in a program administered by the California Division of Forestry. In addition, educational, counseling, and vocational programs are provided for the inmates. These programs include some high school classes and a college psychology class.

The counseling program at the center uses a multi-dimensional approach to therapy that attempts to change incarceration from a totally punitive experience to a more positive therapeutic experience. The program attempts to accomplish this through classroom instruction which is designed to be therapeutic as well as educational; the program also uses individual counseling and vocational counseling. The overall counseling program is designed to leave the inmate with the feeling he has gained educationally and personally from his experience at Crystal Creek.

The inmates are assigned to the counseling program either on a voluntary basis (two thirds) or by the court (one third). Inmates who enter the counseling program average five prior arrests, and generally they are comparable to subjects not in the counseling program in terms of their criminal records.

The counseling program at Crystal Creek Center begins with a series of psychological and vocational tests which are given to the inmates before entering the program. The test results are used for counseling purposes and as part of the learning process that goes on in the classroom. The effectiveness of counseling is evaluated after the inmate is again tested at the end of his stay at Crystal Creek. Changes in personality, as measured by these tests, are taken as one measure of effectiveness of the counseling program.

The counseling program at Crystal Creek Center was designed to meet three related goals: 1). To lower the overall recidivism rate of those who entered the counseling part of the program. 2). To produce measurable changes in the counselees' values and personality characteristics in a direction more congruent with a normal life style. 3). To reduce the number of probation offenses by changing the counselees' life style when they are returned to the community.

To provide a baseline to evaluate the above objectives, a control group of inmates was established. The control inmates were picked on an entirely voluntary basis, and these inmates were given the same series of tests as the counseling inmates on entering Crystal Creek and again on leaving Crystal Creek. The control inmates, however, did not participate in the organized counseling program. It was assumed that if the counseled inmates show more dramatic personality changes as measured by the tests than the control inmates, then the counseling program is effective in changing the inmates life style to one more congruent with and relevant to a non-drug user. In addition, it was assumed that if the counseled inmates recidivism rate was lower than that of control inmates, then the counseling program was effective in lowering recidivism.

## IMPACT OF COUNSELING ON PERSONALITY CHARACTERISTICS OF COUNSELEES

The basic measure of personality characteristics was the counselees' scores on several on the MMPI scales. The MMPI is a personality test which is widely used both in psychological research and industry. The reliability of this test is high, while the degree of fakeability is low. Only tests which were judged to be valid on the basis of the internal reliability scales were used. Each inmate in the counseling program took the tests two times, once when entering the program and once on leaving the program. During the second year of the Crystal Creek Center counseling program there was complete data (pre and post-test) on 46 inmates who received counseling and 34 inmates who did not receive counseling.

The MMPI scales that were of interest were as follows:

- a. Psychopathic deviate — This person has a lack of emotional depth, a superficially appealing personality, a high antagonism to authority, is very aggressive in behavior, is self-centered and immature with no cultural values of loyalties.

- b. Paranoid—This person has a high degree of inter-personal sensitivity, is suspicious, is very rigid in his opinions and ideas, is hostile and aggressive, is angry with people and feels like hurting them back, like getting even.
- c. Psychasthenia—This person has obsessive compulsive tendencies, is handicapped by fears, is timid, has feelings of inadequacy, and is anxious.
- d. Schizophrenia—This person lives in a distorted world, perceives things differently from others, reacts to things in unusual ways and is vague in goals.
- e. Hypomania—This person has a high energy level. It was hypothesized that this energy level would decrease after counseling with the experimental group and would remain the same in the control group.

It was hypothesized that subjects coming into the program would have high scores on these scales, and there is a great deal of evidence to support this conjecture. It was further hypothesized that counseling would lower the counselees' scores to a much greater degree than those inmates who had not had benefit of counseling (controls).

The scaled scores on the MMPI are given in terms of standard scores with a mean or average of 50 and a standard deviation of ten. This means that about 68 percent of all subjects tested would normally have scores between 40 and 60; and, hence, such scores are considered in the range of normality. However, scores which exceed 65 or are less than 35 may indicate an underlying problem. Scores in excess of 70 occur less than one percent of the time and usually indicate an underlying pathological problem.

The pre-test scores for the two groups for the MMPI scales of interest are given in Table 1. Inspection of the averages given in Table 1 indicates that the counseled group was higher on the Psychopathic Deviate Scale, the Paranoia Scale, the Psychasthenia Scale, and the Schizophrenia Scale, while

Table 1  
Pre-test Averages on Five MMPI Scales for the  
Counseled Group and the Control Group

Scales	Counseled Group N=46	Control Group N=34
Psychopathic Deviate	78	73
Paranoia	68	67
Psychasthenia	70	65
Schizophrenia	74	68
Hypomania	69	73

they were lower on the Hypomania Scale. Many of these differences in scale values are significant<sup>1</sup> indicating that the counseled group of inmates was more pathological than the control group of inmates. This difference in pre-test results between the two groups indicates that the comparison of the control to the counseled group on the post-test is not legitimate because the two groups were not comparable to begin with. For example, if the counseled group shifted to the average of the control group's scores are significantly lower to begin with.

One way of eliminating the difference between these groups on the pre-test and, as a result, making the groups more comparable on the post-test, is to use a statistical technique called analysis of covariance.<sup>2</sup> The pre-measures providing a more realistic comparison between the groups on their post-test.

The post-test averages for the two groups on the five scales of interest are given in Table 2. Inspection of the averages given in Table 2 indicate that on each scale the counseled inmates were lower than the control inmates.

<sup>1</sup> See technical note 1.

<sup>2</sup> See technical note 2.

Table 2  
Post-test Averages on Five MMPI Scales for the  
Counseled Group and the Control Group

Scale	Counseled Group N=46	Control Group N=34
Psychopathic Deviate	65	79
Paranoia	60	68
Psychasthenia	56	66
Schizophrenia	58	74
Hypomania	64	74

and were, in fact, within the normal range on these scales, while the control inmates's scores indicate some pathological problems still present at the end of the program. All of the above differences in an analysis of covariance are significant.<sup>3</sup> This means the counseled inmates had significantly lower scores on the post-test scales than the control inmates.

To gain a clearer picture of the differences between groups, one should look at the groups' pre-test and post-test scores side by side. The averages for the groups for both the pre-test and the post-test for the five MMPI Scales are given in Table 3. The data presented in Table 3 indicate

Table 3  
Averages for the Counseled Group and  
The Control Group for Pre and Post-tests on the  
MMPI Scales

Scale	Counseled Group		Control Group	
	Pre-test	Post-test	Pre-test	Post-test
Psychopathic Deviate	78	65	73	79
Paranoia	68	60	67	68
Psychasthenia	70	56	65	66
Schizophrenia	74	58	68	74
Hypomania	69	64	73	74

that the control group either remained the same on the post-test or obtained a higher score than on the pre-test, while the counseled group's post-test scales are all lower than their pre-test scores.<sup>4</sup>

The overall conclusion that can be drawn from the psychological test data is that counseling had a remarkable effect on the inmates' psychological test scores, lowering their test scores from the range of pathological condition to within the normal range. Such changes in the inmates' psychological profiles would seem to indicate a condition more congruent with a normal life style in civilian life and would suggest that counseled subjects would have lower recidivism rates than the control group.

<sup>3</sup> See technical note 3.

<sup>4</sup> See technical note 4.



## IMPACT OF COUNSELING ON PROBATION SUCCESS AND RECIDIVISM RATE

Data were available for inmates in the second year of the Crystal Creek Center Counseling Program for probation periods of three months to nearly one year. The recidivism rate for the control group of inmates for this period of time was 36% failure, a figure somewhat lower than would normally be expected for inmates in a comparable state institution. The recidivism rate for the counseled inmates during this period of time was 7%, which is considerably lower than the state-wide average and lower than the recidivism rate of the control inmates. A test of uncorrelated proportions indicated that the recidivism rate for the counseled inmates was significantly lower than that for the control inmates. A maximum phi coefficient indicated the correlation of counseling to recidivism was .48, a substantial and significant degree of relationship.

Recidivism data are also available for all inmates in the counseling program and the control groups for the full two years the program has been in operation at Crystal Creek Center. Data on all inmates for two years at Crystal Creek Center range from periods of three months to twenty-one months of parole. For this time period there were 61 inmates who had participated in the counseling program and 44 control inmates. The overall recidivism rate for the control inmates was 27%, which again is well below the state-wide average. The recidivism rate for the counseled inmates was 5%, which is also far below the state-wide average and considerably lower than that of the control inmates. An uncorrelated test of proportions indicated the counseled inmate's recidivism rate to be significantly lower than that of the control inmates. A maximum phi coefficient indicated the correlation of counseling to recidivism for two years was .47, which indicates, again, a substantial degree of relationship of counseling to recidivism.

The recidivism data for the Crystal Creek Center Counseling Program indicate that counseling is highly effective in reducing the recidivism rate of inmates in Crystal Creek Center. The psychological data also support the hypothesis that inmates who went through the counseling program have value systems and psychological profiles more congruent with a civilian life style. Consequently, the Crystal Creek Center Counseling Program has satisfactorily met all of its objectives<sup>5</sup>

## COST EFFECTIVENESS

Since the counseling program is highly effective in reducing recidivism rates on inmates of Crystal Creek Center, it is of interest to examine the cost of the program in relationship to other programs (no counseling program). The cost of the counseling project for two years has been \$18,000 in excess of the normal cost of keeping an inmate in Crystal Creek Center. Over two years 12 inmates in the control group (a smaller group than the counseled group) have been returned to the system at an additional cost to the state of California of at least \$4,000 per inmate (conservatively), indicating an additional cost of \$48,000. In the same period only three inmates from the counseled group have returned to the system at a cost of \$12,000. Consequently, the counseling project has saved the state \$18,000 over and above the cost of the program due to the lower recidivism rate the counseling program produces.

It should be noted the above figures are conservative, since the counseling group of inmates is much larger than the control group. If the figures are based on percent recidivism, rather than absolute number of inmates, then the counseling program has saved the state \$35,680 over and above the actual cost of the counseling program in a period of two years. This indicates it costs the state about \$295 to send one inmate to the counseling program. Due to the reduced recidivism rate on that inmate, the state will ultimately probably save about \$585 by that inmate not returning to the system.

All of these cost data and recidivism data indicate that the Crystal Creek Center Counseling Program more than pays its way in savings to the state via the program's reduced recidivism rates. Given the current data it is strongly recommended that the counseling program at Crystal Creek Center be continued and, if possible, be increased in magnitude and scope.

<sup>5</sup> A copy of all raw data is available from Research Consulting Service or the Project Director.



### Technical Note 1

A discriminant analysis procedure was used to determine if the differences between the control inmates and counseled inmates on the five pre-test MMPI Scales were significant. The discriminant procedure forms a linear composite of the five dependent measures under study so that this linear composite maximally differentiates between the groups. The procedure is similar in this case to a t-test except information on all five variables are utilized at the same time rather than examining each variable separately. The use of discriminant analysis results in a much more powerful statistical procedure than is obtained when t-tests or simple analysis of variance is used.

The main results of the discriminant analysis indicated the five MMPI Scales reliably distinguished between the two groups,  $F(5,74)=2.49$ ,  $p<.05$ . Examination of means indicated these differences were mainly due to the counseled group obtaining higher scores on the psychopathic deviate scale,  $F(1,78)=4.79$ ,  $p<.05$  and control inmates obtaining a higher score on the hypomania scale,  $F(1,78)=4.91$ ,  $p<.05$ .

### Technical Note 2

Analysis of covariance is a technique for partialling out the effects of known correlations of one variable from other variables. For instance, there was a reliable multiple correlation of the five MMPI pre-test scores with the type of program (counseling or control of  $R=.38$ ). This indicates that if an inmate's group is given, then his score on a particular MMPI scale is more likely to be identified than if only chance factors were operating. For example, if the inmate is in the counseling program he is more likely to have a high psychopathic deviate score and a low hypomania score. If no such correlation existed on the pre-test (the groups had equal averages on the five scales) no such prediction would be possible. Since the pre-test scores are also correlated to some extent with the post-test scores, then knowledge of an inmates pre-test, also give information about his post-test independently of the group the inmate was in. Hence, differences in the post-test that may exist may be entirely due to differences in the pre-test and not to which program the inmates were in. Since these correlations are known, the amount of variance given by them can be subtracted out of the post-test. The result of this procedure is that post-test scores can no longer be predicted from pre-test scores. From this it is assumed some of the biases in the groups present initially in the pre-test were removed and that differences between groups on post-test scores following this partialling procedure are due to the treatment (counseling) rather than any initial differences between the groups.

### Technical Note 3

The post-test scores for the five MMPI Scales for the two groups were analyzed using a stepwise discriminant analysis procedure. This procedure allows partialling out of the pre-test MMPI scores prior to the analysis of the post-test MMPI Scales. The pre-test MMPI Scales accounted for 14.4% of the variance between groups ( $R=.379$ ). The post-test MMPI Scales and the pre-test MMPI Scales accounted for 59.8% of the variance ( $R=.773$ ). The difference between these two values is the variance accounted for by the post-test, partialling out the influence of the pre-test. This difference is 45.5% of the variance or a multiple correlation of .674. An analysis variables, following partialling, was significant,  $F(5,64)=15.63$ ,  $P<.05$ . Comparisons of averages on these post-test scales indicate these differences to be due mainly to the counseled group having lower scores on schizophrenia scale,  $F(1,69)=8.74$ ,  $P<.05$  and on the psychopathic deviate scale,  $F(1,69)=27.74$ ,  $P<.05$ . However, it should be noted each of the five post-test MMPI scales adds significantly to the discrimination between groups. The two scales mentioned above are merely the two scales the groups differed the most on.

#### Technical Note 4

It is possible to create a change score by subtracting each inmate's pre-test MMPI score from his post-test MMPI score. Such scores allow an evaluation of relative gain or loss of a particular attribute, after the inmate has finished the program. However, such scores have inherent biases that make change scores misleading to use as a measure of the effectiveness of the program. These change scores, do though, have considerable descriptive value and are presented here for descriptive purposes in the following Table 4-1. Negative scores indicate the inmate's score on that

Table 4-1  
Average Change Scores from Pre to Post on the  
Five MMPI Scales for the  
Counseled Inmates and the Control Inmates

Scale	Counseled Group N=46	Control Group N=34
Psychopathic Deviate	-13	+6
Paranoia	- 8	+1
Psychasthenia	-13	+1
Schizophrenia	-15	+6
Hypomania	- 5	+1

scale was reduced on leaving the program as compared to entering. A positive score indicates a gain in value on that scale from pre- to post, or, in the case of the scales used here, this would indicate an increase in pathological symptomology.

If the above gain scores are used to evaluate effectiveness of the counseling program then the discriminant analysis procedure indicates counseling accounts for 55% of the variance or a multiple correlation of .74. These values are reported here only for descriptive purposes and should not be utilized as inferential information or to argue for differences between the two groups.

## APPENDIX 3

### Fourth Year Program Evaluation: Crystal Creek Center Counseling Program

FOURTH YEAR PROGRAM EVALUATION: CRYSTAL  
CREEK CENTER COUNSELING PROGRAM

Funded by

Shasta County Mental Health

Prepared  
by

Research Consulting Service, Inc.

8917 Salmon Falls Drive

Sacramento, California 95826

916-363-0421

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## FOURTH YEAR PROGRAM EVALUATION: CRYSTAL CREEK CENTER COUNSELING PROGRAM

### SUMMARY

Over the four period of time psychological and recidivism measures on inmates who had been through the Crystal Creek Center Counseling Program were taken. Psychological and recidivism measures were also taken on control inmates who were detained at Crystal Creek Center during this time, but who did not participate in the Counseling Program. These control inmates provided a baseline against which the impact of counseling on psychological characteristics and recidivism could be evaluated.

Analysis of the psychological data indicated that, as hypothesized, counseling lowered the scores of the inmates in the Counseling Program on the five MMPI scales of interest to a significant degree when compared to the control inmates. These five scales were the psychopathic deviate scale, the paranoia scale, the psychasthenia scale, the schizophrenia scale, and the hypomania scale. It should be noted that averages on these scales at the beginning of the inmate's stay at Crystal Creek Center for both groups indicated pathological problems. At the end of the inmate's stay at Crystal Creek Center, the averages on these scales for the counseled inmates was in the range of normality, while those of the control inmates still indicated underlying pathological problems. The results of this analysis suggest that counseling produced psychological profiles more congruent with those of a non-offender.

Analysis of the recidivism data of the two groups of inmates indicated that 23% of the inmates in the facility failed and returned to the system, while 12.6% of the counseled inmates failed and returned to the system. An appropriate statistical test indicated that the recidivism rate of the counseled inmates was significantly lower than the control inmates.

A cost analysis indicated the counseling program at Crystal Creek Center saved \$66,125 in four years, over and above the cost of the program, via the lower recidivism rates of the inmates who went through the counseling program. All evidence indicated that the Crystal Creek Center Counseling Program was meeting all of its outlined objectives and was, in addition, cost effective.

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## BACKGROUND

Crystal Creek Center is operated by the Shasta County Sheriff's Department and is located 22 miles west of Redding. The inmates at the center are males with an average age of twenty-four. The inmates on the average have five prior arrests, and their stay in the center is from 60 to 360 days. About eighty percent of the inmates are there for drug related offenses.

While at the center, the inmates work in a program administered by the California Division of Forestry. In addition, educational, counseling and vocational programs are provided for the inmates. These programs include some high school classes and a college psychology class.

The counseling program at the Center uses a multi-dimensional approach to therapy that attempts to change incarceration from a totally punitive experience to a more positive therapeutic experience. The program attempts to accomplish this through classroom instruction which is designed to be therapeutic as well as educational; the program also uses individual counseling and vocational counseling. The overall counseling program is designed to leave the inmate with the feeling he has gained educationally and personally from his experience at Crystal Creek.

The inmates are assigned to the counseling program either on a voluntary basis (two-thirds) or by the court (one-third). Inmates who enter the counseling program average five prior arrests, and generally they are comparable to subjects not in the counseling program in terms of their criminal records.

The counseling program at Crystal Creek Center begins with a series of psychological and vocational tests which are given to the inmates before entering the program. The test results are used for counseling purposes and as part of the learning process that goes on in the classroom. The effectiveness of counseling is evaluated after the inmate is again tested at the end of his stay at Crystal Creek. Changes in personality, as measured by these tests, are taken as one measure of effectiveness of the counseling program.

The counseling program at Crystal Creek Center was designed to meet three related goals: 1) To lower the overall recidivism rate of those who entered the counseling part of the program; 2) To produce measurable changes in the counselees' values and personality characteristics in a direction more congruent with a normal life style; and 3) To reduce the number of probation offenses by changing the counselees' life style when they are returned to the community.

To provide a baseline to evaluate the above objectives, a control group of inmates was established. The control inmates were picked on an entirely voluntary basis, and these inmates were given the same series of tests as the counseling inmates on entering Crystal Creek and again on leaving Crystal Creek. The control inmates, however, did not participate in the organized counseling program. It was assumed that if the counseled inmates show more dramatic personality changes as measured by the tests than the control inmates, then the counseling program is effective in changing the inmates life style to one more congruent with and relevant to a non-drug user. In addition, it was assumed that if the counseled inmates recidivism rate was lower than that of control inmates, then the counseling program was effective in lowering recidivism.

## IMPACT OF COUNSELING ON PERSONALITY CHARACTERISTICS OF COUNSELEES

The basic measure of personality characteristics was the counselees' scores on several of the MMPI scales. The MMPI is a personality test which is widely used both in psychological research and industry. The reliability of this test is high, while the degree of fakeability is low. Only tests which were judged to be valid on the basis of the internal reliability scales were used. Each inmate in the counseling program took the tests two times, once when entering the program and once on leaving the program. During the fourth year of the Crystal Creek Center counseling program there was complete data (pre- and post-test) on 40 inmates who received counseling and 35 inmates who did not receive counseling.

The MMPI scales that were of interest were as follows:

- a. Psychopathic deviate—This person has a lack of emotional depth, a superficially appealing personality, a high antagonism to authority, is very aggressive in behavior, is self-centered and immature with no cultural values of loyalties.

- b. Paranoid—This person has a high degree of inter-personal sensitivity, is suspicious, is very rigid in his opinions and ideas, is hostile and aggressive, is angry with people and feels like hurting them back, like getting even.
- c. Psychasthenia—This person has obsessive compulsive tendencies, is handicapped by fears, is timid, has feeling of inadequacy, and is anxious.
- d. Schizophrenia—This person lives in a distorted world, perceives things differently from others, reacts to things in unusual ways, and is vague in goals.
- e. Hypomania—This person has a high energy level. It was hypothesized that this energy level would decrease after counseling with the experimental group and would remain the same in the control group.

It was hypothesized that subjects coming into the program would have high scores on these scales, and there is a great deal of evidence to support this conjecture. It was further hypothesized that counseling would lower the counselees' scores to a much greater degree than those inmates who had not had benefit of counseling (controls).

The scaled scores on the MMPI are given in terms of standard scores with a mean or average of 50 and a standard deviation of ten. This means that about 68 percent of all subjects tested would normally have scores between 40 and 60; and, hence, such scores are considered in the range of normality. However, scores which exceed 65 or are less than 35 may indicate an underlying problem. Scores in excess of 70 occur less than one percent of the time and usually indicate an underlying pathological problem.

Inspection of the averages given in Table 1 indicates that the counseled group and the control group were approximately equal in terms of their average personality profiles on entrance into Crystal Creek. Analysis of variance of these scores indicated that there were no statistical differences between these scores for the two groups (all F's less than one). This result indicates that we can accept the hypothesis that the two groups of subjects were drawn from the same population and thus were roughly comparable in their personality characteristics before incarceration in Crystal Creek.

Table 1  
Pre-test Averages on Five MMPI Scales for the  
Counseled Group and the Control Group

Scale	Counseled Group N=40	Control Group N=35
Psychopathic Deviate	66	67
Paranoia	62	62
Psychasthenia	64	60
Schizophrenia	67	66
Hypomania	57	55

The post-test averages for the two groups on the five scales of interest are given in Table 2. Inspection of the averages given in Table 2 indicate that on each scale the counseled inmates were lower than the control inmates and were, in fact, within the normal range on these scales, while the control inmate's scores indicate some pathological problems still present at the end of the program.

To gain a clearer picture of the differences between groups, one should look at the groups' pre-test and post-test scores side by side. The averages for the groups' pre-test and post-test for the five MMPI Scales are given in Table 3. The data presented in Table 3 indicate that the control group either remained the same on the post-test or obtained a higher score than on the pre-test, while the counseled group's post-test scales are all lower than their pre-test scores.

Table 2  
Post-test Averages on Five MMPI Scales for the  
Counseled Group and the Control Group

Scale	Counseled Group N=40	Control Group N=35
Psychopathic Deviate	62	76
Paranoia	53	64
Psychasthenia	54	65
Schizophrenia	55	70
Hypomania	53	56

Table 3  
Averages for the Counseled Group and  
The Control Group for Pre- and  
Post-tests on the MMPI Scales

Scale	Counseled Group		Control Group	
	Pre-test	Post-test	Pre-test	Post-test
Psychopathic Deviate	66	62	67	76
Paranoia	62	53	62	64
Psychasthenia	64	54	60	65
Schizophrenia	67	55	66	70
Hypomania	57	53	55	53

A question of interest is whether the personality characteristics of the counseled inmates changed in a positive way, when compared to the control inmates. For purposes of answering this question change scores were created for each inmate. Change scores are computed by subtracting each person's pre-test score from their post-test score. Thus, a positive change score indicates the inmate's personality changed in a positive fashion as a result of being incarcerated in Crystal Creek, while a negative change score indicates that the inmate's personality became more pathological while at Crystal Creek.

The average change scores for each of the groups of inmates on the personality measures are given in Table 4. Inspection of these scores indicates that the counseled inmates had positive changes while the control inmates had negative changes on all scales except for Hypomania.

Table 4  
Average Difference Scores (Pre-test minus Post-test)  
on the Five MMPI Scales for the Counseled  
Group and the Control Group

Scale	Counseled Group N=40	Control Group N=35
Psychopathic Deviate	4	-9
Paranoia	9	-2
Psychasthenia	10	-5
Schizophrenia	12	-4
Hypomania	4	2

A multivariate analysis of variance (profile analysis) indicated that the pattern of changes occurring in the personality scores were significant ( $p < .001$ ), accounting for 43% of the variance in the change scores. Statistical significance, while important, is mostly a function of the sample size and thus doesn't provide conclusive evidence of program effectiveness. A better way of examining program effectiveness is to use utility analysis.

Utility analysis involves computing the probabilities of an inmate meeting the objective of the program that his life style is more congruent with a normal life style. To estimate these probabilities we first compute the average rate of personality change that occurs in the sample. Then all inmates which have change values above this mean (in the upper fiftieth percentile of change) are considered to be meeting the objectives, while all those below this average are not meeting the objective. The question then, becomes how many inmates in the counseled group meet this criterion compared to the control. In the present case 87.5% of the counseled inmates are meeting this objective, while only 8.6% of the control inmates are meeting this objective.

These results indicate that about 9 out of 10 inmates in the counseling program exhibit personality changes more congruent with developing a normal life style, while only one out of ten of the control inmates show this pattern. The overall conclusion that can be drawn from the psychological test data is that counseling had a remarkable effect on the inmates' psychological test scores, lowering their test scores from the range of pathological condition to within the normal range. Such changes in the inmates' psychological profiles would seem to indicate a condition more congruent with a normal life style in civilian life and would suggest that counseled subjects would have lower recidivism rates than the control group.

## IMPACT OF COUNSELING ON PROBATION SUCCESS AND RECIDIVISM RATE

In four years a total of 859 inmates from reporting counties had been incarcerated in Crystal Creek. During the four year period 245 inmates went through the counseling program. The overall recidivism for the facility was 23% for the four year period. The recidivism for those passing through the counseling program during the same period was 12.6% or approximately one-half that of the total camp. Statistical analysis indicated that this difference in recidivism rate was statistically significant,  $p < .001$ . This indicates that counseling significantly reduced the recidivism rate of inmates in Crystal Creek.

A breakdown of the number of inmates in the camp by county and their recidivism rates are given in Table 5. This Table doesn't include Modoc, Butte, and Sutter counties.

Table 5  
Breakdown of Inmates by County

County	Number Inmates	Number Counseled	Total Recidivism Rate	Counseling Recidivism Rate
Glenn				
Glenn	30	12	30%	33%
Napa	75	21	10	9
Plumas	45	16	17	6
Tehama	87	26	23	7
Trinity	75	14	15	14
Shasta	486	128	27	12
Siskiyou	61	28	28	17
	859	245	23%	12.6%

An example of a report from which recidivism data were derived is given in Table 6.

The recidivism data for the Crystal Creek Center Counseling Program indicate that counseling is highly effective in reducing the recidivism rate of inmates in Crystal Creek Center. The psychological data also support the hypothesis that inmates who went through the counseling program have value systems and psychological profiles more congruent with a civilian life style. Consequently, the Crystal Creek Center Counseling Program has satisfactorily met its objectives.

### **COST EFFECTIVENESS**

The cost of the Crystal Creek Counseling Program for the four year period has been \$38,000 in excess of the normal cost of keeping an inmate in Crystal Creek Center. Over the four year period, 200 inmates from the facility returned to the system at an additional cost to the State of at least \$4,000 per inmate, resulting in an additional cost of \$800,000. In the same period 31 counseled inmates returned to the system for an additional cost of \$124,000. When these cost figures are equated for group size, the average cost for the facility as a whole is \$931 per inmate, while that for the counseled group is \$506. Consequently, the counseling program save \$425 per inmate in reduced recidivism. Thus, the counseling project has saved \$66,125 in four years and above its costs.

All of these cost data and recidivism data indicate that the Crystal Creek Center Counseling Program more than pays its way in savings to the state via the program's reduced recidivism rates. Given the current data it is strongly recommended that the counseling program at Crystal Creek Center be continued and, if possible, be increased in magnitude and scope.



Table 6  
Report

Your	Name	Successfully Completed Probation	Returned to Jail as far as we know	Attitude Toward Probation	General Comments
0150		Yes	No	*	
0168		Yes	No	*	
0157					
0162		Yes	No	*	
0169		Yes	No	Excellent	
0615		Yes	No	*	
0172					
0176		Yes	No	*	
0178		Yes	No	*	
0180		Yes	No	*	
0181		Yes	No	*	
0203					Deceased—we understand he was murdered
0204		Yes	No	*	
0205		Yes	No	*	
0206		Yes	No	*	
0234		Yes	No	*	
0245		Yes	No	*	
0251		Yes	No	*	
0271		Yes	No	*	
0335		Yes	No	*	
0357		Yes	No	*	
0358		Yes	No		Recently off probation
0359		No	Yes		Adult Authority
0409		Yes	No	*	
0432			No		No word (or money) from him in several months
0459		No	Yes	Poor	Probation
0485		No	Yes	Poor	Arrested in recent revocation petition; hearing pending Probation revoked; served jail time; now off probation



Your	Name	Successfully Completed Probation	Returned to Jail as far as we know	Attitude Toward Probation	General Comments
0491		Yes	No	Hard but Cooperated	
0503				Immature	Out of jail and off probation
0506		No	Yes		Dismissed here; in custody elsewhere
0520		Yes	Yes		
0521		Yes	No		
0533		Yes	No	Very good	Off probation; doing fine
0584			No		Off probation
0623			No		Still on probation; doing well
0652			No		*
0687		Yes	No		Still on probation
0731		No	No		Off probation; moved away, doing well
0827		No	Yes	Good	Revoked; in CCRC
0949			Yes		Revoked; back in CCRC
0828			Yes		*
0840					Revocation petition filed; warrant out
0841			No		Never on probation
0849			No		Still on probation;
0860					doing well
0894			No		Still on probation; doing well
0910			No		Still on probation; doing well
0912			No		Still on probation; doing well
0934			No		Never on probation
			No	Poor at first seems a little better now	Still in CCRC

\*We have had no contact with this person nor have we heard anything about him since our last report to you in August of last year.

#### **APPENDIX 4**

- A. Monitoring/Evaluation report of Renwick N. Riley, Law Enforcement Assistance Administration**
- B. Endorsement Letters**
  - 1. California Division of Forestry**
  - 2. County Supervisors Association of California**
  - 3. National Association of Counties**

UNITED STATES DEPARTMENT OF JUSTICE  
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION  
1800 El Camino Real, Burlingame, California 94010



SAN FRANCISCO REGION

DATE: June 8, 1973

REPLY TO: Renwick N. Riley  
ATTN OF: Correctional Program Officer

SUBJECT: Northern California Regional Rehabilitation Center  
Redding, California

TO: S. N. Linsey  
Correctional Program Advisor

In compliance with a request from Mr. Samuel N. Linsey, Correctional Program Advisor, LEAA, Burlingame, California, I have, on June 6, 1973 monitored the current operations of the Northern California Regional Rehabilitation Center, P.O. Box 158, Whiskeytown, California 96095, evaluated the results of the Center's programs for FY 1973, and received a briefing on the Center staff's plans for program expansion.

The problem background which led to the initiation of this project, the development of the project itself, the inmate programs which were initiated and their progress, and the use of community resources and the community support received, are clearly identified in detail in the requests for funding, and quarterly reports which have been submitted by Lieutenant Jack Kopp, the Officer in Charge, and will not be repeated herein.

I evaluate this as being a highly successful project, well supervised by properly qualified individuals, achieving positive results, with excellent use of and support from community resources. I interviewed several of the inmates both old recidivists and young newcomers, and all were most enthusiastic about the entire program and the progress they were making.

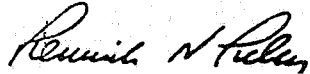
Comments on the effects of the beautiful site and facility, programs offered, and manner in which staff relate to inmate ideas obviously does much to eliminate hostilities and develop self respect and a more wholesome attitude. This is reinforced by the interest developed by community resources even after an inmate has been released.

The project objectives outlined initially and their progress during this first year follow:

1. To reduce recidivism in the counties. At this writing it is felt to be too early to measure this objective. A follow-up system is being developed and should show a reasonably clear picture after the second year. It is felt that the results will be positive.

2. To offer judges alternatives in sentencing. I was informed that the judges have made extensive use of this alternative in their sentence recommendations.

3. To relieve the overcrowded conditions in the County Jails. This objective has definitely been attained. I inspected the Shasta, the Siskiyou, and Butte County Jails on this trip and found none being used to capacity and the sheriffs highly enthusiastic about this and all facets of the Center's operation.



RENWICK N. RILEY  
Correctional Program Officer

DEPARTMENT OF CONSERVATION

## DIVISION OF FORESTRY

P O Box 2238

Redding, California 96001

(916) 246-6311



APPENDIX 3B

August 25, 1976

2C-8-25

Mr. Les Stanbrough  
Executive Director  
California Criminal Justice  
Planning Board  
P O Drawer 1120  
Redding, California 96001

Dear Les:

On July 1, 1972, the California Division of Forestry entered into an agreement with the County of Shasta to share the Crystal Creek Conservation Camp facilities and program. The County agreement replaced one with the California Department of Corrections which had been in effect for some twelve years and was terminated for the lack of an adequate number of qualified inmates. This agreement with the County of Shasta has been beneficial to both the State and the County as a joint project. The County realizes a viable rehabilitation program sharing facilities it could not easily support on its own, and the State derives a substantial work force for use in emergency work including; fire control, rescue, flood, and forestry and conservation projects. This also provides the County inmates with a wholesome outdoors work atmosphere. Both the State and the County can be proud of the joint accomplishments of the Crystal Creek crews and the success of both the rehabilitation program of the County and the conservation work programs of the Division of Forestry.

The Division of Forestry recognizes the value of joint programs such as this and wholeheartedly endorses this Northern California Rehabilitation Camp and similar programs.

Very truly yours,

W. G. Todd  
Deputy State Forester

A handwritten signature in cursive script, appearing to read 'W. G. Todd', written over the typed name.

11j

COUNTY SUPERVISORS  
ASSOCIATION



HEADQUARTERS - SUITE 201, 11TH & L BLDG., SACRAMENTO, CA 95814 - PHONE (916) 441-4011  
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Contra Costa County

November 2, 1976

Mr. Les Stanbrough  
Executive Director  
California Criminal Justice  
Planning Board  
P.O. Drawer 1120  
Redding, California 96001

Dear Mr. Stanbrough:

At its September 29, 1976 meeting, the Executive Committee of the County Supervisors Association of California was presented with a synopsis of the Crystal Creek Project developed in Shasta County. The Committee heard of the Northern California Regional Rehabilitation Center (Crystal Creek) and its beginnings in 1958 through the efforts of the California Division of Forestry as a conservation camp, contracting for inmate labor with the California State Prison System.

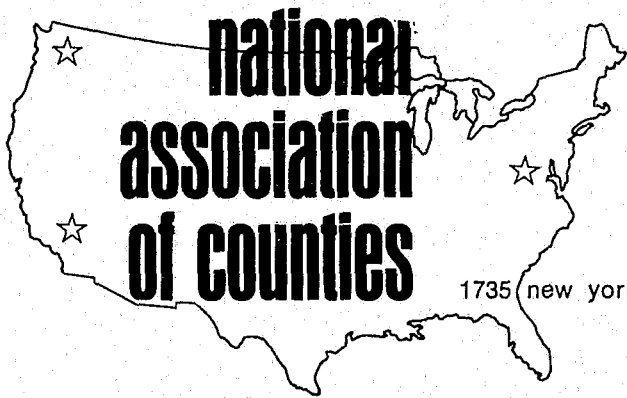
The operation and management of Crystal Creek shifted in July, 1972, from a state program to a multi-county correctional program that currently operates in an efficient, cost-effective and cooperative manner at the local level. The Committee was pleased to hear that Crystal Creek Project allows the California Division of Forestry to contract for the use of inmate crews for forest fire suppression and control, conservation work, ecology projects, rescue projects, and for civil disasters such as floods. The Crystal Creek Project also provides vocational training and classes in carpentry, cabinetry, food preparation, meat cutting, baking and leather work for those inmates showing a desire to learn.

The Executive Committee after considering the status of the Crystal Creek Project voted unanimously to join the National Association of Counties and the California Division of Forestry by endorsing this truly exemplary project. It is with great pleasure that I inform you of that action.

Sincerely,

Richard E. Watson  
Executive Director

Executive Director  
RICHARD E. WATSON

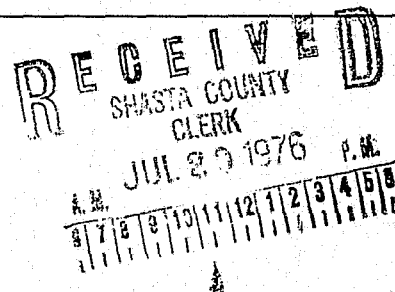


1735 new york avenue, n.w., washington, d.c. 20006

(202) 785-9577

July 16, 1976

John R. Caton, Chairman  
Shasta County Board of Supervisors  
Shasta County Courthouse  
P.O. Box 880  
Redding, California 96001



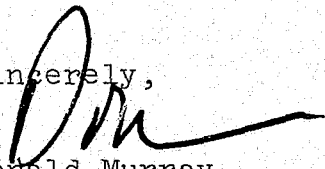
Dear John:

I have had the opportunity to review the project summary and evaluation of The Northern California Regional Rehabilitation Center at Crystal Creek. I must say that I was highly impressed with the advanced concepts embodied in this program. Equally impressive is your record of success in dramatically lowering the rearrest rates for individuals participating in the program.

NACo has for the last several years actively promoted the concept of multi-county programming in rural America. Your program certainly reflects this concept. I feel confident it will serve as an important model for the country. The Crystal Creek Project is particularly significant at this time since counties all across the nation are desperately searching for concrete examples of effective, efficient multi-county corrections programs.

In short John, I have no hesitancy in recommending the Crystal Creek Project as an Exemplary Program. Enclosed you will find a county achievement award application which is self explanatory.

Sincerely,

  
Donald Murray  
Director  
Criminal Justice Program

DM:wag

Enclosure

cc: Bernard F. Hillenbrand  
Jack Merelman  
Lester L. Stanbrough, Jr.





**END**