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EVALUATION REPORT OF INITIAL EFFORTS IN JUVENILE PROBATION SUBSIDY

A REPORT TO THE 57th SESSION
OF THE NEVADA STATE LEGISLATURE



SUBMITTED BY:
STATE OF NEVADA
DEPARTMENT OF HEALTH,
WELFARE & REHABILITATION

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Evaluation

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MEMO #232

TO: MEMBERS OF THE NEVADA STATE LEGISLATURE
FROM: ROGER S. TROUNDAY 
SUBJECT: PROBATION SUBSIDY PROGRAM

In accordance with the provisions of NRS 313.220-290 inclusive, this report is submitted for your consideration. To insure neutral objectivity, a special grant was secured from the Nevada Crime Commission. This grant enabled us to negotiate a contract with Services & Systems, Inc., of Las Vegas, to conduct the evaluation and prepare this report.

While the program was authorized to begin on July 1, 1971, federal funds did not become available until much later in the year. As a result, both programs did not become operational in the various judicial districts until January 1972.

Even with this short experience in the concept, the evaluation indicates that some success has been achieved and that continuation of the program is indicated with a state appropriation.

Should you have any questions regarding the contents of this report, we will be pleased to answer your inquiries.

R. S. T.

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ACKNOWLEDGEMENTS

The visiting consultants and all evaluation staff were treated courteously and with respect in all the Judicial Districts. The evaluation staff is indebted to the Judicial District Judges and to the Probational Officers.

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Judicial District #1 - Carson City

A. Proposal.

District 1 requested a deputy probation officer to be added to the staff. The purpose and objectives of this project were to better meet the case load so as to

1. provide closed supervision of probationers,
2. make more frequent contacts,
3. increase counseling periods,
4. establish a closer relationship with the probationer and his family,
5. seek employment for juveniles
6. make periodic home visits rather than relying on office visits, and
7. reduce commitments to the Training Centers.

The office of the Probation Office was increased by a deputy probation officer, bringing the professional staff to two full-time members.

B. Sampling of Professional Activities.

A daily log was kept by the Probation Officers to indicate the amount of time spent in various professional activities, providing a sample (total of 170 hours) of these activities for the period reported. (See Table I).

The greatest share of time (slightly more than twenty-seven percent) was spent in having conferences with juveniles. Preparation of cases for Court purposes accounted for eighteen percent, while office work and correspondence consumed one-sixth of their time, thus office and paper work demanded slightly more

than one-third of the time available for all activities.

While one of the objectives of the proposal was to provide supervision of probationers, however, the site visit report indicated this was included under "conferences with juveniles".

There is no way to determine from the sample submitted as to whether or not all project objectives were attained, however, general services for juveniles were improved considerably.

It should be pointed out that since this was a sample of a limited period of time, a conclusion was not drawn that certain activities were never achieved simply because there may have been an absence of reported time during the sampling period.

District One has been plagued with a tremendous increase in population. Along with it has come accompanying problems. During the first nine months, 730 referrals were made. One female, and 4 males were committed (.7% of 1%). In the first 9 months of 1972, 1025 referrals occurred; an increase of 4% over 1971. In 1972, 2 females and 6 males were committed (.9% of 1%).

One must consider with the sudden surge or population detention is constant at least. The probation Subsidy request did not consider the unexpected increase in population; a contingency which obviously must be re-evaluated in order to properly evaluate effectiveness of the juvenile delinquency program.

C. Visiting Consultant's Report.

A consultant visited the District 1 Probation office on September 25, 1972 and interviewed the two probation officers and the District Judge. His report indicated:

1. Local offenders remain in school and are now counseled & supervised.
2. There are fewer juveniles appearing in court.
3. Too much time is spent in paper work due to the unexpected increase in case load.
4. More time should be devoted to the supervision and counseling of the juvenile offender.

D. Summary.

While some of the objectives of the proposal appear to be met in a generalized manner, both the sampling of activities and the consultant's report seem to indicate that the needed and necessary paper work reduces the amount of time available to adequately move toward, or to meet, the other objectives. It can be concluded that additional personnel is urgently needed to alleviate the above mentioned problem.

TABLE I
 Sampled Activities of Personnel
 in Judicial District 1

<u>ACTIVITIES</u>	<u>%</u>
Supervision and Counseling of Juveniles.....	27.0
Preparation for Court.....	19.0
Conferences with Parents.....	7.0
Travel.....	5.0
Professional Consultations (Judges, law enforcement, schools, social agencies)...	9.0
Office Routine.....	16.0
Conferences with other Counselors.....	10.0
Visits to Facilities.....	5.0
Training Sessions.....	---
Investigations.....	2.0
Job Placement.....	---
Group Counseling.....	---

TABLE II
 Nature of Offenses
 Dealt with under Subsidy
 in Judicial District I

TYPE OF OFFENSE	%
Burglary.....	2.0
Curfew.....	1.0
Violation of Probation.....	2.0
Traffic Violation.....	36.0
Marijuana Possession.....	1.0
Drug Possession.....	.5
Petty Larceny.....	9.0
Possession of Liquor.....	8.0
Unsupervised.....	3.0
Ungovernable.....	3.0
Destruction of Property.....	4.0
Bomb Threats.....	---
Grand Auto Theft.....	.5
Runaways.....	14.0
Truancy.....	9.0
Possession of Deadly Weapon.....	---
Assault and Battery.....	2.0
Disturbing the Peace.....	---
Child Neglect.....	1.0
Rape.....	.5
Arson.....	---
Gambling.....	.5
Grand Larceny.....	1.0
Paint Smelling.....	---
Breaking and Entering.....	---
Other.....	2.0

JUDICIAL DISTRICT II - WASHOE COUNTY

I. General Purpose and Objectives of the Project

The purpose of the project was (1) to improve the quality of supervision offered to juveniles on probation requiring intensive care in order (2) to accept their rehabilitation at a local level rather than commitment to state correctional institutions.

The project objectives were (1) to establish and maintain a high degree of control over selected cases considered potentially high risk where recidivism was probable if the subjects were committed to state correctional facilities, (2) maintain the offender in the community utilizing community resources to achieve his rehabilitation, (3) to protect the community by retarding crime and delinquency from those persons who are the target population in the program, (4) to develop a working knowledge of techniques to effectively bring about satisfactory adjustment to the offenders, (5) to maintain the probationer in school and within his home.

II. Components of Project and Trends

This particular project actually began in January of 1971 because of the commitment of this particular office. Subsidy support began as of November, 1971. At that time there were twelve juveniles in the program. During

this visitation there were 30 juveniles in the program.

There have been six terminations. The first case was discharged in February of 1972. This juvenile had been apprehended for multiple burglaries. Sufficient treatment and counseling rendered this subject to an adjustment where he was eligible for the Marine Corps.

Six of the original twelve juveniles are still in the program. They represent families with multiple problems. One particular family known as "the family", income is approximately 12 to 18 thousand a year, initially "could care less." Members of this family that have been involved with juvenile probation subsidy the record indicates (1) no arrests since the initiation of the program, (2) family beginning to cooperate, presenting less hostility. Apparently this has been due to the close supervision rendered by the project team.

A. Statistics of the Caseload:

The mean age was estimated by project staff at 14, ranging from 12 to 20. The 20 year olds were still certified as minors.

The number of family units and their characteristics are as follows: Ten could be construed as single parent families in the subsidy program. Nine were with the mother only; one with the father. Of those with both parents, 11 were with the natural parents and four were in foster homes. Two were released to their own custody, i.e., the two 20 year olds, who are presently employed and taking care of themselves in their own domicile.

Services rendered by the team indicate an average contact with juveniles three to four times a week; average contact with adults associated with the juveniles are regulated by a treatment plan which is determined by the three members of the team. One third of the caseload has only one face-to-face contact per week; one third of the caseload is contacted by telephone at least two times per week; one third is more involved professionally with counseling. Also there is less latitude because of the close monitoring the team deems necessary.

Other services: (1) Health--The team indicated that there is a high incidence of dental problems. The parents are asked to share in these costs if it is feasible within their income. (2) Fifty percent of the juveniles have been deemed advisable to have a physical examination. (3) The team noted that there was a great demand for clothing necessary to these children. (4) The team indicated that there was no need for tutoring since they had made excellent arrangements with the schools where they were receiving at least reasonable individualized attention. There is evidence of close cooperation with schools and law enforcement.

At the present time there is evidence of direct vocational guidance. The present vocational program is a cooperative program with the school such as a half-day in school, part or full time jobs, and use of Job Corps.

b. Constraints on Project:

1. There has been one major problem. The chief

probation officer had to dismiss the team of psychologists working with the project. Apparently the psychologists did not pursue the group work as alleged. There was no formal inservice training by them with staff; they rendered by occasional consultancy in violation of their original agreement. Another psychologist, who possesses a psycho-educational background and seems more realistic in his approach, is presently servicing the project on a part time basis. This appears to be a wise move because of the apparent need for psycho-educational testing and prescription which is facilitative towards articulating the juvenile into the school setting.

2. Use had been made for psychiatric treatment. The objectives of the project are not compatible with those of the treatment team. The psychiatric team insists on a residence period for the adolescents. The project personnel do not. They prefer out patient only.

It seems the pragmatic adjustment philosophy developed by the project team is opposed to the clinical philosophy of the hospital team. The observations by the project team suggests that the clinical approach creates and fosters a dependency which is contrary to their own expectations and objectives.

3. The concern of the staff that funds will be cut back. This obviously has dampened the enthusiasm, but not the motives of the team to meet the project objectives.

4. Other constraints to the project were (1) moves by family to another part of the community or out of

the community and changes of school; (2) the general attitude of the total PO staff toward the project staff who see subsidy as a crisis unit; (3) dealing with juvenile behavior has remained the same after several approaches; (4) not noting change after alternatives have been considered creates a sense of frustration in the staff.

C. Team Adjustment:

However, the staff has learned from its errors as well as successes. The members of the subsidy team suggest a modifying of the selective process, such as identifying the potentially high risk child at an earlier time. Further, these constraints have had a positive aspect. The team found they now have no possessiveness over cases and function as a team. The members submitted that they had considerable difficulty, initially, during the first several months and had to work out "difference" conflicts.

The member differences they find now are a strength to the team and are adjunctive in that they complement each other. The differential aspects of their philosophies are quite critical; particularly in allocation of particular staff to major responsibilities of cases.

From observation of the site evaluator, the chief probation officer clearly understands his role in relation to the project objectives and has closely identified with it. The project staff itself has basically internalized and shows full acceptance of the project. The project

objectives are basically theirs to implement and see through. The relationship between the project team and the chief PO is quite close. The chief PO has exercised administrative constraint, but yet defended the unit to meet objectives. The dismissal of the psychologists illustrates this.

Other learnings by the subsidy staff represent an accrual from experience. There has been a reasonable adherence to constructs out of sociology and psychology, but also an awareness of the reality as to the kind of community they are living in, including the constraints and resources they have.

The team is beginning to recognize the need of identifying specifics to be used in treatment program; they have identified risk levels characteristics as to age, home, school, drug, abuse, supervision needs, and maintaining contact after disposition. This is developing an interesting philosophy in that the unit becomes a resource after disposition by both juvenile and his family. Therefore, some kind of contact is maintained.

Other factors in terms of having learned from the project represent (1) program effectiveness related to the age of the child; (2) the type of families as represented by a series of crises in their histories; (3) the family sees the PO as less of a threat; (4) the careful choice of POs seems to make a difference for rapport with family and juvenile. If one PO cannot establish rapport, there is no concern now to shift. The choice of PO becomes

important in maintaining appropriate relationships with the family; (5) the team has found that the quality of contact is much more significant than frequency of contacts made.

The teams assume that three heads are better than one and thus, their staffing has become more informal. On the job ideas and strategies are shared, including planning which is quite different, they find, from conventional PO characteristics. They find with their selected load there is more time "to think and discuss the case" than "just making the rounds."

The workload is such that there is more time to pave the way with juveniles; there is more time to spend with agencies; there is more time they can spend with parents by teaching them how to cope with the behavior of their juveniles.

Of the total load in the project there have been two commitments to date. This, the team alleges, is a lack of resources and a lack of alternatives for dispositions. They decided they had no choice. They had exhausted all their resources. These they considered "hard core" cases and learned that such do not belong within the project objectives.

D. Illustrative Cases:

Five dispositions have been made thus far from the project: Subject A. Chronological Age 14; felony, violator as of March, 1971; probation violation, October

1971. Since in the project there has been no referral for one year, and no felony in one and a half years on the part of the subject. Disposition: there was a consideration for the feelings of the juvenile for his termination. The team considered that the probability of violation has been reduced to the same level with other juveniles in the community. This particular juvenile showed increased maturity. He had learned to handle his family crises well; has obtained a job and registered for extra classes at school. He showed marked improvement in his achievement and social attitude. Subject B. Ten months in the project. Chronological age, 17. Prior violations, auto theft and burglary. He presently lives alone with his mother. He is working full time and learning a trade. He is considered bright, not educationally retarded and motivated to work. He is presently in night school by his choice. The impression of the staff was that the unit was a deterrent but they feel that just general growth was a factor in his maturing. However, it was evident to the site visitor that there was frequent consistency of contact by two or more of the probation officers from the unit. The close supervision and care given to this case was critical in his adjustment. Subject C. No offenses since October, 1971. Chronological age, 15. Lived with grandmother six months in California. He came home in February, 1972 from California, enrolled self into school; got a job by himself. Probation learned about him through

the "grapevine," made contact and is now supporting him psychologically. He is learning to take care of himself. The father is an alcoholic, but the boy has learned to cope with it. He stated that he hated being with his grandmother but is respectful of the fact that the mother is supportive and the strength of the family.

Subject. D Chronological age, 14. A probation officer referred this case to the unit, recognizing that he did not have the time needed for the family. Also, the juvenile lives at home, the mother has a married friend who is a live-in "step-father." The boy can handle the stepfather and coping well, including the fact that there are three POs in the unit and is responsible to all of them. School work has improved. The PO unit also stresses seeing the child when he is doing well, which reinforces the behavior. They are aware also that one can "over-probate" and actually create dependency. Thus a mature sense of professionalism is becoming apparent. Subject E. Chronological age, 17. In auto accident in August, 1972 and is still in the hospital. He is receiving the attention of a home-bound teacher and can graduate this school year. Record of burglary; was placed in the program in January, 1972. There have been two foster placements in this case. He learned to come to the subsidy probation officer for assistance. He is considered quite bright. He had held a printing job and then rejected it. He then got a job hauling concrete and was doing well at it.

He is a very large boy--quite strong; however, he will be disabled, including suspicion of incipient alcoholism.

The project staff will continue close contact with his despite disposition.

III. Summary

1. Strengths of the project are evident in that the unit is doing what probation officers should be doing. It is having a positive and effective impact on the juveniles in question.

2. At present the division of labor seems to be worked out compatibly among the staff. There is on-going staffing daily of an informal nature. The selection of cases now assumes a team consensus with the project supervisor, the chief PO, and other individuals as needed.

3. Case records are quite complete.

4. There is evidence of lesser violation and referrals of those that have been in the program. The record of placement within the program generally reflects a felony record. Changes in intake have had to be rectified because there was a lack of referral from other probation officers. The chief PO is quite aware of this since this is a relatively new program and the philosophy is different. The team is regarded by other POs as a crisis rather than a working unit. The chief PO found it necessary to persuade referral of at least one case from each PO to the unit for consideration.

5. The most difficult family the team has found to cope with is where there is one parent (mother only). It consumes more time.

6. There is a period of trial and error the members must go through as to which PO will eventually assume responsibility. However, all subsidy professionals do have contact with the family even after one member assumes responsibility. As one juvenile stated, "You never know when one (Subsidy PO) is going to show up," referring to weekends as well.

7. The project objectives have been met.

- a. A high degree of control over high risk cases has been maintained with the inclusion of family responsibility encouraged. Such is not as possible under other kinds of programs.
- b. The use of community resources has been successful, plus close supervision of the juvenile.
- c. Those juveniles on subsidy reflect a significant lessening of offenses as compared to similar high risks under conventional probation, thus reducing delinquency in the community. Normally all 30 cases would have been considered for commitment. Only two have been committed. Twenty-eight have been maintained locally at similar or less cost.
- d. A shift in approach towards dealing with the

juvenile is evident. Teamwork is the key, which initially was difficult, but finally effective to assist the juvenile in the community.

- e. The probationer has been maintained in school, and in his home.

Recommendations for Judicial District II:

1. Sustain Subsidy Program
2. Program of total staff inservice to effect viewpoints and encourage early referral. The best success by Subsidy begins with the 14 year old offender with no prior probation.
3. Develop teams in lieu of present individual PO supervision of juveniles.

The present recommendations can be implemented within the present court system. Further, law enforcement and the community would respond positively to a program that emphasizes early identification and "preventative maintenance" of the juvenile.

The intent of subsidy is not to avoid coping with the "hard core" offender. What is becoming evident is that this juvenile system is beginning to differentiate kinds of offenders and modifying its approach so that early deterrence will delimit institutional commitment. Selected cases of even advanced delinquency can now be coped with by implementing a realistic rehabilitative system within the local community.

Judicial District #3 - Battle Mountain

Subsidy monies were requested for the following purposes:

1. To increase effect of Juvenile Services to Lander and Eureka counties.
2. To increase juvenile services to females with the inclusion of one female worker.
3. To release the Chief Probation Officer for administrative duties.

The on site visit revealed that staff, as requested was increased. Table I illustrates a sample of kinds of juveniles services by the office. The office processed 71 juveniles in the first nine months of 1971. In 1972, through use of Subsidy funds, 114 referrals were processed. However, in that period of 1971, six commitments (or 8%) were made. In the same time span for 1972 3 commitments (or 2.6%) were made. This suggests that with increased Subsidy resources, more cases could be handled at the local level.

The site visit report indicates that a female assistant probation officer has been hired resulting in an increase in juvenile contacts, parental counseling, employment opportunities for juveniles, and including facilities that have been upgraded.

A sampling of the chief Probation Officer's duties notes that he now spends time (40%) doing administrative work. In addition, approximately 1/4 of his time is given to conferences (12% with juveniles and 13% with parents in his office). Travel, conferences with other counselors, and job placement activity total to another 1/4 of Mr. Sime's expended job time. The rest (10%) is devoted to minute duties, but pertinent to his job. It is apparent that the Subsidy program objectives of Judicial District #3 are being met.

TABLE I
 Sampled Activities of Personnel
 in Judicial District III

ACTIVITIES	%
Supervision and Counseling of Juveniles.....	12.0
Preparation for Court.....	6.0
Conferences with Parents.....	12.0
Travel.....	6.0
Professional Consultations (judges, law enforcement, schools, social agencies)..	5.0
Office Routine.....	39.0
Conferences with Other Counselors.....	8.0
Visits to Facilities.....	---
Training Sessions.....	---
Investigations.....	2.0
Job Placement.....	10.0
Group Counseling.....	---

TABLE II

Nature of Offenses
Dealt with under Subsidy
in Judicial District III

TYPE OF OFFENSE	%
Burglary.....	---
Curfew.....	15.0
Violation of Probation.....	1.0
Traffic Violation.....	17.0
Marijuana Possession.....	---
Drug Possession.....	3.0
Petty Larceny.....	6.0
Possession of Liquor.....	15.0
Unsupervised.....	12.0
Ungovernable.....	12.0
Destruction of Property.....	1.0
Bomb Threats.....	---
Grand Auto Thefts.....	---
Runaways.....	10.0
Truancy.....	3.0
Possession of Deadly weapons.....	3.0
Assault and Battery.....	1.0
Disturbing the Peace.....	---
Child Neglect.....	1.0
Rape.....	---
Arson.....	---
Gambling.....	---
Grand Larceny.....	---
Paint Smelling.....	---
Breaking and Entry.....	---
Other.....	---

Judicial District #4 - Elko

The objectives of the project were: (1) Employ an additional full time probation officer; (1) initiate contract services of a female Juvenile Probation Officer and matron; (3) concentrate services on those juveniles who are on the verge of commitment; (4) emphasize more intensive counseling; (5) provide counseling services for parents of juvenile delinquents; (6) locate and train foster parents; (7) purchase an automobile equipped with a police radio; (8) construct additional office space; and (9) initiate group counseling.

According to the site visitation consultant's report, the project was initiated in February, 1972, with the employment of an additional full time probation officer, the purchase of an automobile equipped with a police radio, the acquisition of additional office space. It was found that: contact services with juveniles had increased; more time was now being spent in counseling juveniles and their parents. Four foster homes have been identified. Three foster parents have received training through counseling, Group counseling has been initiated, utilizing a psychologist from the Community College. There appears to be excellent understanding by probation people of their roles. Further, it is indicated that the judge (McDaniels) is vitally interested and involved in the projects impact on juveniles. No difficulties were noted in developing and maintaining the program. All other county offices and agencies were described as being most cooperative with the intent of Subsidy.

Only two "slow areas" were noted - the public school and the Sheriff's Department. The main problem seemed to be the latter agencies concept of rehabilitation in the community versus that done in a training center or detention facility. Nevertheless, there was apparent community acceptance of the project. The increase in quality and quantity of services was evident including the continuity of the philosophy of Subsidy in conducting the project. No major deficits were noted in the project or its implementation. One objective still has to be met, namely hiring a female Juvenile Probation Officer and matron.

Specific recommendations for project modification include: (1) spending more time in training public school personnel and law enforcement officers in juvenile probation work; (2) establishing another juvenile detaining facility (other than the currently used county jail); and (3) the establishing of a behavior modification programming system for juveniles.

In summary, it appears that District #4 has met most of its stated program objectives and has rapidly initiated a program that is well accepted by the community. Further, it appears that most offices and agencies involved are interested and committed to the program's objectives. The data in the accompanying table illustrate the kinds of juvenile offenses dealt with. Further, the other table illustrates how professional functions are deployed. It is noteworthy that 36% of the time seems devoted to direct counsel with juveniles. Conferences with the chief probation officer suggests that Subsidy funds have permitted an estimated increase with 30% for counseling over 1971.

TABLE I
 Sampled Activities of Personnel
 in Judicial District IV

<u>ACTIVITIES</u>	<u>%</u>
Supervision and Counseling of Juveniles.....	27.0
Preparation for Court.....	13.0
Conferences with Parents.....	12.0
Travel.....	15.0
Professional Consultations (judges, law enforcement, schools, social agencies)	10.0
Office Routine.....	6.0
Conferences with other Counselors.....	3.0
Visits to Facilities.....	12.0
Training Sessions.....	---
Investigations.....	.5
Job Placement.....	.5
Group Counseling.....	.5

TABLE II

Nature of Offenses
Dealt with under Subsidy
in Judicial District IV

TYPE OF OFFENSE	%
Burglary.....	6.0
Curfew.....	10.0
Violation of Probation.....	1.0
Traffic Violation.....	19.0
Marijuana Possession.....	---
Drug Possession.....	2.0
Petty Larceny.....	15.0
Possession of Liquor.....	10.0
Unsupervised.....	2.0
Ungovernable.....	5.0
Destruction of Property.....	7.0
Bomb Threats.....	2.0
Grand Auto Theft.....	---
Runaways.....	14.0
Truancy.....	2.0
Possession of Deadly Weapon.....	1.0
Assault and Battery.....	3.0
Disturbing the Peace.....	1.0
Child Neglect.....	---
Rape.....	---
Arson.....	---
Gambling.....	---
Grand Larceny.....	---
Paint Smelling.....	---
Breaking and Entering.....	---
Other.....	---

Judicial District #5 - Hawthorne & Tonopah

District 5 states as its program purpose, "To provide specific programs of supervision in the community for delinquent children, who might otherwise be committed to a State juvenile institution, following a court determination that the child is delinquent." More specifically, the "program" purposes: (1) employment of one full time counselor for the District; (2) increase the salary of one part time probation officer (in Mineral County area) by \$50.00 per month to \$150.00 per month; (3) provide individual and group counseling for selected juveniles; (4) ascertain that all conditions and restrictions of probation are being met; (5) make monthly reports to the Juvenile Court Judge; and (6) assist the Juvenile Court Judge and Probation Officers in formulating some plan for family counseling for the families of delinquent children. The proposed first year budget request seems to substantiate the above specifics of the proposal, at least for the major expense items of salary, and travel expenses for such a large district.

A site visit report dated September, 1972, confirms the above described specific objectives of the proposed program being implemented. A full time counselor has been employed.

The site visitation also found: (1) truancy in Hawthorne schools decreased by 1.4% over 1971; (2) a Truant Officer Program has been indicated; (3) juveniles have volunteered to receive counseling; (4) attitude of high school student body toward law enforcement has evidenced a positive change; (5) closer supervision has been given to probationers; (6) there have been no recommitments this year to state training schools. The site visitation noted that the community has accepted the "program" well. There is a better

working relationship between school personnel and project personnel; that counseling has had a positive effect in reducing recommitments as well as probable new commitments; and that youths are seeking counseling.

Weaknesses noted were: (1) little success in meeting the objective of family counseling; (2) geographical area of the District is too large, as supported by the fact that about 3/4 of the Probation Officer's time is spent travelling - much more than of any other district; and (3) the role of the Counselor seems ill-defined in the Tonopah area. The consultant also notes that "the project could be modified to acquaint and orient other agencies personnel as to the objectives of the project..."

Table II shows, contrast to the other districts there is little contact with the law enforcement or legal (courts) agencies. At the same time there appears to be considerable effort at "group counseling" which does not exist in the other districts, except Clark County.

In summary, it appears that specific project objectives of the program are not all implemented but there is evidence of general improvement in the "situation" of District #5.

In summary the following program modifications should be considered.

1. Reconsider staffing patterns to reduce excessive travel which depleted professional impact.
2. Bring in a consultant to review the group counseling objective. It may be, as has been found with certain socio-economic levels, group counseling is simply not effective. This is important, since such group counseling is related to family groups
3. Increase inservice to cope with the unique characteristics of the population being served.

TABLE I
 Sampled Activities of Personnel
 in Judicial District V

ACTIVITIES	%
Supervision and Counseling of Juveniles.....	23.0
Preparation for Court.....	---
Conferences with Parents.....	---
Travel.....	23.0
Professional Consultations (judges, law enforcement, schools, social agencies)	10.0
Office Routine.....	18.0
Conferences with Other Counselors.....	13.0
Visits to Facilities.....	5.0
Training Sessions.....	---
Investigations.....	---
Job Placement.....	---
Group Counseling.....	8.0

TABLE II
 Nature of Offenses
 Dealt with under Subsidy
 in Judicial District V

TYPE OF OFFENSE	%
Burglary.....	2.0
Curfew.....	3.0
Violation of Probation.....	3.0
Traffic Violation.....	39.0
Marijuana Possession.....	5.0
Drug Possession.....	2.0
Petty Larceny.....	4.0
Possession of Liquor.....	6.0
Unsupervised.....	1.0
Ungovernable.....	6.0
Destruction of Property.....	---
Bomb Threats.....	---
Grand Auto Theft.....	---
Runaways.....	5.0
Truancy.....	8.0
Possession of Deadly Weapon.....	1.0
Assault and Battery.....	3.0
Disturbing the Peace.....	---
Child Neglect.....	2.0
Rape.....	---
Arson.....	2.0
Gambling.....	---
Grand Larceny.....	2.0
Paint Smelling.....	.5
Breaking and Entering.....	2.0
Other.....	.5

Judicial District #6 - Lovelock & Winnemucca

A. District 6 has had two proposals:

1. Lovelock: Requested a full time deputy probation officer for the purposes of: (a) providing secretarial help and keep records on a current basis; (b) freeing the Chief Probation Officer for counseling and supervising of juvenile offenders; (c) providing availability of a juvenile officer during the absence of the Chief Probation Officer.

2. Winnemucca: Requested a female Detention Supervisor and three female Detention Personnel. The objectives of the project were to: (a) deal with juveniles within the community in order to reduce commitments to state institutions; (b) reduce, thereby, travel to institutions; (c) restrict the movement of probation violators without commitment; (d) effect communications through the Sheriff's Office with the court and Probation office.

B. Sampling of Professional Activities

A daily log was kept by the Probation Officer and personnel in Pershing County to indicate the amount of time spent in various professional activities for the period reported.

The greatest single activity was that of office work and correspondence which accounted for one-half of all activities time. Supervision and conferences with juveniles took 13.8% of the time sampled, conferences with parents one-tenth of the time (10.6%). One fourth of time was spread among all other activities.

Considering the objectives stated for the Lovelock office, it would appear that a good deal of time was spent in meeting the

objective of handling the secretarial duties and keeping records on a current basis. It also appeared that more time was made available for working with juveniles and their parents.

The Winnemucca office objectives regarding dealing with juveniles in the community in order to reduce commitments are supported by the site visit report, in that no time was reported in travelling to institutions, and a higher proportion of time was reported spent with juvenile and their parents.

C. Visiting Consultant's Report

A consultant visited the probation office at Lovelock on September 21, 22, 1972, at Winnemucca on October 6, 1972, interviewing the District 6 personnel and school officials. The report indicated:

1. Lovelock:

- a. Closer supervision of juveniles.
- b. More counseling with juveniles.
- c. Conditions of probation closely supervised.
- d. Girls with problem children were voluntarily coming to the female Deputy Probation Officer for Counseling.
- e. The number of probationers have decreased, with approximately ninety percent of the cases being handled on an informal, rather than court, basis.
- f. Offenders were brought to Winnemucca detention.

2. Winnemucca:

- a. A remodeled barracks building for a detention facility made it possible to keep offenders locally rather than transporting them to state facilities.
- b. Local detention reduced travel time that was used for

counseling purposes.

- c. Communications through the Sheriff's Office has been established.
- d. There is 24-hour coverage in the detention facility.
- e. A 90% decrease in crimes against person and burglary was noted in Winnemucca.
- f. Monthly training sessions were instituted.

It would appear, from the sampling of professional activities and the reports of the visiting consultants, that in general the objectives of the two projects were being met, also utilization of the personnel added by project funds was consistent with the needs demonstrated in the project proposals.

TABLE I
 Sampled Activities of Personnel
 in Judicial District VI*

<u>ACTIVITIES</u>	<u>%</u>
Supervision and Counseling of Juveniles,.....	14.0
Preparation for Court.....	4.0
Conferences with Parents.....	11.0
Travel.....	4.0
Professional Consultations (judges, law enforcement, schools, social agencies)	10.0
Office Routine.....	50.0
Conferences with other Counselors.....	4.0
Visits to Facilities.....	---
Training Sessions.....	---
Investigations.....	2.5
Job Placement.....	.5
Group Counseling.....	---

*Pershing County Office Only

TABLE II

Nature of Offenses
Dealt with under Subsidy
in Judicial District VI

TYPE OF OFFENSE	%
Burglary.....	2.0
Curfew.....	9.0
Violation of Probation.....	1.0
Traffic Violation.....	4.0
Marijuana Possession.....	---
Drug Possession.....	10
Petty Larceny.....	7.0
Possession of Liquor.....	3.0
Unsupervised.....	3.0
Ungovernable.....	20.0
Destruction of Property.....	---
Bomb Threats.....	---
Grand Auto Thefts.....	---
Runaways.....	17.0
Truancy.....	24.0
Possession of Deadly Weapon.....	---
Assault and Battery.....	.5
Disturbing the Peace.....	1.5
Child Neglect.....	6.0
Rape.....	---
Arson.....	---
Gambling.....	---
Grand Larceny.....	---
Paint Smelling.....	---
Breaking and Entering.....	---
Other.....	---

Judicial District #7 - Ely

The goals of the project, as written in the proposal were:

- (1) to bring service and help to pre-delinquents and their families where services have not now come under existing circumstances;
- (2) to provide increased support to an existing volunteer program;
- (3) to provide a coordinator between needy children, needy families, volunteer workers in our program, and State and public agencies as to where help can be obtained;
- (4) to provide 'individual' attention to delinquents, pre-delinquents, substandard family situations and dependent children. The proposal indicates that the funds were expended for a full time director in Lincoln County, a full time director in White Pine County, along with necessary expenses, including facilities and equipment. Specifically, cooking facilities at the juvenile detention home in White Pine County were acquired.

A site visit substantiated the following:

- (1) A director of the Volunteer Program in White Pine County, a Director of the Volunteer Program in Lincoln County, and a Probation Officer in White Pine County were employed;
- (2) the site visit found that all objectives have been implemented;
- (3) an increase of service over previous years was noted in the following service areas: (a) placed on probation; (b) released from probation; (c) formal court hearing; (d) informal hearings; (e) detention; and (f) commitments;
- (4) It is further noted that the recidivism rate for juveniles returned to active case load status "...is 10%, which is a 50% improvement over last year;"
- (5) The proposed detaining facility (addition of cooking facilities) has been accomplished. It provides an informal and home-like atmosphere "with security."

The site report further notes that the project director (Judge Wilkes) has done an outstanding job of organizing and implementing an effective juvenile delinquency program, for a small community which is within the basic premise of the Subsidy program, i.e., that juvenile programs should stress rehabilitation within the community rather than upon institutions. Project personnel's understanding their role and commitment to objectives were excellent.

One major constraint occurred after the project's initial implementation. This problem is related to a position taken by the White Pine County Commissioners. The White Pine County Probation Officer resigned his position in April. As a result of a Commission's imposed salary ceiling, a replacement had not been obtained at the time of the site visit. Other constraints noted were: (1) limited transportation and maintenance expenses for two automobiles purchased through project funds. As a result, Judge Wilkes filed suit, on August 18, 1972, against the commissioners to "...abrogate the above noted constraints and to meet conditions specified in the funded project." There appears to be no indication as to when this legal action will be resolved. This pending legal action has delayed the Commissioner's approval of the program's renewal for the funding period December 1, 1972 - June 30, 1973.

Overall, these constraints have reduced the potential for project services, but not the immediate services. Everyone involved with the project (project personnel, school personnel, parents, juveniles) have adapted well to the project objectives. Cooperation has been high. Another constraint has been with the County Sheriff's Department, which apparently has misunderstood the basic intent of the Subsidy program, i.e., rehabilitation versus punishment.

In summary, nevertheless, District 7 is meeting its project objectives. Also, it is carrying out a juvenile delinquency program that is effective and acceptable to all involved. Further, it appears that much of the success of this program is due to commitment, interest, and ability of the personnel involved - particularly Judge Wilkes. The information in Table I provides support for the efforts of the program in District 7; overall, this district presented well prepared documentation, for the program and its successes - with the only major problem (71% of the offenses) being traffic violations. It is commendable that the program provided training sessions and that here (as in District 5) there was little indication for the success of this project with the people involved, i.e., communications. Approximately, 45% of the time expended during the sampling period was in conference or consultation with people (including parents) in the project's activities. Further, this table also indicated that program personnel expended little time during the sampling period (9%) in office work and correspondence. It is also interesting that this program did not expend any time on job placement and high school visits. This was a function detailed to volunteers.

In summary the following program modifications should be considered

1. Organize a consistent record keeping system, wherein services can be analyzed on a cost-unit basis.
2. 'A training program for local law enforcement personnel should be organized with emphasis upon pre-delinquency and probation problems.'

Finally, it appears that the "main weaknesses" of the volunteer program have been alleviated by hiring of additional supervisory

personnel, with the providing of training sessions to expedite
volunteer effectiveness.

TABLE I
 Sampled Activities of Personnel
 in Judicial District VII

<u>ACTIVITIES</u>	<u>%</u>
Supervision and Counseling of Juveniles.....	24.5
Preparation for Court.....	7.0
Conferences with Parents.....	9.0
Travel.....	18.5
Professional Consultations (judges, law enforcement, schools, social agencies)	15.0
Office Routine.....	9.0
Conferences with other Counselors.....	9.0
Visits to Facilities.....	1.0
Training Sessions.....	5.0
Investigations.....	2.0
Job Placement.....	---
Group Counseling.....	---

TABLE II

Nature of Offenses
Dealt with under Subsidy
in Judicial District VII

TYPE OF OFFENSE	%
Burglary.....	---
Curfew.....	2.0
Violation of Probation.....	---
Traffic Violation.....	70.0
Marijuana Possession.....	---
Drug Possession.....	2.0
Petty Larceny.....	4.0
Possession of Liquor.....	2.0
Unsupervised.....	2.0
Ungovernable.....	8.0
Destruction of Property.....	---
Bomb Threats.....	---
Grand Auto Theft.....	---
Runaways.....	---
Truancy.....	4.0
Possession of Deadly Weapon.....	---
Assault and Battery.....	---
Disturbing the Peace.....	---
Child Neglect.....	6.0
Rape.....	---
Arson.....	---
Gambling.....	---
Grand Larceny.....	---
Paint Smelling.....	---
Breaking and Entering.....	---
Other.....	---

CLARK COUNTY - JUDICIAL DISTRICT VIII

I. General Purpose and Objectives of the project

(1) Provide increased protection to the community through well-developed, highly intensive programs and probation supervision of these youth in the community.

(2) Reduce the commitment rate to State juvenile correctional institutions by twenty-five per cent or more by providing higher quality services to selected youthful offenders.

II. Intensive Quality Services

The program selected youth who did not commit the more serious crimes against society; but those who could be rehabilitated in the community with the use of alternative living conditions, jobs, educational services and Professional and intensive counseling.

1. Group Homes - the Ettie Lee Home for Boys and the Regina Hall Home for Girls were established in November to provide a home-like situation for twenty-four children in the Southern Nevada area, twelve of whom are in the Probation Subsidy Program. These group homes have parents and staff living at the home, providing daily care, attention and counseling for the children. Their programs are well-rounded and include educational, vocational, and social activities for the kids.

2. Professional Parents - these well-trained and enthusiastic couples accept the responsibility of caring for young boys or girls in their homes. Many

of these children have never experienced stable, consistent and genuinely caring families before. The professional Parents are trained by Juvenile Court staff, psychologists, mental health consultants, and specialists in a variety of areas.

The parents accept and deal with many of the problems the children bring with them; their goal being to help the children deal with their problems and be able to cope with difficult situations they may encounter in the future.

3. Vocational Programs - the mainstay of the vocational program for boys is the Recycling Plant. In cooperation with the Beverage Industry of Nevada and the County, a recycling plant handling up to 40,000 pounds of aluminum cans, glass containers and bottles, as well as bi-metal products has been operating. This plant provides boys an opportunity to learn and develop meaningful work skills, such as truck and forklift driving, operating machinery, etc. The boys start at the minimum wage and can earn more as they develop in the program.

4. Day Care Coping Center - this center, located on Desert Inn near Boulder Highway, provides a place for Probation Subsidy girls to go during the hours they are not in school. At the center, the girls learn cooking, sewing, hygiene, as well as receiving educational and vocational counseling. Busses and drivers provide

transportation to and from the Center for girls from all over the community.

5. Educational Services - private reading and academic programs have been provided for the children in the Probation Subsidy Program. A great majority of the kids that enter the Juvenile Court process are many years behind in reading and other academic skills. Tutoring is provided up to three days a week to help bring the juvenile to a level where he can feel comfortable in a regular school situation.

6. Intensive Counseling and Supervision - the Probation Department now works in four basic teams consisting of:

- (a) Probation Officers - those handling Probation Subsidy kids have caseloads of around twenty.
- (b) Para Professionals - who have a variety of backgrounds and skills - all of which are working to help rehabilitate juveniles.
- (c) Volunteers - citizens who are trained in various areas to help permanent staff provide better services, programs and counseling for kids.
- (d) Off-Duty Police - representing every law enforcement agency in the County. These men and women work as counselors, not as "arresters" in the Probation Subsidy Program - helping the juveniles and developing better police-community relations.
- (e) New Careerists - who are in training to become Probation Officers.

(f) Youth - clients who have been rehabilitated by these services and are now ready to help other kids who are having problems.

7. The above programs are in effect now and are operating within the program objectives.

Structured Reading Program for Subsidy Juveniles - Kearning Foundations, a private organization, was retained to operate the structured tutorial method in reading with one tutor for every five juveniles.

Twenty (20) juveniles (Mean I.Q. 107) were drawn from the program after four months of tutorial exposure. They had received fifty hours of tutoring.

The Comprehensive Test of Basic Skills was used.

Table I illustrates relevant information on this group of juveniles

Table I
Average Score of Juveniles Before and After Tutoring

<u>Reading</u>	<u>Grade Placement Pretest Average</u>	<u>Grade Placement Posttest Average</u>
Vocabulary	5.4	6.6
Comprehension	4.9	6.2

Applying a statistical formula, the gain in average scores was at a highly significant level.

The notable increase in juvenile scores on vocabulary

and comprehension in reading suggests that the tutorial program has a positive effect on juveniles in the Clark County Juvenile Court Subsidy Program.

While the average age of the juveniles approximated 15 years, their reading still requires work. What is significant in this instance is that the juveniles made a gain of over one grade placement in just four months. Assuming similar conditions in a classroom in a public school, these youths could be at 9th and 10th grade level in 18 months; a point in education commensurate with their age

This study shows two major aspects of Subsidy:

1. That juveniles can significantly improve in reading -- a basic tool skill for their future.
2. That rehabilitation, although positive, takes time. It further suggests, that Subsidy should run at least two to three years for appropriate impact on a juvenile's reading development if real change is to be made.

CONTINUED

1 OF 2

Statistical Summary Clark County

Total Application to Probation Subsidy

In 9 months	88
Total Accepted	71
@Released to Community	14
*Committed to State Institutions	6
Still Active	15

<u>Program Elements</u>	<u>Total Number of Children Involved</u>	<u>Percentage</u>
Recycling Plant	13	25.4%
Coping Center	30	42.3%
Learning Foundations	49	69%
Counseling	62	87.3%
Short Term Detention	6	8.5%
Focus	5	7%
Alternate Living Situations	41	57.7%

@Satisfactory adjustment 20%

*Elko and Caliente 8%

TABLE A

Clark County

COMPARATIVE INSTITUTIONAL COMMITMENTS

JANUARY - AUGUST, 1971
 JANUARY - AUGUST, 1972

New Commitments

1971	167
1972	117
Reduced:	50 or 30%

Total Commitments

1971	190
1972	135
Reduced:	55 or 29%

Total Referrals

1971	3377
1972	2965
Reduced:	412 or 12%

Total Dispositional Hearings

1971	707
1972	781
Increased:	74 or 11%

Cost estimates were made to show the range of kinds of services that were rendered to selected cases. The estimated cost of services through juvenile services indicates approximately eight hours of interview and intake; eight hours of reports and supervision; two to four hours of conference; five days in detention. These base costs are \$750. Add that to other figures, i.e.,

\$825 for Subsidy Supervision and Counsel
\$150 Foster Home Care
\$ 35 Medical
\$750 Basic Court Services
\$1750

Another case which has been in the unit for six months shows processing costs as \$800 (since he was in on his fourth count); \$35, routine medical; \$450 which includes PO time; including travel time, records processing, time with parents, agencies, etc., coming to a total of \$2560.

Another case, a non-foster case, has been in the unit for eleven months show \$300 for juvenile court process; \$750, involving supervision by PO, court records, etc, coming to a total of \$1050.

One has been an unusual cost. The juvenile has been in the project for nine months. Costs were \$1350 for foster care; \$400 for court and juvenile processing; \$250 for medical and dental; \$150 for clothes; \$75 for a bed; \$675 for supervision, et.al. Total cost = \$2900.

The above illustrates a range in costs for subsidy cases from \$600 to \$2900 with a mean or average \$1900 per case to date. It is the estimate of the project staff and the chief PO that costs could be reduced by taking children into subsidy the first time rather than after the third or fourth violation; in short, preventive maintenance.

PROGRAM COSTS - JUDICIAL DISTRICT VIII

Clark County Subsidy Cost Estimates If by Worker Load

I. Cost Analysis

With its diversified program, CCJC adjusted its average costs per child, per month in the following way:

Coping Center	\$ 10.50	
Recycling Center	13.32	
Learning Foundations	10.00	\$393.47 average cost per juvenile per month.
Prof'l Staff Svs	268.00	
Court Costs*	\$168.00	\$561.87 if court costs are added

The above categories were necessary to identify since not all Subsidy youth were recipients of all categorical services. Part II will illustrate with its sample of cases how they were applied.

Nevertheless, the services reflect cost of personnel, supplies, equipment, arts and crafts, tools, utilities, special medical costs, residence away from home, transportation, training of staff, and special consultants.

II. Illustrative Cases and Their Costs

These eight cases were drawn randomly from 71 initiated into the Subsidy program. Each case is summarized so that the reader can quickly scrutinize what services were applied.

*Not included, since such costs covered all juveniles including those on Subsidy.

Case A

<u>Services Rendered</u>	<u>Time Span</u>	<u>Estimated Costs of Service</u>
Alternate Domocile	2 1/2 mo's	\$230.00
Cycling Plant	2 1/2 mo's	33.30
Learning Foundations	2 1/2 mo's	25.00
Prof'l Staff Service	2 1/2 mo's	<u>\$670.00</u>
Total		\$958.30

Case B

<u>Services Rendered</u>	<u>Time Span</u>	<u>Estimated Costs of Service</u>
Alternate Domocile	8 months	\$736.00
Coping Center	8 months	84.40
Learning Foundations	8 months	80.00
Prof'l Services	12 months	<u>3216.00</u>
		\$4116.40

Case C

<u>Services Rendered</u>	<u>Time Span</u>	<u>Estimated Costs of Services</u>
Alternate Domocile	5 months	\$460.00
Cycling Plant	1 month	13.32
Prof'l Staff	7 months	1876.00
Learning Foundations	7 months	<u>270.00</u>
		\$2419.32

Case D

<u>Services Rendered</u>	<u>Time Span</u>	<u>Estimated Costs of Services</u>
Professional Service	7 months	\$1876.00
Coping Center	7 months	73.85
Alternate Domocile	5 1/2 mo's	<u>506.00</u>
		\$2455.85

Case E

<u>Services Rendered</u>	<u>Time Span</u>	<u>Estimated Costs of Services</u>
Alternate Domocile	6 months	\$ 552.00
Professional Staff	7 months	1876.00
Cycling Plant	7 months	93.24
		<u>\$2521.24</u>

Case F

<u>Services Rendered</u>	<u>Time Span</u>	<u>Estimated Costs of Services</u>
Alternate Domocile	9 months	\$ 828.00
Learning Foundations	11 months	11.00
Cycling Plant	8 months	106.56
Professional Staff	11 months	2948.00
		<u>\$3992.56</u>

Case G

<u>Services Rendered</u>	<u>Time Span</u>	<u>Estimated Cost of Service</u>
Cycling Plant	2 months	\$ 26.64
Learning Foundations	3 months	30.00
Professional Staff	5 months	1340.00
		<u>\$1396.64</u>

Case H

<u>Services Rendered</u>	<u>Time Span</u>	<u>Estimated Cost of Service</u>
Alternate Domocile	7 months	\$ 644.00
Learning Foundations	7 months	70.00
Coping Center	7 months	73.85
Professional Staff	8 months	2144.00
		<u>\$2931.85</u>

Average for eight cases

Total Cost \$20,792.16 Divided by 8 = \$2,599.02

Clark County bases its costs on the fact it would reduce commitments on the sub committee formula. Ergo: 186 in 1971-72 and 204 in 1972-73.

If reduced 25%, then 1971-72 should have 47 less commitments and 51 less commitments in 1972-73.

Table A suggests this has been exceeded under subsidy assistance. Therefore, the objective of 25% reduction has been met.

CONTRASTS OF COSTS OF JUDICIAL DISTRICTS II AND VIII

The matter of costs when comparing District #2 and District #8 is a matter of fiscal definition. Washoe is considered Worker Load Costs versus Program Load Costs. An illustration of Program Load Costs in Clark County is the Recycling Center. It is estimated that costs are the same whether there are 5 or 10 youths in the Center. The same can be said of the Coping Center.

Since Clark County was not up to full load in September, 1972, it suggests that cost "per youth" go down when the above two programs are filled to capacity.

The intent and purpose is inherent in Objective 2 of the CCJC Subsidy Proposal. Ergo: "Reduce the commitment rate to State Juvenile Correctional Institutions by 25%..."

If the following comparisons are any index, the above objective has been met by both Judicial Districts II and VIII. Further, the costs are anchored in a formula established by the Juvenile Advisory Committee (Floyd Lamb, Chairman; 3/23/71)

The average cost in Washoe and Clark counties on a random sampling varies greatly per juvenile selected for the Subsidy program.

In Clark County, of the eight cases selected, the cost ranged from \$958.00 to \$4,116.00, with an average cost of \$2,600.00. If the total number of juveniles

served in Clark County by Subsidy (71) is divided into the total Federal and State appropriation for nine months (\$138,649.00) the cost is \$1,953.00 per juvenile.

In Washoe County, a sample of juveniles served by Subsidy revealed a range from \$600.00 to \$2,900.00 with an average cost of \$1,900.00. If the total number of juveniles served in Washoe County (30) is divided into the total Federal and State appropriation for the first nine months of 1972 (\$39,000.00) the cost is \$1,300.00 per juvenile.

The difference in the above costs could be attributed to the fact that Clark County has 45% of its Subsidy juveniles in alternative living domiciles while Washoe only had 15% in Foster Homes and none in alternative living domiciles. Also, Clark County cost includes the rent, utilities, equipment, and vehicle costs necessary for group living accommodations.

TABLE I
Analysis of Results
Rural Districts

Table I illustrates that the heaviest attention -- 25% or more -- is spent directly with juveniles in Districts I, IV, V and VII. Approximately half of that time is given to juveniles in Districts III and VI. More time is given to office routine in the two latter districts, (District VI results included Pershing County only). Apparently Districts III and VI spend part of "office routine" in preparation of cases for court.

Districts IV and VII seem to have an approximate equity of time spread throughout their tasks. Districts IV, V, and VII spend an unusual amount of time in travel in comparison to the other three districts.

Only two districts began use of group counseling for juveniles and parents, other than Clark County.

Alternately, only one records evidence of training sessions.

The variation among districts is marked. It also illustrates the uniqueness of each district. Further study should be made of travel, office routine, and juvenile counseling and supervision to determine why these variations exist. It is possible that reallocation of resources, geographical area reassignments, and office systems may have to be considered.

TABLE II

Analysis of Results
Rural Districts

An exorbitant amount of traffic violations is apparent in Districts I, V, and VII.

Interestingly, the area of drugs represents little percentage of time in all rural areas.

Truancy considerations are high in District VI, including the ungovernable. This seems to reflect an interest in prevention, since other areas are slight in comparison to other rural districts. It is probable that similar consideration of early apprehension is noted through traffic violations, (Note also Districts I and V.).

Comparison of First Nine Months of 1971

Versus First Nine Months of 1972
All Judicial Districts

Judicial District		Referrals	Committed	% of Referrals Committed
1 (Carson)	1971	730	5	.0068
	1972	1025	8	.0078
	% Growth over 1971	29%		
2 (Reno)	1971	2751	15	.0054
	1972	3097	13	.0058
	% Growth over 1971	18%		
3 (Battle Mtn)	1971	71	6	.0084
	1972	114	3	.0026
	% Growth over 1971	13%		
4 (Elko)	1971	258	6	.0023
	1972	385	2	.0051
	% Growth over 1971	61%		
5 (Hawthorne)	1971	248	10	.0040
	1972	276	5	.0018
	% Growth over 1971	11%		
6 (Winnemucca)	1971	564	2	.0035
	1972	552	2	.0036
	% Growth less than 1971	2%		
(Lovelock)	1971	365	4	.0109
	1972	326	3	.0092
	% Growth less than 1971	11%		
7 (Ely)	1971	117	7	.0598
	1972	96	6	.0624
	% Growth less than 1971	18%		
8 (Las Vegas)	1971	3859	148	.0383
	1972	3418	80	.0234
	% Growth less than 1971	11%		

Combined Commitments of seven Judicial Districts (First nine months of 1971 Vs. First nine months of 1972)

1971 - 212 Commitments
 1972 - 134 Commitments
 Difference - 78 or 34% less than 1971 Despite 4% growth of referrals

1971 - 8963 Referrals
 1972 - 9289 Referrals
 326 Increase in Referrals

SUBSIDY EFFECTS ON INSTITUTION ENROLLMENTS

Nevada Youth Training Center - The Subsidy program has had a profound effect upon NYTC in lowering the month-end population total from a high of 154 in October of 1971 to a low of 104 in August of 1972, a decrease of over 30% in less than one year.

Nevada Youth Training Center enrollments have decreased steadily during operation of the Subsidy Program. It appears that neither Washoe or Clark Counties intend to increase commitments to NYTC, but rather will use other local resources, including Clark County which plans increased use of Spring Mountain Youth Camp.

Nevada Girls Training Center - The Subsidy program has had an effect on NGTC, in lowering the month-end population total from a high of 98 in May, 1972 to a low of 61 in August, 1972, a reduction of over 30% in three months. NGTC has always had a low enrollment during the summer months, however, it does not appear that either Washoe or Clark Counties intend to increase commitments to NGTC, but rather to continue increased use of Subsidy Program (alternative living domiciles and Foster Homes) and the Home of the Good Shepherd.

Home of the Good Shepherd - There has been an increase in the number of commitments to Home of the Good Shepherd, particularly from Clark and Washoe counties. Home of the Good Shepherd month-end population has increased from a low of 16 in September, 1971 to a high of 41 in October, 1972. The total commitments for the first nine months of 1972

19 from Clark County and 18 from Washoe County. Both figures represent over 100% increase in commitments for the corresponding nine month period for 1971. This accounts for some of the decrease in the NGTC month-end totals as Washoe and Clark counties are using Home of the Good Shepherd for commitments rather than the Caliente facility. Appendix A illustrates the change in commitment patterns. It must be noted that only two of those committed to Home of the Good Shepherd in the first nine months of 1972 were classified as Subsidy juveniles.

Spring Mountain Youth Camp - There has been a decrease in the month-end population figures - from a high of 67 in March, 1972, to a low of 38 in October, 1972. It would appear that the need for the Spring Mountain Youth Camp has diminished considerably, however, present plans in Clark County call for increasing commitments to Spring Mountain in the immediate future as an "alternative" to NYTC. One caution is that the month-end reports for Spring Mountain are incomplete and need further analysis to determine the full impact, if Clark County carries out its plan for considerably increasing commitments to Spring Mountain.

GENERAL FINDINGS FOR
PROBATION SUBSIDY

60

The following is a summary of the findings for the
Probation Subsidy

- I. Improved Services
- II. Improved morale amongst Probation Officers
- III. Reduced commitments to state institutions
- IV. Improved local care of juvenile offenders
- V. Rural districts funded to meet minimum
standards.

RECOMMENDATIONS FOR PROBATION SUBSIDY

The following recommendations were made after reviewing the visitor consultant reports, the individual Judicial District Reports, and weighing them against the objectives of Probation Subsidy Programs.

- I. Probation Subsidy should be continued
- II. Rural Judicial Districts should be funded on a different formula than the Urban Districts.
- III. Special assistance should be provided rural districts in locating and making applications for additional funds at the state, regional, and national level.

APPENDIX A

POPULATION AT INSTITUTIONS*

Institutions	1971						1972							
	Sept.	Oct.	Nov.	Dec.	Jan	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.
NYTC	142	154	147	121	107	107	105	115	126	106	108	104	108	109
NGTC	85	84	84	91	86	88	90	93	98	72	74	61	63	61
HGS	16	20	20	20	23	22	23	28	28	29	29	34	36	40
Sp. Mt.	62	60	62	61	64	66	67	66	61	45	42	39	33	43

*The above totals taken from institutional reports made to the Department of Health, Welfare, & Rehabilitation.

END