



CLEVELAND IMPACT CITIES PROGRAM
DIVERSION AND REHABILITATION
OPERATING PROGRAM
YOUTH OUTREACH PROJECT
FINAL EVALUATION REPORT

June 1975

**OFFICE OF THE MAYOR
IMPACT CITIES
ANTI-CRIME PROGRAM**

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ACQUISITION

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SECTION I
INTRODUCTION AND BACKGROUND

1.1 OPERATING PROGRAM OVERVIEW

The Cleveland IMPACT Cities Program is an intensive planning and action effort designed to reduce the incidence of stranger-to-stranger crime* and burglary in the City by five percent in two years and 20 percent in five years. Underlying the IMPACT Program is the basic assumption that specific crimes and the people who commit them constitute the problem to be addressed. As a consequence, program and project development has been based upon an analysis of local crime, offender background, demographic and environmental data within specific target areas of the City. Application of this approach resulted in a program structure containing five major Operating Programs: Addiction Treatment; Employment; Diversion and Rehabilitation; Deterrence, Detection, and Apprehension; and Adjudication. Figure 1-1 displays the program structure.

The Diversion and Rehabilitation Operating Program was established to minimize the desire to commit crimes, its sublevel goal under the IMPACT Cities Program. The 18 projects under this program may be categorized as those dealing with pre-delinquent and delinquent youth problems and those dealing with the reintegration of offenders into the community. The scope of this evaluation is restricted to the Youth Outreach Project, one of the projects

*Stranger-to-stranger crimes are homicides, rapes, aggravated assaults, and robberies, as defined by the FBI's Uniform Crime Reporting standards when such crimes do not occur among relatives, friends, or persons well known to each other.

ULTIMATE GOAL

REDUCE
STRANGER-TO-STRANGER
CRIME AND BURGLARY
5% IN 2 YEARS
20% IN 5 YEARS

SUB-LEVEL PROGRAM GOALS

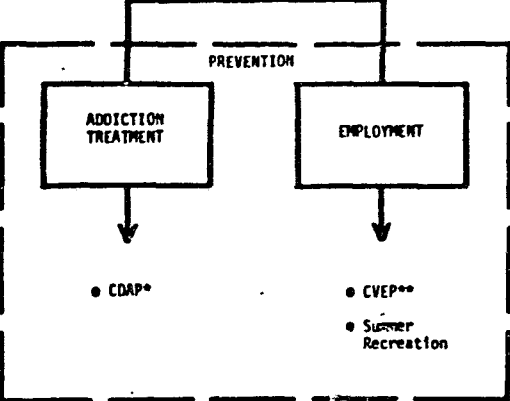
MINIMIZE NEED TO COMMIT CRIME

MINIMIZE DESIRE TO COMMIT CRIME

MINIMIZE OPPORTUNITY TO COMMIT CRIME

MAXIMIZE RISK FOR OFFENDERS

OPERATING PROGRAMS



PROJECTS AND/OR ACTIVITIES

- CDAP*

- CVEP**
- Summer Recreation

DIVERSION AND REHABILITATION

- YOUTH PROJECTS
- Alternative Education (Street Academy)
 - Youth Service Coordinators
 - Youth Outreach
 - Intervention and Developmental Centers
 - Police Athletic League
 - Cleveland Youth Assistance
 - Juvenile Court Development
 - Juvenile Delinquency Treatment

- CORRECTIONAL PROJECTS
- Comprehensive Corrections Unit
 - Group Homes
 - Community-Based Probation
 - Adult Parole Post-Release (Seven Step)
 - Institutional Post-Release Aftercare
 - Probationary Post-Release
 - Community-Based Supplemental Services
 - Boys' Club Post-Release
 - Big Brothers/Project Friendship Post-Release Follow-Up
 - Cleveland Pre-Trial Rehabilitation

DETERRENCE, DETECTION AND APPREHENSION

- Concentrated Crime Patrol
- Upgrading of Narcotics Related & Felony Investigative Procedures
- Auxiliary Police Training and Equipment
- Expansion of Police Outreach Centers
- Public Information
- Cleveland IMPACT Neighborhood Patrol
- IMPACT Response Time Reduction
- IMPACT Security Patrol for the Elderly
- IMPACT Streetlighting
- IMPACT Awareness

ADJUDICATION

- PRE-TRIAL DELAY:
 - Visiting Judges
 - Prosecutor's Office
 - Counsel for Indigents
- POST-ADJUDICATION DELAY:
 - Pre-Sentence Investigation
 - Diagnostic Treatment Profile
- Cleveland Offender Rehabilitation Project

FIGURE 1-1

CLEVELAND IMPACT CITIES PROGRAM STRUCTURE

*Cleveland Drug Abuse Program
**Cleveland Vocational Educational Program

in this Operating Program dealing with potentially delinquent and delinquent youth.

1.2 PROJECT OVERVIEW

This report presents the final evaluation of the Youth Outreach Project's performance during its two phases of IMPACT funding. IMPACT funding was first awarded on February 15, 1973, at which time funding became retro-active to the beginning of the year. The first phase of funding was originally scheduled for a 12-month period ending February 14, 1974. A Grant Adjustment Notice (GAN), approved by the Law Enforcement Assistance Administration (LEAA) Regional Office, extended the termination date of Phase I by two months. This extension was to allow the project to expend remaining first phase monies. The second phase of funding was awarded on April 15, 1974, again for a 12-month period. Another GAN extended the funding period by one month and IMPACT funding was subsequently concluded on May 14, 1975. In summary, the Youth Outreach Project was funded through IMPACT for almost 30 months.

[The Youth Outreach Project was established to reduce serious delinquency among potentially delinquent and already delinquent youth in seven high-delinquency areas of the City.* The problem which was to be addressed by the project was that many youth, especially those on probation

*These areas are seven of the nine Regional Planning Commission Social Planning Areas: Central, Glenville, Hough, Kinsman, Near West Side, Southeast, and Tremont.

and parole, are in need of specialized services but are not seeking the services of various youth-serving agencies because of a lack of trust in or alienation from these agencies, or simply ignorance of the existence of such agencies. [The project proposed to stimulate the utilization of needed services by youth through a systematic approach employing Youth Outreach workers within the youths' environment, the streets.] Consequently, personal assistance was to be rendered in controlling delinquent behavior and alleviating the causal factors for such behavior through the delivery of specialized social services directly by the project or indirectly by other community youth-serving agencies.

The first phase grant application identified a population of 8,696 youth who were eligible for this assistance. The youth who were to be enrolled in the project were defined as a target population possessing the following characteristics:

- Ages 13 to 19 years,
- Residents of primarily high-crime, high poverty areas,
- Educationally disadvantaged,
- Active or previous probationers and parolees, and
- Frequent drug abusers.

The project was to serve 1,000 youth from this target population during the first phase of funding. An additional 1,000 youth were to be enrolled for project services during the second phase period. Subsequently, a total of

2,000 youth were to be served through IMPACT funds by the Youth Outreach Project.

Youth Outreach workers were to be placed in the seven high-delinquency areas of the City to seek out these youth on their own level within the community setting and thereby develop trusting, credible relationships with them. In this manner, Youth Outreach services were to be made available for use by the target population.

The main emphasis of the project was on individual personal and parent/family counseling. Counseling was to assist the youth in the development of a more positive self-image and in the negotiation of critical personal situations. Parental support was also to be enlisted to assist in negotiating these situations.

Counseling was to be supplemented by three other activities: service brokerage, advocacy, and socializing activities. The most significant of the preceding activities is service brokerage, inasmuch as the worker's effectiveness depends on resolving the youth's behavioral problems by providing appropriate services for the client. Through this activity, the worker was to engage other agencies' services which the project could not provide and also assure the utilization of these services by the client. In the second listed activity, the worker was to serve as an advocate for the Youth Outreach client and intervene on the youth's behalf in situations where he/she is confronted with problems arising from the procedures and requirements of institutions such as schools. Through socializing activities

toward more positive group socialization such as educational field trips and outings. To enable the workers to properly perform in these activities, the Youth Outreach Project was to develop a supportive system for the workers. This system was to include supervisory and worker training programs incorporating service methodologies for specific populations and the development and continued refinement of supportive relationships with other youth-serving agencies.

In summary, Youth Outreach services were to assist youth in behaving in a more constructive manner, enabling them to remain in school or obtain gainful employment. More importantly, project services were to enable youth to overcome personal crises, and consequently were to minimize impulsive, unmanageable behavior resulting from such situations. Thereby, the positive influences of the project were to reduce delinquent behavior. Table 1-1 summarizes the project's objectives and methods by which these objectives were to be accomplished.

The following section presents an analysis of performance and management concerning the Youth Outreach Project during the 29.5 months of IMPACT funding, from January 1, 1973 through May 14, 1975.

TABLE 1-1
 YOUTH OUTREACH PROJECT
 OBJECTIVES AND METHODS

OBJECTIVE	METHOD
<ul style="list-style-type: none"> ● Serve the defined target population. 	<ul style="list-style-type: none"> ● Recruitment of 2,000 youth meeting eligibility criteria for project service delivery.
<ul style="list-style-type: none"> ● Reduce the number of IMPACT and non-IMPACT crimes committed by project youth; reduce the recidivism rate of youth in project. 	<ul style="list-style-type: none"> ● Delivery of specialized social services to youth by project or other community youth-serving agencies.
<ul style="list-style-type: none"> ● Increase positive feeling in project youth about self; increase negotiations of critical personal situations: ● Increase constructive behavior of project youth. 	<ul style="list-style-type: none"> ● Provision of Youth Outreach Workers; individual and group personal counseling; family/parent counseling; youth advocacy; leisure time activities; service brokerage.
<ul style="list-style-type: none"> ● Increase training of Youth Outreach Project staff. 	<ul style="list-style-type: none"> ● Training programs.
<ul style="list-style-type: none"> ● Develop and increase refinement of supportive relationships with other youth-serving agencies; <ul style="list-style-type: none"> - promote active responses to Outreach Workers' recommendations for improved coordination among agencies. - promote joint agency activities initiated by Outreach Workers. 	<ul style="list-style-type: none"> ● Inter-agency activities.

SECTION II
EVALUATION AND DISCUSSION

2.1 EVALUATION APPROACH

The 1972 MASTER PLAN proposed implementation of the Performance Management System (PMS) approach for the overall planning and evaluation of the Cleveland IMPACT Cities Program. As a planning, evaluation, and management tool, PMS is a method designed to permit rigorous measurement of program effectiveness in terms of a hierarchy of explicitly defined goals and objectives. The initial steps in applying the PMS approach involved the definition of an ultimate program goal (which for IMPACT is the reduction of stranger-to-stranger crime and burglary by five percent in two years, and 20 percent in five years) and then "unpacking" the overall goal into a series of measurable sublevel program goals, Operating Program goals, eventually down to the level of project objectives. Under PMS, emphasis was to be on the quantitative rather than the qualitative aspects of the IMPACT goal-setting concept. Above all, this concept was intended to be crime-specific. Hence, the IMPACT Planning and Evaluation staff assumed that each IMPACT Operating Program and project would contribute, however directly or indirectly, to the overall goal of IMPACT crime reduction over (initially) a two-year period.

It has become obvious that the Diversion and Rehabilitation Operating Program under which the Youth Outreach Project is subsumed is not fully

susceptible to the rigor of the PMS crime-specific program structure. The nature of the Operating Program places serious constraints upon the kind of data collection and data processing required for the analysis of commensurable data concerning a large-scale, crime-specific program. Specifically, a measurable relationship between the Diversion and Rehabilitation project's activities and the incidence of IMPACT crimes in Cleveland is impossible to assess, much less causally explain.

That is not to say, however, that a meaningful evaluation of any of these projects is not feasible. Federal experience in the management of large-scale social programs has demonstrated that some evaluative rigor is possible if individual projects are evaluated according to the Management by Objective (MBO) approach. MBO is less ambitious than PMS as a management tool. MBO merely insists that each implementing agency define its objectives in terms of measurable accomplishments and then monitor the project to ensure that the agency indeed is accomplishing its objectives. MBO does not demand analysis of project alternatives to determine which one might meet agency objectives most effectively and efficiently. It does, however, require rigorous monitoring of stated objectives.

By employing the MBO approach, project performance can be simply evaluated by asking, "Did Youth Outreach achieve their project-specific objectives?" This can be easily answered by examining the collected data with respect to each objective.

Certain data elements were defined to evaluate the Youth Outreach Project's performance in accordance with the stated objectives in the grant application. Two data collection forms were developed to gather the identified data elements from the project, a series of Data Collection Instruments (DCIs) and a summary Performance Status Report (PSR).*

The purpose of the DCIs was to collect client-specific data concerning clients served by IMPACT funds on a quarterly basis. The DCIs were specifically designed for each project and in many instances contained data elements which related to information about offender or client socio-economic backgrounds, prior criminal or delinquent histories, and client-specific operational data (such as the treatment modality of a drug abuser or the post-release status of a probationer). Since the data elements recorded on the DCIs must be aggregated in accordance with the planned evaluative usage, the DCIs were formatted for keypunching to allow for computerized data analysis.

The PSR was developed as a necessary supplement to the DCIs due to the three-month interval between DCI data collection and the time required for data processing. The PSR format allowed for the capture of summary information about project performance facilitating manual data reduction and summarization. These forms were also specifically designed for each project but were submitted on a monthly basis for more frequent periodic management information purposes.

*Refer to Appendices A and B, respectively, for examples of the project's DCIs and PSR.

Prior to the implementation of the IMPACT data collection effort, the Youth Outreach Project commenced its own data processing effort. Client- and worker-specific management forms previously developed and used by the project were redefined as data collection forms for computerization. Inasmuch as DCI data elements were included on the project forms, the DCI was eliminated as a data collection requirement. The PSR remained as a data collection requirement to capture only relevant data elements aggregated through computer processing.

For the preceding reasons, the following analyses of project performance and management are supported primarily by data retrieved from the summary PSRs. These data are supplemented by information contained in project narratives, monitor reports, and other relevant documentation.

It should be noted, however, that the reliability of Youth Outreach PSR data is suspect due to data gaps and inaccuracies in reporting and compiling data. The large number of project forms completed each month were summarized manually for the PSR until computer processing was implemented. Inaccuracies resulted from these manual tabulations. Although the project was requested by the IMPACT Planning and Evaluation Staff during several project/IMPACT meetings to rectify these inaccuracies once computer processing was implemented, the IMPACT Staff never received the corrected, computer-compiled data for the earlier months of project operations. In addition, when areas of inaccuracies were identified during the PSR data verification process, after computer processing was

implemented, the project did not demonstrate the utilization of rigorous methods to correct these areas. Finally, monitor on-site visits to the project indicated that the definition of some terms utilized on the PSR and project forms were not clear among staff completing project data collection forms which were compiled for the PSR. This situation resulted in inconsistent data reported for some data elements on the PSR.

The foregoing inaccuracies were further compounded by gaps in the data recorded on the project forms. These gaps resulted from (1) incomplete project forms on clients who were carried over from the Youth Outreach Program of Cleveland (YOPC)*, and (2) project forms completed by Outreach Workers which were not submitted for compilation.

The project subsequently attempted to rectify inaccuracies and data gaps resulting from Outreach Worker deficiencies (specifically, inconsistent reporting and the omission of some project forms) by a more rigorous supervision over the completion and submission of project data collection forms. However, earlier recordkeeping deficiencies could not be rectified since project operations for as much as nine months had to be reconstructed.

*The YOPC was funded through the Young Men's Christian Association (YMCA). This program was the prototype of the IMPACT-funded Youth Outreach Project.

2.2 ANALYSIS OF PROJECT PERFORMANCE

These analyses assess each project objective and/or the methods by which the objectives was to be met. In many cases, quantified objectives were not presented in the grant applications. Without comparative or base-line data, it is impossible to determine whether the Youth Outreach Project has attained these project objectives. However, some reliable judgments can still be made about project performance with respect to these objectives if taking the factors which affect the results into consideration, such as client population and services. Therefore, for unquantified objectives, a discussion concerning relevant project activities will be presented.

These analyses cover the period from January 1, 1973 through April 30, 1975, the period during which the project was operational. The project was phasing out operations from mid-April 1975 through the end of the funding period, May 14, 1975 due to the lack of continued funding resources.

Serve the defined target population.

The project was to enroll and serve 2,000 youth meeting eligibility criteria during the two phases of IMPACT funding. These youth were to be recruited by Outreach Workers in the "streets" and from community youth-serving agencies.

The project reported enrollment of 3,068 youth for service delivery during the IMPACT funding period, * representing a 53 percent increase in

*Refer to Section III for a more detailed discussion concerning the project's attempts for institutionalization.

**Some of these clients, 567 youth, were carried over from Y. O. P. C. During the IMPACT funding period, 2,501 youth were actually enrolled by the Youth Outreach Project.

expected client enrollment; 1,582 youth were reported to be adjudicated, or convicted, and 1,486 youth were categorized as potentially delinquent, or high-risk.* Figure 2-1 demonstrated the breakdown of adjudicated clients according to offense type. As can be seen by this Figure, many of these youth were adjudicated for IMPACT offenses. The majority of adjudicated clientele were under the legal sanction of probation or parole at the time of project entry.

Figure 2-2 presents the breakdown of the referral sources for the intake population. The majority of youth were recruited by the Outreach Workers in the "streets" or from community youth-serving agencies. No data are available concerning the other characteristics of the youth served.

The previous data do indicate that the project was serving the defined target population during the IMPACT funding period and that the intake population was in excess of the expected number to be served.

Reduce the number of IMPACT and non-IMPACT crimes committed by project youth; reduce the recidivism rate of youth in project.

No quantifications were presented in the grant applications concerning this objective with the exception of an arrest rate specification for Phase II funding. The project reported on the PSRs that there were 485 incidents of client arrest for delinquent and non-delinquent offenses. For the overall IMPACT funding period, the number of arrests is equivalent to a 16 percent

*High-risk youths were classified as those who (1) have had contact with the juvenile justice system, (2) were known to be behaving in a delinquent way, and (3) were having behavioral problems.

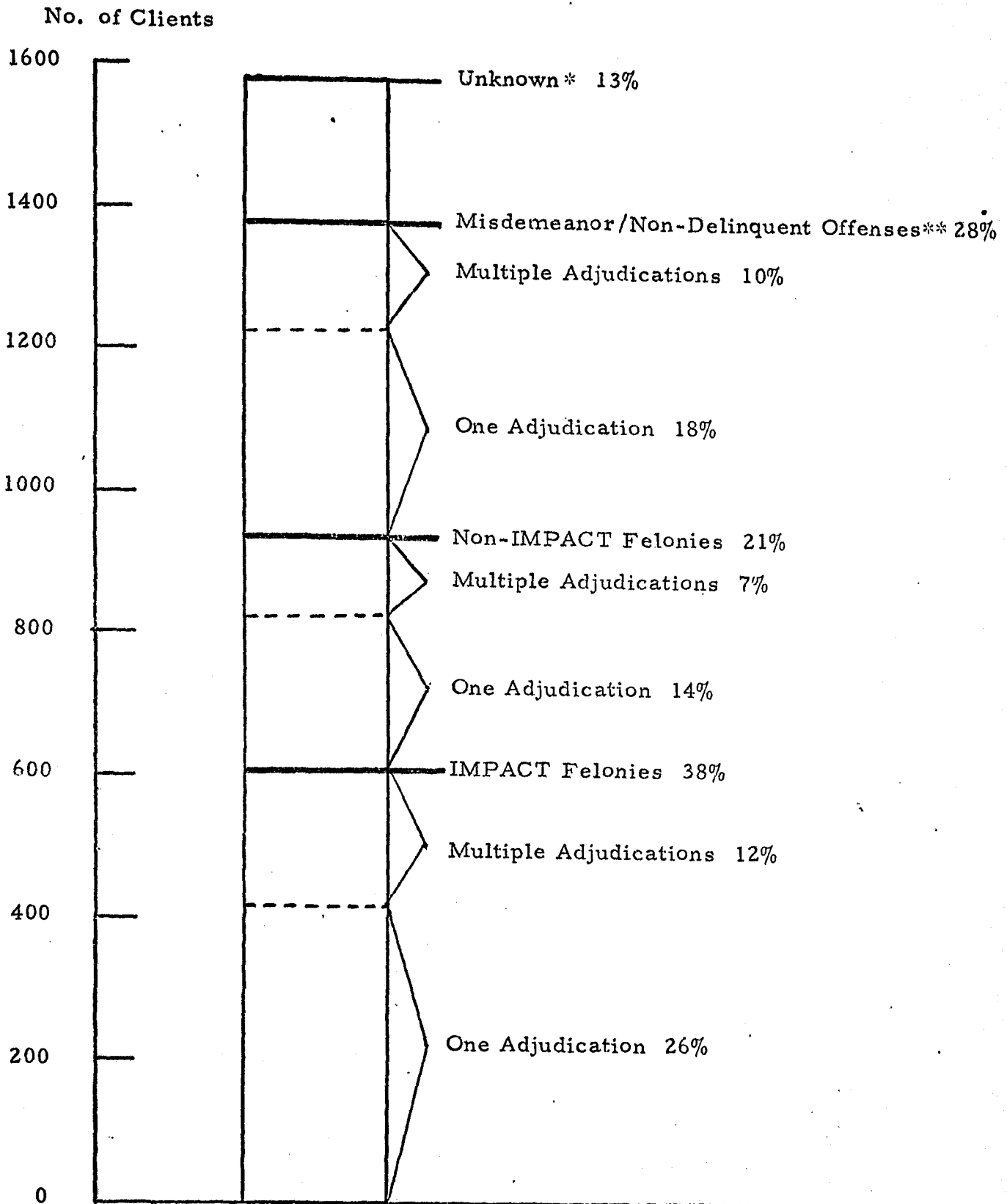


FIGURE 2-1

YOUTH OUTREACH PROJECT
CLIENTS ADJUDICATIONS AT ENTRY

*The "unknown" number represents clients for whom these data were not available.

**Non-delinquent offenses are social offenses not involving delinquent, or criminal, acts; for example, truancy and runaway.

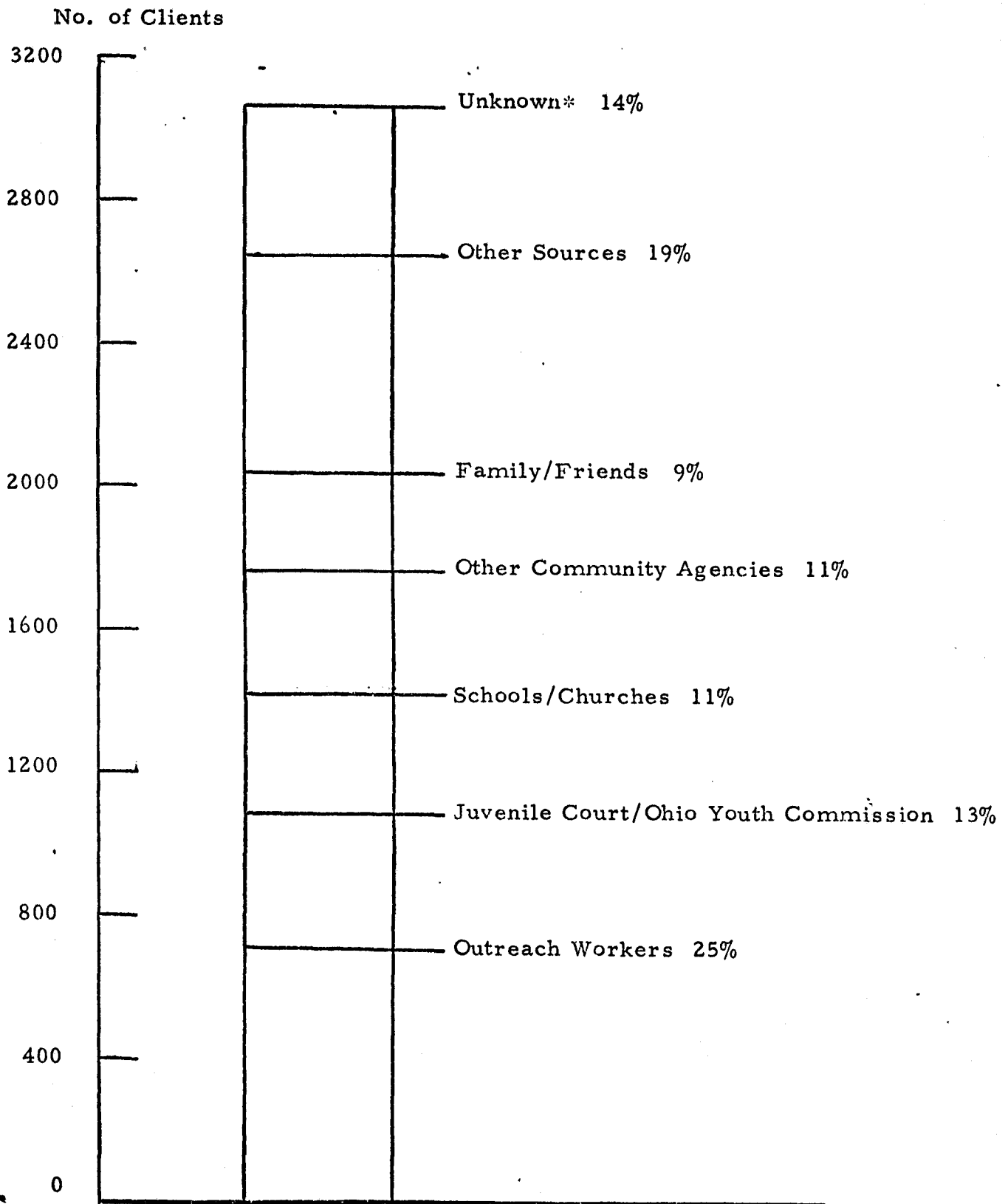


FIGURE 2-2

YOUTH OUTREACH PROJECT
CLIENT REFERRAL SOURCES

*The "unknown" number represents clients for whom these data were not available.

arrest rate.* Based on the number of clients served during each of the two phases of funding, the arrest rates for Phases I and II are 16 percent and eight percent, respectively. The preceding data indicate that the objective of not more than a 15 percent arrest rate was met for Phase II funding.

Of the total number of arrests, 336 were for youth who were adjudicated for delinquent and non-delinquent offenses prior to project entry. This number represents a maximum rate of recidivism of 21 percent for the 1,582 previously adjudicated clients.* In accordance with the definition of recidivism,** this rate is reflected as a maximum figure for three reasons. First, an arrest does not confirm a delinquent (criminal) or non-delinquent offense. Second, recidivism essentially refers to criminal acts unless a non-criminal conviction resulted in an adverse change in the offender's status of probation or parole.*** Third, although the project's

*Whether any client had more than one arrest is not known since the PSR collected summary data. Therefore, the arrest and rearrest recidivism rates are based on the assumption that no client was arrested more than once.

**According to the definition of the National Advisory Commission on Criminal Justice Standards and Goals, "recidivism is measured by (1) criminal acts that resulted in conviction by a court, when committed by individuals who are under correctional supervision or who have been released from correctional supervision within the previous three years, and by (2) technical violations of probation or parole in which a sentencing or paroling authority took action that resulted in an adverse change in the offender's legal status." See National Advisory Commission on Criminal Justice Standards and Goals, REPORT ON CORRECTIONS, p. 513, Washington: GPO (1973).

***This information is not available from the summary PSRs.

arrest data are considered relatively accurate because of the Outreach Worker's close contact with clients, * there were large gaps in the data on clients' adjudication prior to project entry, i. e. previous delinquent histories are not known for as many as 425 clients. Such data gaps inflated the above recidivism rate considerably. In any case, the Youth Outreach Project's recidivism rate compares favorably with available Juvenile Court statistics.**

Increase positive feelings in project youth about self; increase negotiations of critical personal situations.

This objective was not quantified in the project's grant applications. Furthermore, qualitative assessment forms completed by project clientele and/or staff at periodic intervals of enrollment would be needed to properly evaluate increases in clients' positive feelings and their ability to negotiate personal crises situations. The extent of such record keeping was not within the scope of the Youth Outreach Project. As an alternative, the methods by which this objective was to be achieved are addressed in the discussions below. These methods can be classified into two categories: project staffing and client services.

*No formal method of determining arrests was developed or implemented. Arrests were usually determined through contacts with the client himself or his family and friends unless the youth was referred to the project by an agency under the juvenile justice system.

**For 1973, the Juvenile Court reported that of the youth who had official filings for delinquent and non-delinquent offenses, 29 percent had some contact with the Court prior to that year.

Project Staffing. The project was to secure 35 Outreach Workers for project operations during Phase I and 29 Outreach Workers for Phase II. During the first phase funding, an average of 33 Outreach Workers per month were performing project functions; during second phase funding, an average of 28 Outreach Workers per month were performing project functions. These data represent deficits of six percent and three percent, respectively, for the two phases. In accordance with service and project narratives, these slight deficits did not demonstrate detrimental effects on project operations.

Client Services. Table 2-1 presents a summary of client services which were provided during the two phases of IMPACT funding. These data indicate that service delivery was extensive as well as intensive for a project of this nature. In particular, a considerable amount of time was devoted to individual counseling by the Outreach Workers.

To the extent that the client services provided by the Outreach Workers increased positive feelings among client youth and an increased ability to negotiate crisis situations, this objective was met by the project.

Increase constructive behavior of project youth.

The preceding client services were to enable youth to remain in school and obtain and maintain employment positions. Quantified objectives were presented only for the second phase funding period concerning the number of youth to be involved in one of these two constructive activities. Table 2-2 summarizes the data concerning clients in school and employed. The category, clients in vocational training, was added to this Table since it also

TABLE 2-1

YOUTH OUTREACH PROJECT
SUMMARY OF CLIENT SERVICES

Average no. clients enrolled/mo:		544
CLIENT SERVICES	PROJECT DATA	
Individual Counseling:		
% Clients served/mo.	81%	
Hours/client served/mo.	4.1	
Hours/session	1.5	
Group Counseling:		
% clients served/mo.	29%	
Sessions/mo.	60	
Hours/session	2.7	
Family/Parent Counseling:		
% clients served/mo.	11%	
Hours/client served/mo.	3.3	
Hours/session	1.4	
Youth Advocacy:		
% clients served/mo.	26%	
Hours/client served/mo.	3.5	
Hours/session	1.8	
Service Brokerage:		
% clients served/mo.	22%	
% effective referrals	87%	
Hours/client served/mo.	2.7	
Hours/session	1.4	
Socialization/Recreational Activities:		
% clients served/mo.	28%	
Sessions/mo.	110	
Hours/session	2.2	

TABLE 2-2

YOUTH OUTREACH PROJECT
CLIENTS IN CONSTRUCTIVE ACTIVITIES

	PHASE I	PHASE II	PHASES I & II
Educational Training:			
Actual no. enrolled/mo.	368	267	313
Actual % enrolled/mo.	56%	60%	58%
Expected no. enrolled/mo.	N. A. *	379	N. A.
% difference - no. enrolled	N. A.	-30%	N. A.
Employment Positions:			
Actual no. employed/mo.	105	63	8.2
Actual % employed/mo.	16%	14%	15%
Expected no. employed/mo.	N. A.	125	N. A.
% difference - no. employed	N. A.	-50%	N. A.
Vocational Training:			
Actual no. enrolled/mo.	11	16	14
Actual % enrolled/mo.	2%	4%	3%
TOTAL In Constructive Activities:**			
Actual no. involved/mo.	483	346	408
Actual % involved/mo.	73%	78%	75%

*N. A. denotes not available.

**These figures are based on the assumption that no client was involved in more than one activity. Due to data overlap with respect to the PSRs it is impossible to determine the distinct number of clients in educational/vocational training and employment positions.

reflects constructive behavior of youth, although no quantifications was indicated for this category in the Phase I and Phase II grant applications.

As can be seen from this Table, the project experienced deficiencies in both the number in educational training and in employment positions per month during Phase II. No documentation is available concerning the causal factors for the deficit in clients enrolled in school. However, project narratives indicate that Outreach Workers encountered difficulties in locating available job sits for clients in addition to effecting referrals for employment positions. These difficulties were attributed to the current generally depressed state of the economy. As a supplement to the Outreach Workers' attempts for job referrals, efforts were implemented to find other sources of employment placements for clients, principally through community agencies. The project noted that these efforts, however, were not as successful as anticipated and that the majority of job placements were the result of relationships established with selected firms and industries by project staff.

In any case, the total percent of clients reported to be involved in school, in jobs or vocational training during the IMPACT funding period is impressive. The project demonstrated considerable ambitiousness in the objectives it set for Phase II. In accordance with these objectives, all clients should have been enrolled in school and/or in jobs during the second phase funding period. The realization of such an objective, regardless of the intensity of service delivery, appears unlikely for a target population with the characteristics proposed for this project.

Increase training of Youth Outreach Project staff.

Staff training was not implemented until May 1973, four months into the funding period. This delay could be attributed to the late installation of a Project Director and Associate Director, whose job functions included the implementation of a comprehensive training program for staff, specifically Outreach Workers and their supervisors. A substantial number of training sessions was held during the remainder of the funding period, an average of 10 per month since implementation.* Three types of training were included: general Outreach Worker training, specialty seminars for Outreach Workers, and administrative and supervisory staff training. General training was provided during 51 of the total 228 training sessions and was designed to prepare and aid Outreach Workers in their role. Discussions were held concerning topics such as available community services, different counseling methods, and street contact techniques. Specialty seminars included training in specific service methodologies and case planning; a total of 124 sessions were held. Administrative and supervisory training dealt with the expansion of supervisory skills and they related to Outreach Workers, their role, and their caseloads. Fifty-three administrative and supervisory training sessions were convened to address topics in this area.

Develop and increase refinement of supportive relationships with other youth-serving agencies.

Two component objectives were included in this project objective.

Both were for the ultimate goal of promoting referrals to other agencies for

*Staff training was not provided during the last month of funding, April 1975, since project operations were phasing out during that time.

effective provision of needed supplemental services for clients, or service brokerage. In this concept, the two component objectives were geared toward the establishment of sound working relationships with other community agencies to meet the needs of youth through their liaison person, the Outreach Worker. These component objectives are:

- 1) promote active responses to Outreach Workers' recommendations for improved coordination among agencies, and,
- 2) promote joint agency activities initiated by Outreach Workers.

During the two phases of funding, there were 301 active responses to the Outreach Workers' recommendations for improvements among agencies. These improvements included new service programs and shifts in resources to address needs of youth more adequately. In addition, a total of 358 joint agency activities were inaugurated by the Workers. The sum of these figures represents almost one positive result per calendar day.

To achieve these results, an average of 452 area community agencies were contacted per month by the Outreach Workers. Each Worker devoted approximately 49 hours, or about six working days, per month to agency contacts.

The preceding data indicate an intensive coordinative effort with other youth-serving agencies.

2.3 ANALYSIS OF PROJECT MANAGEMENT

In accordance with the project's administrative structure, supervisory guidelines were provided to the Outreach Workers by participating

agencies. Representatives from these agencies composed the Youth Outreach Project Board of Directors. The Project Director was under the supervision of this Board.

For the Phase I funding period, six participating agencies and 24 Outreach Worker supervisors representing these agencies were specified in the grant application. Moreover, six fiscal agents, one representing each member organization, were designated for the first phase period to assume fiscal accountability. This organizational structure was modified for Phase II funding since project operations, specifically relating to administration and supervision, had become unwieldy and lacked cohesion. In the second phase grant application, the number of supervisors was reduced to four and five participating agencies* were indicated. In addition, the YMCA assumed the responsibility of the sole fiscal agent for the project during Phase II.

Although these modifications simplified the administration of the project and resulted in improved communication between supervisors and Outreach Workers, the multi-agency administrative structure continued to present difficulties in executing project operations. Specifically, it limited the Project Director's role in the supervision and management of the Outreach Workers' performance of project activities.

*The five participating agencies were Campfire, Inc., Greater Cleveland Neighborhood Centers Association, Young Womens' Christian Association (YWCA), the YMCA, and West Side Ecumenical Ministry (WSEM). The Girl Scouts of America elected not to continue its participation in the Youth Outreach Project for the second phase.

Although the preceding analysis of PSR data did not demonstrate detrimental effects on project activities for the overall IMPACT funding period, certain areas of deficiency were noted during monitor on-site visits and IMPACT management reviews of project performance. These included the following.

- (1) Participating agencies did not have a clear or thorough understanding of project objectives and methods. This situation was partially responsible for the inconsistency in usage of terms when reporting on project activities. Several project meetings were held to clarify project operations and definition of terms.
- (2) In many cases, when cooperative inter-relationships with other community agencies were developed, follow-up services were not provided by the Outreach Workers. The extent to which this deficiency was resolved is not known.
- (3) In accordance with PSR data, inter-agency activities began to take a priority over client services during the latter part of Phase I.* Phase II PSR data indicate this deficiency was corrected.
- (4) The project was continuously late in meeting deadlines for the submission of IMPACT reporting requirements. As a result, the review of PSR data for IMPACT Management information purposes became almost ineffective. For example, the deficiency in hours devoted to client services cited above was not known until almost six months later. The final project narrative and fiscal report for Phase II operations are currently outstanding.

Attempts to rectify these deficiencies were hindered by the cumbersome nature of the project's administrative structure. The Project Director's

*The Phase II grant application specified that 60 percent of the Workers' time was to be devoted to direct client services. However, an IMPACT management report concerning project performance indicated that at most 55 percent of the Workers' reported time was encumbered by client services during the three months prior to the commencement of Phase II.

limited authority did not permit immediate resolutions of problems. For example, extreme measures had to be taken by the IMPACT Office more than once to bring all reports up-to-date.

Another area of concern to the IMPACT Staff was the project's data computerization system.* Computer processing was implemented as an in-house management information system. The extent to which this system provided a management capability was never demonstrated by the project although documentation on its utilization was requested by IMPACT Staff. In addition, the project's computerized data base as a means to facilitate the retrieval of more accurate and detailed PSR data for evaluation purposes was never realized. IMPACT experience in retrieving data from the system proved to be a time-consuming effort. Consequently, the utility of the project's data computerization system cannot be determined.

The following section presents a summary of the preceding analyses concerning project objectives and activities and addresses the project's general performance during IMPACT funding.

SECTION III

SUMMARY AND CONCLUSIONS

The Youth Outreach Project was a service-oriented program focusing on the needs of delinquent and potentially delinquent youth. The project was to aid these youth in the receipt of specialized services directly from the project or indirectly through other community agencies. The project proposed to provide this assistance on a personal basis through Youth Outreach Workers operating within the youths' environment, the streets.

Although some management difficulties were experienced, performance data indicate that the project was generally operating in accordance with grant application specifications during the two phases of IMPACT funding. A considerable number of clients were served through project services, a total of 3,068 youth during Phases I and II. This number represents a significant increase in the intake population as compared to the expected client enrollment.

Results of client service delivery were impressive considering the characteristics of the target population. The project reported an arrest rate of 16 percent for its total population and a maximum recidivism rate of 25 percent for previously adjudicated clients. Moreover, an average of 75 percent of the monthly client load was involved in some constructive activity, i. e. in school, employed, or in vocational training.

The high number of youth remaining arrest free and in constructive activities during the IMPACT funding period could be attributed to the intensive as well as extensive level of effort regarding service delivery by the Outreach Workers, particularly with respect to face-to-face services such as individual counseling and youth advocacy. These two services account for almost two man-weeks per month of the Outreach Workers' time and reflect the importance of face-to-face interrelationships between client and worker in terms of positive results. That is to say, youth were met face-to-face on their own level by the Outreach Workers, and the mutual relationships subsequently developed allowed for a more productive individual treatment modality.

The scope of the Workers' role was not limited, however, to the individual client. Their role also included a large scale improvement in inter-agency operations, ultimately for the benefit of the youth they serve. The objectives relating to the refinement of supportive relationships with other youth-serving agencies also showed considerable results in the positive, responses elicited by the Workers.

Although performance data for the overall IMPACT funding period do not indicate detrimental effects on activities, the project experienced some difficulties in the management of project operations due to its multi-agency administrative structure. The Project Director's role in the supervision of effective execution of project functions was limited. The

Youth Outreach Board, composed of representatives from participating agencies, held primary responsibility for project management. This structure proved to be cumbersome in effecting immediate changes in the direction of project operations.

Finally, the computerized data base developed and implemented by the project did not clearly demonstrate its utility. The data base was developed to serve a twofold purpose: (1) to improve project management, and (2) to facilitate retrieval of project data for IMPACT evaluation purposes. Usage of the data base as a management capability was never defined by the project; and, in many cases, the data base proved to be a hindrance rather than an aid in the retrieval of performance data.

The Youth Outreach Project was unable to secure additional funds for continuation of project services subsequent to the termination of the IMPACT funding period. Several attempts were made to obtain monies from various funding resources, although they were unsuccessful. The project began phasing out operations in April 1975; clients enrolled in the project during the last month of funding were referred to other community agencies for continued treatment.

APPENDIX A

PROJECT DATA COLLECTION INSTRUMENTS

1-6 Marital Status

(55)

- 1 - Single
- 2 - Married
- 3 - Divorced
- 4 - Separated
- 5 - Widowed

1-7 Residential Status

(56-57)

- 01 - Live alone
- 02 - Live with spouse
- 03 - Live with spouse and children
- 04 - Live with children only
- 05 - Live with siblings
- 06 - Live with Parent (s)
- 07 - Live with other relative
- 08 - Live with friend (s)
- 09 - Institution (Specify):

10 - Other (Specify):

1-8 Financial Status

(58)

- 1 - Self-employed
- 2 - Employed by other
- 3 - Unemployed
- 4 - Full-time student
- 5 - Part-time student

1-9 Project Sequence

40

(1-7)

Card Number

0002

(8-11)

1-10 Residence

(12-17)

Street Number (Right Justify)

(18-26)

Street Direction (Left Justify)

(27-33)

Street Name (Left Justify)

Street Type

- 1- Avenue
- 2- Boulevard
- 3 - Circle
- 4 - Drive
- 5 - Place
- 6 - Road
- 7 - Street
- 8 - Terrace
- 9- Other

1-11

Census Tract

(40-46)

1-12

Length of Time at Above Address (Months)

(47-49)

(Right Justify)

1-13

Telephone

(50-56)

SECTION III
PROJECT DATA COLLECTION INSTRUMENT
YOUTH OUTREACH

Client's Name: _____
Last
First
Middle

3-1 Project Sequence Y O (1-7)
 Card Number 0 0 0 6 (8-11)

3-2 Client's Date of Birth Month
 Day
 Year (12-17)

3-3 Referred by: (18)
 1 - Self
 2 - Friend or Relative
 3 - Other (specify) _____

3-4 Project Entry Date Month
 Day
 Year (19-24)

3-5 Project Exit Date Month
 Day
 Year (25-30)

3-6 Worker's Name: _____
Last First Middle

Enter affiliation with project: (31)
1 - Project Employee
2 - Volunteer

3-7 Report Period Ending: Month
 Day
 Year (32-37)

3-8 Length of Reporting Period
(In Calendar Days) (38-40)
(right justify)

3-9 Number of Contacts with Client
During this Period: (41-42)
(right justify)

3-10 Number of Services Rendered
During this Period (Enter
Number in Appropriate Boxes
Please Right Justify).

Individual Counseling with
Youth (43-44)

Parent Counseling (45-46)

Advocacy (47-48)

Service Brokerage (49-50)

3-10
(cont)

Socialization Activities

(51-52)

Other (specify) _____

(53-54)

3-11 Number of Hours Spent in
Rendering Each Service During
this Period (Enter Total Hours
to the Nearest Hour, for Each
Service in the Appropriate Boxes
Please Right Justify).

Individual Counseling with
Youth

(55-57)

Parent Counseling

(58-60)

Advocacy

(61-63)

Service Brokerage

(64-66)

Socialization Activities

(67-69)

Other (specify) _____

(70-72)

3-12 Number of Referrals Made
During this Period (Right
Justify)

(73-74)

3-12
(cont'd)

Reasons for Referrals (Enter
up to three reasons).

(75-77)

- 1 - This project's services not appropriate to client's needs.
- 2 - Client not satisfied with this project's services.
- 3 - Services needed by client are not available.
- 4 - Other (please specify): _____

3-13

Project Sequence

Y O - (1-7)

Card Number

0 0 0 7 (8-11)

3-14

Client Status (Place a "1" in each
box that applies).

Past Delinquent Behavior (12)

School Truancy (13)

School Suspension (14)

Drug Abuse (15)

Unemployed (16)

School Dropout (17)

Youth AWOL from Home (18)

Severe Family Problems (19)

Youth Returning from Ohio
Youth Commission Institution (20)

Unsupervised Youth (21)

Other (specify): _____ (22)

APPENDIX B

PROJECT PERFORMANCE STATUS REPORT

**CLEVELAND IMPACT
PERFORMANCE STATUS REPORT**

Project: **YOUTH OUTREACH
(SECOND PHASE)**

Reporting Period (month): _____

Client Intake Information

1) Number of clients enrolled at end of reporting period:

Convicted*			Non-Convicted*		
a) _____	b) _____	c) _____	d) _____	e) _____	f) _____

2) Number of additional clients admitted during this period:

	Convicted			Non-Convicted		
	a	b	c	d	e	f
New	_____ /	_____ /	_____ /	_____ /	_____ /	_____ /
Returned	_____ /	_____ /	_____ /	_____ /	_____ /	_____ /

3) Number of new clients admitted this period who were last convicted of:

	Convicted		
	a	b	c
IMPACT Crime	_____ /	_____ /	_____ /
Non-IMPACT felony	_____ /	_____ /	_____ /
Misdemeanor	_____ /	_____ /	_____ /
Non-criminal offense	_____ /	_____ /	_____ /

4) Number of new clients admitted this period who were referred by:

	Convicted			Non-Convicted		
	a	b	c	d	e	f
Project Outreach Worker	_____ /	_____ /	_____ /	_____ /	_____ /	_____ /
Juvenile Court	_____ /	_____ /	_____ /	_____ /	_____ /	_____ /
Ohio Youth Commission	_____ /	_____ /	_____ /	_____ /	_____ /	_____ /
Police Department	_____ /	_____ /	_____ /	_____ /	_____ /	_____ /
Family	_____ /	_____ /	_____ /	_____ /	_____ /	_____ /
School	_____ /	_____ /	_____ /	_____ /	_____ /	_____ /
Community Agency/Project	_____ /	_____ /	_____ /	_____ /	_____ /	_____ /
Another IMPACT Project	_____ /	_____ /	_____ /	_____ /	_____ /	_____ /
Friends	_____ /	_____ /	_____ /	_____ /	_____ /	_____ /
Self	_____ /	_____ /	_____ /	_____ /	_____ /	_____ /
Other (specify): _____	_____ /	_____ /	_____ /	_____ /	_____ /	_____ /

*Youth Outreach clientele may be grouped into those who were Convicted and those who were never convicted, Non-Convicted. Convicted is organized into three categories: a) those who are institutionalized in a correctional facility, b) those who are under legal sanction (i. e., probation or parole), c) those who were released from legal sanction. Non-Convicted is organized into three categories: d) those who have had contact with the Juvenile Justice System, but were never convicted, e) those who are known to be behaving in delinquent ways, but have never had contact with the Juvenile Justice System, f) those who are not behaving delinquently but are having behavioral problems and have had no contact with the Juvenile Justice System.

5) Legal status of new clients admitted this period:

On Probation _____ Previously on probation _____
 On Parole _____ Previously on parole _____
 Under custody of correctional institution _____
 Previously under custody of correctional institution, no probation
 or parole _____
 Under custody of Detention Home, awaiting court hearing _____
 Under custody of parent(s)/guardian, awaiting court hearing _____
 No previous or current legal sanctions _____
 Unknown _____ Other (specify) _____

6) Delinquent/criminal status of new clients admitted during this period. (do not double-count clients).

One conviction:

IMPACT Crime _____ Non-IMPACT Felony _____
 Misdemeanor _____ Non-criminal offense _____

Multiple convictions:

IMPACT Crime (at least one) _____ Non-IMPACT felony _____
 Misdemeanor (only criminal offense) _____
 Non-criminal offense (only) _____

One court contact:

Criminal offense _____ Non-criminal offense _____

Multiple court contacts:

Criminal offense (at least one) _____
 Non-criminal offense (only) _____

7) Number of clients who exited the project during this period:

	Convicted			Non-Convicted		
	a	b	c	a	b	c
Satisfactory completion	____/____/____	____/____/____	____/____/____	____/____/____	____/____/____	____/____/____
Dropped Out	____/____/____	____/____/____	____/____/____	____/____/____	____/____/____	____/____/____
Probation Violation	____/____/____	____/____/____	____/____/____	____/____/____	____/____/____	____/____/____
Parole Violation	____/____/____	____/____/____	____/____/____	____/____/____	____/____/____	____/____/____
Other Unsatisfactory Performance	____/____/____	____/____/____	____/____/____	____/____/____	____/____/____	____/____/____
Referred to Another IMPACT Project	____/____/____	____/____/____	____/____/____	____/____/____	____/____/____	____/____/____
Referred to Community Agency/Project	____/____/____	____/____/____	____/____/____	____/____/____	____/____/____	____/____/____
Other (specify) _____	____/____/____	____/____/____	____/____/____	____/____/____	____/____/____	____/____/____

B Worker Information

1) Total number of project staff (Leaa and In-Kind) employed at end of reporting period:

Administrators _____ Supervisors _____ Other (specify) _____
 Outreach Workers _____ Clerical _____
 Total _____

2) Worker activity during this period:

	No. of Workers		No. of Hours**			
	P. T.*	F. T.*	Exp.	Act. Reg.	Act. Other	
Outreach Workers	_____/____	_____/____	_____	_____	_____	_____
Supervisors	_____/____	_____/____	_____	_____	_____	_____

3) Number of additional staff (LEAA and In-Kind) employed during this period:

Administrators _____ Supervisors _____ Outreach Workers _____
 Clerical _____ Other (specify) _____
 Total _____

Fiscal Information

1) Project funds expended during this period:

LEAA Funds _____ In-Kind Funds _____ Total _____

Activity Information

1) Counseling services provided during this reporting period:

	Convicted			Non-Convicted		
	a	b	c	d	e	f
Individual:						
No. of Clients	_____/____	_____/____	_____	_____/____	_____/____	_____
No. of Sessions	_____/____	_____/____	_____	_____/____	_____/____	_____
No. of Hours	_____/____	_____/____	_____	_____/____	_____/____	_____

No. of Y. O. W. s involved in Individual Counseling _____

*P. T. refers to part-time; F. T. refers to full-time.

**Hours should be presented for "Exp." or expected hours, "Act. Reg." or actual regular hours, and "Act. Other" or actual other hours which includes paid time not worked.

D. Activity Information (continued)

	Convicted			Non-Convicted		
	a	b	c	d	e	f
Group:						
No. of Clients	_____ / _____ / _____			_____ / _____ / _____		
Total number of sessions for group counseling	_____					
Total number of hours for group counseling	_____					
No. of Y. O. W. s involved in group counseling	_____					

	Convicted			Non-Convicted		
	a	b	c	d	e	f
Family/Parent:						
No. of Clients	_____ / _____ / _____			_____ / _____ / _____		
No. of Sessions	_____ / _____ / _____			_____ / _____ / _____		
No. of Hours	_____ / _____ / _____			_____ / _____ / _____		
No. of Y. O. W. s involved in Family/Parent Counseling	_____					
Total number of Y. O. W. s involved in counseling this period:	_____					
Total number of staff involved in counseling this period:	_____					

2) Youth advocacy provided during this period:

	Convicted			Non-Convicted		
	a	b	c	d	e	f
Number of clients provided service	_____ / _____ / _____			_____ / _____ / _____		
Number of sessions	_____ / _____ / _____			_____ / _____ / _____		
Number of hours	_____ / _____ / _____			_____ / _____ / _____		
Number of Y. O. W. s involved in advocacy this period:	_____					
Total number of staff involved in advocacy this period:	_____					

3) Service brokerage provided this period:

	Convicted			Non-Convicted		
	a	b	c	d	e	f
Number of clients provided this service	_____ / _____ / _____			_____ / _____ / _____		
Number of clients receiving needed services (i. e., referral effective)	_____ / _____ / _____			_____ / _____ / _____		
Number of sessions	_____ / _____ / _____			_____ / _____ / _____		
Number of hours	_____ / _____ / _____			_____ / _____ / _____		
Number of Y. O. W. s involved in service brokerage this period:	_____					
Total number of staff involved in service brokerage this period:	_____					

Activity Information (continued)

4) Socialization activities provided this period:

Convicted

	a	b	c	d	e	f
Number of clients	_____ / _____	_____ / _____	_____ / _____	_____ / _____	_____ / _____	_____ / _____
Number of sessions	_____ / _____	_____ / _____	_____ / _____	_____ / _____	_____ / _____	_____ / _____
Number of hours	_____ / _____	_____ / _____	_____ / _____	_____ / _____	_____ / _____	_____ / _____

Number of Y. O. W. s involved in this service: _____
 Total number of staff involved in this service: _____

5) Inter-agency activities during this period:

Community Agency/Project Other IMPACT Project

Number contacted	_____	_____
Number of contact sessions	_____	_____
Number of hours	_____	_____
Number of new programs, resources, etc.	_____	_____

Number of joint other IMPACT projects and community agencies/projects activities initiated by Y. O. W. s: _____
 Number of Y. O. W. s involved in this service: _____

Client Status Information

1) Number of clients who became enrolled in an educational facility during this period:

	Convicted			Non-Convicted		
a) _____	b) _____	c) _____	d) _____	e) _____	f) _____	

2) Number of clients enrolled in an educational facility at end of period:

	Convicted			Non-Convicted		
a) _____	b) _____	c) _____	d) _____	e) _____	f) _____	

3) Number of clients who left an educational facility during this period:

	Convicted			Non-Convicted		
Experience	a	b	c	d	e	f
Satisfactory	_____ / _____	_____ / _____	_____ / _____	_____ / _____	_____ / _____	_____ / _____
Unsatisfactory	_____ / _____	_____ / _____	_____ / _____	_____ / _____	_____ / _____	_____ / _____

4) Number of clients who obtained employment during this period:

	Convicted			Non-Convicted		
a) _____	b) _____	c) _____	d) _____	e) _____	f) _____	

5) Number of clients who are employed at end of period:

	Convicted			Non-Convicted		
a) _____	b) _____	c) _____	d) _____	e) _____	f) _____	

6) Number of clients who became unemployed during this period:

Experience	Convicted			Non-Convicted		
	a	b	c	d	e	f
Satisfactory	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____
Unsatisfactory	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____

7) Number of clients who are enrolled in an educational facility and employed at the end of this period:

Convicted			Non-Convicted		
a)	b)	c)	d)	e)	f)
_____	_____	_____	_____	_____	_____

8) Number of clients involved in vocational training during this period:

Convicted			Non-Convicted		
a)	b)	c)	d)	e)	f)
_____	_____	_____	_____	_____	_____

9) Number of clients arrested during this period:

	Convicted*			Non-Convicted*		
	a	b	c	d	e	f
IMPACT Crime	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____
Non-IMPACT Felony	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____
Misdemeanor	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____
Non-criminal Offense	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____

10) Number of clients who had court hearing for offense committed prior to enrollment: _____

Dispositional Breakdown:

- Convicted, IMPACT Crime _____
- Convicted, Non-IMPACT Felony _____
- Convicted, Misdemeanor _____
- Convicted, Non-Criminal Offense _____
- Not Convicted _____
- Case Continued, No disposition _____

11) Number of clients with whom there has been no service contact for:

Length of Time**	Convicted			Non-Convicted		
	a	b	c	d	e	f
1 mo. to 2 mos.	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____
2 mos. to 3 mos.	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____
3 mos. to 4 mos.	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____
4 mos. to 5 mos.	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____
5 mos. to 6 mos.	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____
6 mos. or more	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____	_____ / _____ / _____

*Refer to page one for definitions of these client groupings. These groupings, Convicted and Non-Convicted, do not refer to the arrest this period; that is they do not refer to the disposition of the arrest this period.

**These time periods should be interpreted as "at least the first length of time, up to but not including the second length of time. For example, if a client received no services for 1 month and three weeks, he belongs in the time period "1 mo. to 2 mos."

12) Number of clients who changed client classification during this period:

Within "Convicted" Category:

From "Non-Convicted" to "Convicted" Category

a to b _____
a to c _____
b to c _____
b to a _____
c to a _____
c to b _____

d to a _____
d to b _____
e to a _____
e to b _____
f to a _____
f to b _____

Within "Non-Convicted" Category:

f to d _____
f to e _____
e to d _____

Required Signatures -

Project Director: _____

IMPACT Monitor: _____

END