

Newark

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High Impact Anti-Crime Program

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E. CHELIMSKY

April 10, 1975

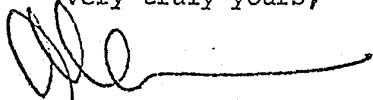
Mr. John Vrettos  
Sr. Program Analyst  
SLEPA  
3535 Quaker Bridge Road  
Trenton, New Jersey 08625

Re: Vindicate Society/73-ED-02-0101

Dear John:

As per your letter of April 1st, enclosed please find a final Evaluation Report for the above cited project. As the report speaks for itself, I have no comments concerning the same. An additional report concerning the second point of the letter will be submitted to your office sometime next week. If you have any questions concerning this report, please contact me. Thank you.

Very truly yours,



Alan Zalkind  
Acting Executive Director

AZ:gj

Encl.

cc: Dave Powell  
Harold Damon  
Elly Chelimsky ✓  
Dick Barnes  
Wallace White

CENTRAL  
FILE

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NEWARK HIGH IMPACT

ANTI-CRIME PROGRAM

NCJRS

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ACQUISITIONS

*NY* Vindicate Society -  
Final Evaluation Report,  
(73-ED-02-0101)

April, 1975

Prepared by Newark High Impact Evaluation Staff  
under Grant No. 73-NI-02-0002

## INTRODUCTION AND BACKGROUND

### A. Purpose and Scope

The purpose of this report is to present an evaluation or assessment of the status of the Vindicate Society Project to date. Emphasis is placed on status rather than outcome or effect because it is too early or premature to make the latter type of assessment. In other words, as our findings reveal, the project is still in its developmental stages.

Thus, the report evaluates or assesses the project in terms of its Capability Objectives rather than its Performance Objectives. It covers the first 18 months of the project, i.e., from July 1973 to December 1974. In this vein, implementation is the focus of this report. Accordingly, the report contains information on the achievement of the project relative to its goals; i.e., Capability Objectives; the Organization of its staff; project activities; conclusion and recommendations. The basic format or outline of the report includes, in addition to this section, sections on methodology, limitations, finding, summary and conclusions and recommendations.

### B. Brief History of Vindicate Society Project

A number of factors are responsible for the conception of the Vindicate Society Project. Perhaps the most important and determining factors were the realization, on the part of its founders, that over 50% of the major crime in the City of Newark is committed by juvenile offenders and that they maintain an

objective was modified further to include 100 residential youths and 300 non-residential youths.

The project has experienced some difficulties in locating and purchasing a facility. Several attempts have been made to obtain a facility; however, each attempt has resulted in failure, the reasons being that the building had been taken off the market, it had been committed to other agencies within the state or it did not meet all of the requirements of all parties involved. Other reasons, reported by project personnel, for the unsuccessful attempts and purchase include conflicting local and federal requirements. For example, Vindicate staff report that the State Law Enforcement Planning Agency (SLEPA) required a Certificate of Occupancy to be issued prior to its release of funds. However, they allege that the municipal government required renovations to be completed prior to the issuance of a Certificate of Occupancy. But funds were needed in order to complete such renovations.

The failure to obtain a permanent facility has introduced additional problems and limited the project both in nature and in scope. At present, the project is using space at the Y.M.C.A. to accommodate its residential participants in such activities as sleeping, dining, recreation and counselling. The project's administrative office is located in another facility and in another part of the city. This means that there is a great amount of shuttling back and forth between the Y.M.C.A. and the administrative structure of the project in that there are additional demands for coordination and communication. Moreover, the project had operated in this

fashion without a secretary, which means even more strain on the administrative structure. In fact, the project used High Impact secretarial staff to handle its correspondence and other clerical activities. But this approach had negative consequences in that it added another shuttle point and more strain.

Some of these problems have been alleviated. In the first place, the project now has its own secretary. Thus, there is less shuttling between Vindicate and High Impact offices. Secondly, the project director has developed some administrative strategies which generate a more equitable division of labor and which, in turn, reduce the amount of shuttling time for certain individuals if not all individuals.

In sum, the project appears to be still in its developmental stages and is experiencing some difficulties in the areas of administration, recruiting participants and acquiring a permanent facility. Each of these problem areas has had some impact on each other so as to impede program development and exacerbate all attempts to apply solutions to these problems. Nevertheless, there are some signs which indicate that these problems are being attacked and solved.

## II METHODOLOGY

### A. Data Collection and Instrumentation

The information on which this project is being evaluated or assessed was collected through visits to the project by the High Impact evaluation and monitoring staff. These visits took the form of a project audit in which information was collected on the organization of staff, staff positions occupied or vacant,

program phases, including the number of participants entering and leaving each phase and the results. In addition, several reporting forms were developed so that the project could report data descriptive of its participants as well as its staff. Other documents, such as correspondence and/or written reports, generated by High Impact and Vindicate staff were used, particularly in the review of the project's history, as well.

In most cases, there was a strong attempt by the High Impact evaluation and monitoring staff to verify the data collected. The methods used for verification included interviews of program personnel as well as personnel in the courts and social or state agencies; inspection of project records as well as the use of consistency checks on all data received.

#### B. Data Tabulation and Analysis

The data collected from the above instruments or sources were tabulated by hand and frequency and percentage distributions were generated on the resulting tabulations. Analysis of the data is accomplished through the comparison of percentage distributions. No attempts are made to interpret the statistical significance of differences. In this vein, the report is more descriptive than analytical.

### III LIMITATIONS

This brings us directly to the limitations of the report. There has been several limitations placed on the evaluation effort surrounding this project. First of all, the project experienced some difficulties in completing some of the evaluation forms submitted to it by the High Impact evaluation staff. The difficulties resulted in a backlog of Performance Management System (PMS) Forms to be completed as well as Participant History Forms and Participant Progress Reports. Only the PMS Forms have been brought up to date at this writing, which means there is little or no information on a number of participants who have entered and left the program.

These gaps in the data are being closed through careful and continuous monitoring by the High Impact staff and improvement in the internal management of data by the Vindicate staff.

### IV FINDINGS

#### A. Summary of Findings and Achievements to Date

The project has been limited in achieving its Capability and Performance Objectives because of its inability to locate and purchase a suitable facility which would satisfy the concerns of the various administrative agencies. As of the period covered by this report, 156 youths have been contacted by the project and 86 (55.1%) have been enrolled into the program. Of the 86 enrolled, 15 or 17.4% have graduated from the program and

another 15 are still enrolled in the program. The remainder (56 or 65.1%) of the enrollees have terminated their program stay either voluntarily or involuntarily. This means that the program has a retention rate of 34.9%. In fact, from July 1973 to December 1974, 36 (41.9%) of the 86 enrollees left the project.

However, it can be said that those youths who remained in the program received special attention. Thus, all 15 youths, who are currently in the program, are employed either on a part-time or full-time job. Moreover, nine (60.0%) of the 15 enrollees are currently in school. Similarly, all youths who enter the program have participated in group counselling sessions. These sessions appear to have been beneficial for some youths. The Counsellors-in-Training (CIT), all of whom are former Vindicate enrollees and who help in counselling other youth in the program, are indicative of such benefits.

Nevertheless, as witnessed by the high rate of attrition, it appears the program may not be, or even cannot be, beneficial to all youths who apply to it. The answer to this question would require us to focus on the CIT and/or other youths who have remained in the program for a longer period of time.

One problem which looms large in assessing the achievement of this project, is the lack of data. For example, pre-tests have been administered to participants but in many cases no post-tests. Thus, there is no basis for gauging progress or improvement over time. In addition, Student Progress Forms as well as Student Profile Sheets were not available for all



participants. Furthermore, the Performance Management System (PMS) Forms were completed incorrectly and submitted to the evaluation section too late to be corrected or revised.

In sum, both the operational and evaluative aspects of this project are replete with problems. The search for a suitable premanent facility, the delay in hiring a secretary and the tardiness in responding to evaluative information such as the PMS Forms contributed significantly to these problems. There are, however, signs of improvement in all of these areas in that a secretary has been hired, a facility has been selected for inspection by LEAA, SLEPA and Impact, and the PMS Forms are being submitted on a regular and punctual basis.

As for the attainment of the Performance and Capability Objectives, the project is evaluated or assessed as follows:

#### 1.1.0 PERFORMANCE OBJECTIVES

- 1.1.1 To contribute to the reduction of overall Impact Crime by 0.6%.

Due to the lack of data, it is not known at this writing the extent to which this project has contributed to the reduction of overall Impact Crime.

- 1.1.2 To reduce overall juvenile target crime recidivism by 20.2% in the two years.

This objective cannot be fully assessed because the project has not been in existence for two years, and the Case Tracking System for measuring recidivism among Impact Project participants is not fully operational.

- 1.1.3 To keep recidivism on the part of participant youths to a maximum of 12%.

As it was said in (1.1.2) above, the rate of recidivism can not be measured because of the incomplete Case Tracking System.

- 1.1.4 To raise the educational level of participant youths.

The above objective cannot be assessed because of incomplete testing or test data. That is, for some participants there is no record of a test taken at time one ( $t_1$ ) or time two ( $t_2$ ).

- 1.1.5 To increase the employment capabilities of participant youths.

In as much as all youths participating in the project are involved in some type of employment it can be said the project is attaining this objective.

- 1.1.6 To develop insight into the self and group destructiveness of criminal behavior.

There is no objective data available to assess the extent to which this objective has been attained. It can be said that the activities in which the youths participate (i.e., group counselling, recreational activities and competitive sports) seem to be helping the youths in this direction. This seems to be supported by positive statements made by the youths about themselves and by the program monitors.

1.1.7 To minimize voluntary attrition on the part of participant youths.

The project has failed to minimize the rate of attrition. As it was said above, youths are leaving this project at a very high rate. That is, 56 or 65.1% of the 86 youths who enrolled initially in the program have left without completing the program.

#### 1.2.0 CAPABILITY OBJECTIVES

1.2.1 To accept 100 residential youths and 300 non-residential youths per year.

Having accepted only 86 youths during the first 18 months of operation, the project certainly did not meet the first part of the objective. Similarly, the project did not meet the second part of the objective. It contacted only 156 youths during this 18-month period and, from the PMS data, enrolled only 34 participants as non-residential youths. It should be said at this writing that the project personnel as well as High Impact personnel recognize the objective as unrealizable and have modified it to include 35 residential and 100 non-residential youths.

1.2.2 To provide a significant alternative to incarceration for juvenile court adjudicated Newark Target Offender youths.

There were two sets of activities proposed by which this objective would be assessed.

They are:

Set 1

- a) Procure temporary operating facility.
- b) Locate and select permanent facility.
- c) Procure City approval to purchase facility.
- d) Purchase facility.
- e) Design renovation plan.
- f) Renovate the permanent facility.
- g) Hire clerical support staff.
- h) Hire administrative staff.
- i) Hire counsellors.
- j) Hire counsellors in-training.

Set 11

- a) Establish referral in-take liason with Juvenile Court.
- b) Establish referral in-take liason with State Division of Youth and Family Service.
- c) Establish referral in-take liason with Essex County Youth House.
- d) Establish referral in liason with other programs.
- e) Establish liason with Manpower correctional agencies.

- f) Orient and train counsellors and CIT's.
- g) Establish Counsellors/CIT Teams.
- h) Ascertain number of eligible youths for project.

All activities under Set I and II have been completed except those related to obtaining a facility (i.e., Set I, b-f). Both Clerical and administrative staff have been hired. Also, counsellors and counsellors-in-training have been hired, oriented, and assigned to teams. Vindicate has liason with such organizations as the Adult Learning Center, the Basic Education Center, Bell Laboratories, Independence High School and Newark Prep (both of which are Impact-funded programs), the Juvenile Conference Committee, Neighborhood Youth Corps, Newark Board of Education, Newark Housing Authority, the Essex County Probation Department, North New Jersey Community Union and the American Civil Liberties Union.

- 1.2.3 To offer educational and vocational programs to participating youths in order to enhance their sense of self-worth and their objective capacity to compete in society.

The data to verify the attainment of this objective is found in the PMS Forms in Capability Objective Measures (i), (ii) and (iii). Each of these sets of Measures will be described separately.

- (i) This set of measures indicates the number of youths who received reading, math and skills tests as well as the number of youths referred to the public school system and GED classes. The data revealed that from July 1973 to December 1974, the period covered by this report, no non-residential youths were tested. On the other hand, a total of 73 tests were administered to residential youths during this period. Seventy-three tests are referred to rather than 73 persons because it is possible that some of the youths were tested more than once. Similarly, only three referrals to public schools and referrals to GED classes were made for the approximately 20 nonresidential youths reported to have been attending the program during that period. However, for the residential youths, 61 referrals to public schools and 13 referrals to GED

classes were made during this period. Thus, in the areas of testing and referrals, much more was done for the residential youth than for the non-residential youth.

- (ii) This set of measures indicates the number of youths (both residential and non-residential) who were enrolled in Adult Basic Literacy Education; assessed for vocational ambitions; enrolled in vocational training programs and apprenticeship programs, and had part-time jobs procured. The data show no nonresidential youth being enrolled in Adult Basic Literacy Education. Similarly, the data show no nonresidential youths have been assessed for vocational ambitions. However, the data show that four nonresidential youths who were enrolled in vocational training programs had jobs during this period. On the other hand, the data reveal that no nonresidential youth was enrolled in an apprenticeship program. The data are quite different for the residential youths. They show that 46 residential youths were enrolled in Adult Basic Literacy Education; 32 were assessed for vocational

ambitions; 30 were enrolled in vocational training programs; 11 were enrolled in apprenticeship programs, and 20 had jobs procured for them. Again, as far as these areas are concerned (and as reflected in the data), the residential youths appear to be attaining the program (Capability) objective in a greater degree than the nonresidential youths.

- (iii) The final set of measures denotes the number of residential and nonresidential youths receiving stipends and urinalysis tests.

The data show that no nonresidential youths received stipends whereas five residential youths received stipends during the period covered by this report. However, the data show that more urinalysis tests were given to nonresidential youths than to residential youths. In fact, the data show that 83 urinalysis tests were administered to nonresidential youths but only 68 were administered to residential youths.

In sum, the data reveal that the program is offering educational and vocational training to the residential youths at a



greater rate than for nonresidential youths. In fact, the program seems to have ceased recruiting nonresidential youths in that the program began with about 20 and has not added more to its roster.

1.2.4 To provide youths with models of behavior, which are recognizable in terms of their own experience and racial and economic identity. The activities designated to support the achievement of this objective are as follows:

- a) Identify counselling types.
- b) Complete Juvenile History Forms.
- c) Establish individual counselling relationships.
- d) Place youths in counselling group sessions.

The measures indicating or describing these activities are listed below:

- a) The number of counselling approaches attempted.

Six counselling approaches were attempted. They are:

- (1) Intergroup Counselling

Each resident is assigned to a counselling group according to the stage of the program he has

mastered. These groups are small in membership (3-4) to insure individual attention to specific problems any member may be experiencing. They are designed to help residents identify, clarify, and solve behavior and attitudinal problems. Also, the use of stages or levels inherently give the participant a feeling of upward mobility toward his ultimate goal of graduation.

(2) Peer Group Counselling

Peer group counselling is utilized for all discipline problems among the residents. It is the means by which rules and regulations are regularly reiterated and monitored for compliance. The peer group counselling technique is also used for determining sanctions for non-compliance. This technique is closely supervised and guided by the trained counsellors to assure its productivity and usefulness.

(3) Behavior Modification

This aspect of the counselling procedure entails assigning certain tasks to the counsellee that are designed to change his unsuitable behavior pattern. This technique is only used in severe cases where all other attempts to alter his behavior have been expended. The tasks are usually physical in nature (boxing, running, pushups) and are repeated each time the counsellee exhibits the specific undesirable behavior. It is assumed that the repeated strenuous exercise will reverse the reward pattern for undesirable behavior as defined by the program.

(4) One-to-One

One-to-One counselling is done on a continual basis. All residents are assigned to a counsellor upon entry to the program. This counsellor is responsible for the basic well-being of the resident. He has

the responsibility of seeing that the counsellee is following his specific rehabilitation plan and must have daily contact with him. There also exists specific time(3) slots when the counsellor must sit down with the counsellee in private to discuss his progress in the program.

(5) Group Discussions

Group discussions are conducted at least 3 times a week. All residents and counsellors come together to communicate weekly activities, grievances, policy change and so forth. It is at this time also that attitudes and behaviors are dealt with in the group atmosphere. Planned activities and/or changes of the same are announced.

(6) Differential Association

In attempts to provide acceptable behavior models to the residents, the project brings successful businessmen and career people to talk to the youths. It is believed that the youths need to see successful reflections of themselves so as to

motivate them in their career aspirations.

b) Complete Juvenile History Forms.

According to the PMS Form, 38 of the above forms have been completed. However, complete information is available only on 37 individuals.

c) The number of non-residential youths established in an individual counselling relationship.

The data reveal that for the six-month period of July - December, 1973, a range of 12 - 18 non-residential youths were established in individual counselling relationship each month. After that period, the data indicate no other non-residential youth so established.

d) The number of residential youths established in an individual counselling relationship.

The data show for the entire 18-month period covered by this report, a range of 0-21 residential youths were being established in individual counselling relationships each month. There were 68 such relationships established during the 18-month period. Therefore, the mean number of individual counselling relationships established each month was 3.7 or nearly

4 each month.

- e) The number of non-residential youths placed in group counselling sessions.

The PMS data indicate that 44 placements of non-residential youths into group counselling occurred during this period. This low figure is probably due to the early termination of non-residential youths from the program as well as some misinterpretation of the PMS Forms.

- f) The number of residential youths placed in group counselling sessions.

For residential youths, there were only 36 such placements during the 18-month period as indicated by the PMS Form. This figure is too low to be accurate. First of all, it is lower than the one reported for non-residential youths, who were fewer in number, and terminated their stay in the program earlier. Secondly, other information reported to the Evaluation Unit both by the project staff and our monitoring staff supports this claim. For example, Vindicates reports that the number of youths ever leaving a job is 64, which is greater than the above figure.

1.2.5 To refer rehabilitated participants to the vocational, educational, health and other referral points available to Vindicate Society.

There are two project activities identified as instrumental in achieving this objective. They are:

- a) Refer rehabilitated youth to positive life activity.
- b) Provide follow-up for participating youths.

The measures designated to indicate these activities are described below.

- (1) The number of non-residential "rehabilitated" youths referred to positive life activity.

According to the PMS Form, there were two such referrals of non-residential "rehabilitated" youths during the 18-month period.

- (2) The number of residential "rehabilitated" youths referred to positive life activity.

During the 18-month period, 18 referrals of this type were made. There is no further information on the actual number of youths (residential or non-residential) judged to be "rehabilitated". Thus, it is very difficult, if not impossible, to determine

the extent to which "rehabilitated" youths are being referred to positive life activities.

- (3) The number of non-residential "rehabilitated" contacted for follow-up.

The data from the PMS Form indicate that 2 non-residential rehabilitated youths were contacted for follow-up purposes. For reasons similar to the one given directly above, it is not possible to assess the efficiency or the effectiveness of these efforts with regards to these types of participants.

- (4) The number of residential "rehabilitated" youths contacted for follow-up.

The data from the PMS Forms reveal that there were 91 contacts made during the 18-month period for the purpose of follow-up. However, it is difficult to assess the accuracy of these data since in some cases the entries do not appear to month specific. That is, the entries sometimes appear to refer to contacts made prior to the month in which the entry is made.

In conclusion, no assessment can be made of the extent



to which the project is attaining its Capability Objectives. This is particularly true of Capability Objectives 1.2.4 and 1.2.5. The other three objectives have been achieved only to limited extent. The factors which seem to stand out as limiting the achievement of these objectives are related to the purchase of a permanent facility; the recruitment and retention of youths.

#### B. Description of the Population Served

The information included in this section describes the 86 youths who were enrolled in the project during the 18-month period. Twenty of them were enrolled in the project as non-residential youths and 64 were enrolled as residential youths. These youths were for the most part black and their mean age was 16.3 years. Table 1 on the following page shows the number and percentage of previous arrests of Vindicate Society enrollees. The table shows that most youths have had at least 3 previous arrests. Thus, the mean number of arrests for these youths is 3.8. Table 2 reveals information on the previous number of arrests by age. When the mean number of previous arrests is calculated for each of the age groups, the following means are obtained:

<u>Age Group</u>	<u><math>\bar{x}</math></u>
15	3.8
16	3.4
17	3.9
18	4.3

Thus, with the exception of the 16-year olds, there is a tendency for the mean number of arrests to increase with age.

Table 3 shows the number and percentage of Vindicate Society enrollees previously arrested by type of offense. The revelation is not entirely unexpected. Most offenses previously committed are Breaking and Entry--the same as the city as a whole. Even when the information in Table 3 is categorized by age-group as in Table 4, the finding still holds; i.e., Breaking and Entry accounts for most of the offenses previously committed by youths in any age group. Both Tables 3 and 4 illustrate that Atrocious Assault and Battery, Breaking and Entry, Larceny, Robbery and Auto Theft are the offenses for which these youths were most frequently arrested.

Thus, the background of these youths is characterized by a definite involvement in crime and, consequently, it appears that they have a need for a program which would give them some special attention. The data describing their background seems to indicate also that if they do not receive this special attention, they will continue their involvement in crime and possibly enter criminal careers.

#### C. The Organization of Staff

The project's staff consists of the following personnel:

- Project Director
- Assistant Project Director
- Administrative Assistant
- Education Specialist
- Head Counsellor for Coordination
- Head Counsellor for Supervision
- Counsellors (5)
- Jr. Counsellors (Counsellors-in-Training)
- Secretary

There appears to be a definite division of labor among

staff. The Project Director is involved in the overall coordination of the project. The Assistant Director, who is an attorney, acts as legal counsel to the project, and supervises the administrative and support staff. The Administrative Assistant is involved in bookkeeping and performs other administrative tasks. An even more definite division of labor exists among the Counsellors. For example, in addition to being involved in individual and group counselling, one counsellor, who is called a Head Counsellor, is responsible for the total coordination of the counselling staff. Another counsellor, also a Head Counsellor, supervises the Jr. Counsellors. Moreover, another counsellor is responsible for the intake phase of the project. Still another is responsible for job placement and follow-up. On the other hand, the Jr. Counsellors are all involved in group and individual counselling. They are primarily responsible for the supervision of the residential center. Finally, the secretary performs various secretarial and clerical tasks, including completing evaluation information for the case tracking system.

#### D. Project Activities

##### 1. Referral

Vindicate receives its referrals from the following sources:

- 1) Probation Department, 2) Essex County Juvenile Court,
- 3) Division of Youth and Family Services (DYFS), and 4) Juvenile Conference Committee. All referrals must come through the DYFS because they pay the room and board for

the participants.

The time span from referral to actual placement varies with each referral source. The Probation Department takes average of 2 to 3 weeks. The Essex County Juvenile Court has a time span of about 4 days. DYFS takes approximately 2 to 3 weeks. Finally, the Juvenile Conference Committee takes 2 or more months because this is a non-resident component of Vindicate.

The three staff members involved in this process are the Project Director, the Intake Counsellor, and the Jr. Counsellor, who act as liaison officers for Vindicate.

## 2. Intake

The intake process follows several steps.

- a) The referral source forwards the name and background information to the Project Director or the Head Counsellor for Coordination (HCC), both of whom are often present in the court. This is done by personal contact or by phone. A personal interview is conducted at this time by the Project Director or the HCC to determine whether the prospective participant meets the criteria of the program and exhibits the attitude that is conducive to the program's treatment.
- b) Once this determination is made and the participant meets all criteria, his case history is forwarded to 11 Hawkins Court. The participant is taken directly to

to the resident quarters, and the HCC fills out a Basic Information Form on him. Then he assigns him to a permanent counsellor and a room. Then he takes the responsibility of providing the participant with all necessary hygiene and personal facilities and rules for the residents.

- c) Next, the counsellor meets his new counsellee and is responsible for familiarizing himself with his case history, which is located at the administrative offices at 11 Hawkins Court. The Division of Youth and Family Services is responsible for sending the case history to Vindicate.

3. Diagnosis

Diagnosis of Vindicate participants is not handled by its in-house staff. The case history forwarded by DYFS includes a medical and psychological report administered while the youth was confined to the youth house.

However, Vindicate does employ a part-time psychologist. She has made several evaluations of participants on the basis of personal interviews. The rest of the in-house staff engages in making judgements and assessments concerning individuals' progress or lack of it. This is done on a collective basis of all counsellors and

the administrative staff.

The other phase of diagnosis is done by the Education Specialist. He deals with the assessment of learning skills of all participants through testing, observations, etc. All medical diagnoses are conducted by the Martland Medical Center of Newark, N. J.

4. Referral/Placement  
(In treatment modality)

All out referral of Vindicate participants must be channelled through the Project Director. The only agencies that have received referrals from Vindicate for services are 1) The Adult Basic Education Center, and 2) the psychologist-Gwendolyn Jackson has 10 residents in treatment under her care.

Any medical problems are referred to the Martland Medical Center. The program did not experience any major medical problems during the period covered by this report.

5. Treatment Modality

Vindicate's treatment modality includes group therapy and individual counselling. Group therapy is conducted at least 3 times a week. Individual counselling is done approximately twice a week. However, informal counselling is done on a continuous basis whenever the need arises.

All counsellors, Jr. Counsellors and administrative staff

are engaged in the counselling process.

Recreational and cultural activities are all considered a part of Vindicate's treatment modality. All staff members are involved in these activities. Vindicate operates a basketball team, has monthly camping trips and gym sessions with its participants.

6. Monitoring and/or Supervision of Treatment Modality

The Project Director oversees all functions of treatment and evaluation. Every Wednesday a meeting of administrative and counselling staff is held at 11 Hawkins Court for the discussion of any problems. A special staff meeting for resident Jr. Counsellors is held at the resident quarters for discussion of any problems concerning the living quarters.

The Project Director holds special conferences with the Education Specialist when such meetings are necessary.

7. Job Placement

The job placement is handled by one staff member who is responsible for the placement of participants on job sites. He is held responsible for the participants' attendance and tardiness on the job site. He also visits the job sites during working hours to discuss with the employers the participants' work attitude and habits. This person, who

is a counsellor, serves as job developer for Vindicate on a small scale.

The job sites are the following:

Martland Hospital  
Y.M.C.A.  
Vindicate Society  
Independence High School  
Basic Education Center  
A C L U  
Blazer Tools  
Blazer Auto Mechanics

Fifteen participants were employed during this reporting period.

#### 8. Follow-up

All graduates pay weekly visits to the Project Director or he visits their homes. Graduates are encouraged to visit the project and participate in group therapy sessions. There are 15 graduates of Vindicate Society.

The above description reveals that Vindicate has developed a process through which youths can be contacted, treated and possibly rehabilitated. The process as outlined above appears to be sufficient to expose the participants to both the treatment modality and other referral services. However, strain seems to appear due to the lack of a more stringent division of labor. That is, the Project Director appears as a main actor in each of the program phases, which would be positive if his role were relegated solely to the integration of program resources or staff. However, it appears that his role is one of program output in the form of providing services, etc. For example, it is indicated that the Project Director follows up



on each of the participants who have graduated. This could be a function delegated to the counsellor who has, 1) interacted with the participant during his program stay; 2) been (or should be) thoroughly familiar with his case history inside as well as outside of the project; and 4) had (hopefully) some influence on him in terms of being a model by which he could either guide himself or to which he would like to aspire. In short, this person should be the the logical person to follow-up on the participant.

If this were to happen, the benefit to the program would be multiple and would increase in an exponential progression. In the first place, it would relieve the Director of this task and allow him to devote more time to the integration and coordination of staff and other resources. Secondly, the participant would interact with his assigned counsellor. Thus, treatment, in some respects, would be extended. Finally, but certainly not exhaustive of all possible benefits, by having this responsibility the counsellor would be put in a more demanding position to establish a closer relationship with the participant, which could, in turn, have an effect on the retention rate.

#### V SUMMARY and CONCLUSIONS

Several disclosures arise out of the review and presentation of the above findings. The above presentation reveals:

- 1) That the program has not met several of its objectives.
- 2) That several of the program objectives could not be assessed due to the lack of supporting data or the presence of data which are inaccurate or difficult to interpret.

- 3) That the problem of locating and purchasing a permanent facility seems to cut across all problem areas.
- 4) That the project has identified a viable process through which youths could be rehabilitated.
- 5) That the present division of labor or role assignments-- particularly as it applies to the Project Director and the Counsellors in the follow-up phase--needs to be redefined to reduce strain and to increase resource integration and coordination.
- 6) That the attrition rate is high but the youths who remain in the program seem to receive significant benefits from it.

It can be concluded from the above findings that the program could benefit from an intensive review of its objectives with the view of modifying them. Also, the findings indicate a need for an assessment of roles assigned with the view of reallocating along the lines of a more functional division of labor. Finally, the findings suggest that the program is needed and could be a viable force for rehabilitation of youths in their own community.

#### VI RECOMMENDATIONS

The following recommendations are submitted:

- 1) That the project be extended to allow it to spend its funds and locate and purchase a permanent facility.
- 2) That during the extended period there be an assessment and reallocation of roles along the lines of a more functional division of labor.

- 3) That the Impact evaluation staff give the Vindicate staff an intensive training on how to complete the PMS Forms so as to reduce error and misinterpretation of data.
- 4) That the Project Manager and the evaluation/monitoring staff provide the project personnel with training in the storage and management of data for the purpose of evaluation as well as program action.

**END**

*7-22-54*