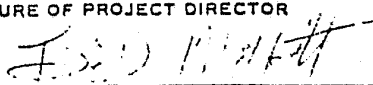
 <p align="center">U. S. DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION</p>		<p align="center">DISCRETIONARY GRANT PROGRESS REPORT</p>		
GRANTEE Division of Criminal Justice Colorado S.P.A.		LEAA GRANT NO. (72-DF-08-0032) (72-DF-08-0033A)	DATE OF REPORT 10/1/74	REPORT NO. FINAL
IMPLEMENTING SUBGRANTEE State of Colorado Dept. of Institutions		TYPE OF REPORT <input type="checkbox"/> REGULAR QUARTERLY <input type="checkbox"/> SPECIAL REQUEST <input checked="" type="checkbox"/> FINAL REPORT		
SHORT TITLE OF PROJECT Police-to-Partners		GRANT AMOUNT \$128,236.00 \$15,523		
REPORT IS SUBMITTED FOR THE PERIOD July 1, 1973		THROUGH June 30, 1974		
SIGNATURE OF PROJECT DIRECTOR 		TYPED NAME & TITLE OF PROJECT DIRECTOR ROBERT MOFFITT		
COMMENCE REPORT HERE (Add continuation pages as required.)				
<p align="center">A. PROGRAM DESCRIPTION</p> <p>Partners, Inc., now entering its sixth year of operation, was initially begun by three young men challenged to become more actively involved with Denver's in-trouble youth. The Police-to-Partners Program initiated under impact funds, is a new aspect of this program which has gained national recognition for its role in providing direct, adult supervision for court and police-referred youngsters.</p> <p>LEAA funding began in July, 1973, in order to support the diversion project, which emphasizes early intervention for early offenders with emphasis on impact offenders. Partners, a non-profit organization, concurrently operates a program similar to the Police-to-Partners Project but specifically for youngsters who have been, to some degree, through the juvenile court system; that is, through intake or probationary stages. This court project is operated on private and public funding, not with LEAA assistance.</p> <p>Based on the stability and experience of the existing Partners program, a request for LEAA funding was submitted in early 1973 in order to expand the program to early offenders, those not yet brought to the courts' attention. The proposal was accepted as was a continuation grant request which provides funding through June of 1976.</p> <p align="right">(Cont)</p>				
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In this program description, it is necessary first to review the overall Partners philosophy, history, and operational methods which are the foundation stones of the Police-to-Partners Program.

Partners has been in the process of evolution since its inception in February 1968. It originally had religious affiliations with the Young Life Campaign and was begun as a three-month pilot project. The pilot project involved 11 volunteers, mostly graduate students, who served on a one-to-one basis with probationers of Denver Juvenile Court. The Denver Juvenile Court encouraged Young Life to set up an on-going program based on the pilot project. In 1972, Partners, Inc., became a secular organization, terminating its official ties to Young Life.

Presently, Partners has a full-time staff of 24 who are paid through either LEAA or private funding. Partners recruits, trains, and provides a system of supervision and activities for community volunteers who commit themselves for a minimum of three hours per week for one year with referred youngsters.

The overall Partners program goals and objectives follow. These are broad program objectives and are not specific Police-Diversion programmatic objectives which will be covered later in this report.

PREAMBLE - GOALS: The Partners program is an instrument through which community volunteers (Senior Partners) seek to establish meaningful one-to-one relationships with youth, (Junior Partners) who have contact with the police (primarily in Denver, Colorado). A central belief is shared that the development of a trusting and loving relationship between people is a healing and productive process both for individuals, for the community, and for the society in which they live.

It is our belief that the above convictions can and should have impact throughout life, as stated below, whether formally considered secular or not.

- a. To develop a close relationship between partners; the main function of such a relationship would be the development of love, mutual trust, honest, and open communications.
- b. To create the conditions in which an improved sense of self or self-concept is possible for the Junior Partner.
- c. To increase the Junior Partner's sense of self-worth, effectiveness and his general state of happiness.
- d. To seek to develop a level of moral judgement for Junior Partners that takes into account the effects of one's decisions and actions for other people as well as oneself.
- e. To develop an awareness for Junior Partners of the way in which societal values and institutions affect one's life and to learn more effective and appropriate ways of relating to these, whether this be conformity or non-conformity.
- f. To facilitate the Junior Partner's realistic knowledge of and perhaps changed attitudes towards important societal agencies, such as school, police and courts.
- g. To effect public and private institutional change that will facilitate the integration of the Junior Partner into his community and the society at large, provided that no substantial part of the activities of Partners shall be carrying on propaganda, or otherwise attempting, to influence legislation, and the corporation shall not participate in, or intervene in (including the publication or distribution of statements) any political campaign on behalf of any candidate for public office.

To the extent that Partners objectives are realized, the following consequences for Junior Partners, Senior Partners, and society are expected:

- a. To improve the coping skills of the Junior Partners; these include both interpersonal coping skills and the skills needed to do well in various life roles, e.g., student, citizen, etc.

- b. To facilitate a reduction in delinquent behavior on the part of the youth that is clearly harmful to the youth and to society.
- c. To develop an increased awareness among Senior Partners of the problems within the area of juvenile delinquency in this society and also to develop a willingness and commitment that leads to action among volunteers to continue to make a contribution to the solution of these problems.
- d. To encourage Senior Partners to develop an advocacy role on behalf of the Junior Partner in his relationships with public and private agencies, e.g., schools, welfare, courts, labor market, etc.
- e. To increase the general level of information about the Partners program, particularly in the Denver community, and to ascertain additional sources of support for the program.

OUTLINE OF PHILOSOPHICAL AND METHODOLOGICAL POSITION:

Definitions

1. Mainstream Citizens: Controlling members of the dominant culture in our society.
2. Franchised Citizen: A member of society, who by virtue of his choice to participate, and his knowledge of the mainstream culture and its institutions, but who not necessarily endorses the mainstream, uses the mainstream culture and its institutions to his advantage in such a manner as to not cause himself to be immobilized by an institution(s) of the mainstream.
3. Delinquent: A youth whose behavior patterns violate mainstream rules to the point that the mainstream chooses to immobilize the youth as these patterns become public knowledge.
4. Potential Junior Partner: A youth who has been identified by one of the mainstream institutions as delinquent or predelinquent.
5. Potential Senior Partner: A member of society at large, who operates with a sense of self-worth, and, who is willing to expend the necessary time, energy, and emotion to earn the right of legitimate friendship with a Junior Partner.

Assumptions

1. Neither the mainstream culture nor sub-cultures in our society are, in a moral sense, better or superior to one another.
2. An individual has the right to a working knowledge of and satisfying participation in mainstream society and/or its institutions.

Problem

A significant percentage of our youth indentified as delinquent or predelinquent by our mainstream institutions have been denied this knowledge and participation because of inadequate opportunities to satisfactorily learn and practice patterns of behavior acceptable to the mainstream. These youth are socially immobilized or disenfranchised.

A major cause of the existence of these disenfranchised youth is the lack of knowledge by franchised citizens of conditions which produce delinquency and the lack of opportunity to participate in the corrections of such conditions.

Solution and Objective

- a. To enfranchise or mobilize delinquent or predelinquent youth through habilitating relationships with franchised citizens. The relationship should enable the above youth to participate with a sense of self-worth in the mainstream if they so choose.
- b. To give franchised citizens an opportunity to learn about conditions which produce delinquency and participate in the correction of those conditions through the above relationships.

Method

A one-to-one relationship in which Senior and Junior Partners can build a relationship of honesty and friendship through which a spirit of mutual sharing will foster the achievement of the above objectives.

The Partners Model

Senior Partners:
Equip for relationships
with Junior Partners

ONE - TO - ONE

Junior Partners:
Prepare for relationships
with Senior Partners

Primary function of program: To facilitate Senior Partners' efforts to build relationships with Junior Partners.

Primary tool: Senior Partner - a mobilized, franchised individual.

Aspects of facilitation:

1. Recruitment of Senior Partners and Junior Partners.
2. Orientatlog of Senior Partners and Junior Partners.
3. Counseling of Senior Partners.
4. Provision of activities.
5. Channel for professional services to Senior Partners.
- 6.. Administration of above.

Guidelines for sharing

Samples of areas in which Junior and Senior Partners might share are: 1) Physical or material, 2) Emotional, 3) Spiritual, and 4) Intellectual. However, as sharing takes place there are several important guidelines to be observed in these or any other areas of sharing. These are:

1. Out of respect for the integrity of both parties, neither party should expect or permit a violation of values on either side. There is enough common ground between Junior and Senior Partners that neither has to vioalte his or her values in order to build a genuine relationship.
2. Out of concern for fairness, neither party should attempt to coerce or force a system of values or behavior on the other.

Following the above philosophical model, it was proposed that Partners extend itself to offenders before they reach the court stage. The program is aimed at those youngsters who have been charged with a criminal offense and who would be first-time referrals to the juvenile court.

The direction, then, is toward early intervention and diversion, to provide the early offender with immediate, direct, long-term adult supervision. Obviously, a reduction in juvenile crime is the basic underlying objective.

Why the early offender? In 1973 juveniles accounted for approximately 35% of all persons arrested for crimes in Denver. In two impact categories, armed robbery and burglary, juveniles represented 36% and 64% respectively. The Denver Anti-Crime Council estimates that of those juveniles arrested for burglary and robbery, nearly 62-65% had a record of one or more arrests.

Traditionally some youngsters charged with offenses are filed on through the District Attorney's office and then, depending on the D.A.'s discretionary powers, are referred to Juvenile Court. From July, 1972 through June of 1973, approximately 5,000 cases were brought to the courts' attention, over one-third of these being early offenders with no previous court contact.

Until recently, most rehabilitation efforts have been directed towards the repeater-the youngster with multiple offenses, who statistically accounts for the majority of offenses. An obvious course of action is to reach these young people before or shortly after their first offense, before a pattern of criminal behavior is established. Division Chief W.E. Hallman aptly expressed the need for an early intervention program like Partners. The following statement was contained in correspondence from Chief Hallman to Partners Director, Bob Moffitt:

"The experts say that deviant behavior that indicates a potential for delinquency in juveniles can be recognized even in pre-school or early school years. Realistically, we know that most of these cases are not identified until the first contact with the police so I feel that we must approach the problem from this point forward. Unfortunately, even at this point of identification, the novice, for all intent and purpose, is being largely ignored until his 4th or 5th or more offense and in many cases this is too late. Unfortunately, we are expending the great portion of our rehabilitative effort on those "hard core" repeaters who are at best extremely difficult to rehabilitate and this is being done at the neglectful expense of the "neophyte". By the time we get around to him, he has become ingrained with the idea that he has "beat" the system" and he continues to violate. Thus, our great failure (recidivism) rate in rehabilitation efforts. I feel that this rehabilitative priority must be reversed and that it is imperative that much more emphasis be placed on and more time spent in efforts to reach and rehabilitate the novice offender.

Another justification for a diversion program was the increased caseload of the Denver Juvenile Court. If the court's burden could be lessened somewhat through the utilization of a community-based program which relies on volunteer manpower, the overall court operation would improve.

From figures obtained from Juvenile Court, for July 72-June 73, it has been estimated that only 15% of the nearly 5,000 cases filed by the police each year reach the point of an adjudicatory hearing which, in turn, leads to probationary supervision. Probation officers carry as many as 70 youngsters on their caseloads. Obviously, with that many people to deal with, the direct probation officer/probationer contact is much less than the minimum three hours of contact per week required in Partners.

Diversion is increasingly gaining viability as an effective alternative to sending the offender through the traditional criminal justice system. The diversion concept as applied in the Partners project is affecting not only the existing court system by referral reduction, but is also stimulating community involvement which is necessary in order to meet the challenge of an increasing crime rate.

Writing in Federal Probation *, Robert M. Carter, Director of the Center for the Administration of Justice at the University of Southern California, discusses the movement toward diversion.

These three phenomena---recognition that the community impacts significantly upon behavior, the uncertainty as to the effectiveness or quality of the system, and the growing desire of the citizenry for active, relevant, and meaningful participation in governmental affairs and community life---are moving the responses to the challenge of crime in a new direction.

Diversion is justice-oriented and focuses upon the development of specific alternatives for the justice system processing of offenders. The diversion model and its application has been generated from a belief that the control of crime and delinquency would be improved by handling criminals and delinquents outside the traditional system. Diversion is also predicated upon the reported effects of "labeling" and the impact of the "self-fulfilling prophecy."

The DACC-supplied figures quoted above which indicate that a large percentage of impact offenders had one or more previous police contacts, illustrates the need for intervention at the misdemeanor level before the youth graduates to more serious illegal involvement. Through the first year of operation, Partners has maintained an approximate 50%/50% breakdown of referrals with impact and non-impact offenses. While the stated emphasis is on impact offenses, (burglary, robbery, assault, and rape), the project has accepted a considerable number of non-impact cases in all but the most petty offenses.

Because of the present court overload, a youngster is very often referred to the court only after he has committed a serious offense. The youngster may be exhibiting a pattern of criminal behavior which evokes no response in the form of immediate attention or supervision. Through the first year, 197 early offenders, both non-impact and impact offenders, have been given direct adult supervision.

*Federal Probation Quarterly, "The Diversion of Offenders," by Robert M. Carter, Vol. XXXVI, December, 1972, page 31.

Another problem which the Partners project has addressed itself to in the first year is the long delay which often occurs between initial police contact, police referral to the justice system, and resulting court initiative in the case. Delinquency Control Chief Haliman addresses the importance of immediate response at the earliest possible stage:

Acts committed and the possible consequences lose their significance with the passage of time, particularly with juveniles. Swift and sureness of action in handling of the offender is still recognized as being the most effective handling and as being a deterrent.

The average time between referral and program involvement during the first year has been about three weeks. (see obj. 3, Page 29) This is considerably less than the time which transpires between police contact and initial court intake for those referred to the court which, according to court personnel, is 25 days. And initial court contact is in no way analogous to continual one-to-one supervision. Also, it often takes as long as two to three months before a youngster is adjudicated and placed on probation under the supervision of a probation counselor. Here again, the P.O.'s supervision cannot possibly be as intensive as the Junior-Senior Partner contact.

Partners conducts monthly training sessions for those adults interested in working on a one-to-one basis with an in-trouble youngster. The purpose of these three evening sessions is not only to train volunteers but to stimulate community interest, involvement, and concern in community crime problems. In the past year, Partners has conducted 15 training sessions attended by over 1,000 people. While not all of these people are Senior Partners, most have been given a new perspective on juvenile justice and crime. This awareness, hopefully, has the residual effect of

Involvement which benefits the community as a whole. The area of community involvement is covered in more detail in Objective 5 under "C" and in the program narrative B.

The National Advisory Commission on Criminal Justice Standards and Goals "recommends that the community (programs) support and promote public and private efforts to recruit citizens who are concerned about crime for volunteer work in criminal justice programs."

In summary, Partners Initiated its Diversion Project with the belief that it could help to focus more attention on the early offender who has been, until recently, largely ignored in "rehabilitative" efforts. Utilizing a sound philosophy of one-to-one involvement which has proved successful in five years of operation, the Police-to-Partners Diversion Project has become one link in a diversionary chain which begins with the police and is carried through Neighborhood Youth Services Bureaus which act as clearing houses for referrals. This procedure closely follows guidelines and goals as prescribed by the National Advisory Commission on Criminal Justice Standards and Goals. In the volume Community Crime Prevention, published in 1973, Standard 3.3 states:

Law enforcement and court intake personnel should be strongly encouraged immediately...to make full use of youth service bureaus in lieu of court processing for every juvenile who is not an immediate threat to public safety....

B. Project Narrative

Under Section A, Project Description, an overall description of the Partners philosophy and goals as applied in the Police-to-Partners Diversion Project was given. In this section we will explain the specific project design, methods of project staffing, personnel policies, administration, agency communication, recruitment and training. Certain supportive material will be included and indexed in the appendix.

1) Project Proposal and Design

The Police-to-Partners Project was designed to "match" 300 early offenders with adult volunteers in a period from July of 1973 through June, 1974. In order to reach this objective, a matching rate of 25 units (Junior and Senior Partner) was necessary each month. A brief review of the referral procedure which brings early offenders to the attention of Partners follows.

At the outset of the program, Partners staff members met with Chief Hallman to establish referral guidelines with direct police referrals. It was decided that the DCD liaison, Detective Kenny Harris, would notify Partners as to the number of referrals available who meet the broad criteria for selection. The following selection criteria have been used:

- a. First Priority: Youngsters, both male and female, between the ages of 10 and 17 who have allegedly committed crimes of burglary, robbery, and assault who would normally be first-time referrals to juvenile court, or any youth charged with a felony.
- b. Second Priority: Youngsters who have allegedly committed offenses in those misdemeanor categories which are closely related to the impact felonies described above, and who would also be first-time court referrals. These offenses include simple assault, theft, joyriding, shoplifting, harassment, criminal mischief, brandishing a weapon, etc.
- c. Lowest Priority: If volunteers are available after filling these priority groups,

the police have the discretionary power to refer youngsters from related crime categories who have been lectured and released.

If a youngster fits into one of these categories, Detective Harris has notified Partners and the police reports are picked up by hand at the Police Department.

The Neighborhood Youth Service Bureaus, now operating in each quadrant of the city, are used as an integral part of the referral procedure. The bureaus act as clearing houses for referrals. For example, the Delinquency Control Division might refer a youngster from the northeast area of the city who is alleged to have committed a burglary. The Northeast Youth Service Bureau staff then interviews the youngster to assess his needs, which may require the attention of an adult in a one-to-one Partners relationship. Information on the youngster is then sent to the Partners staff who conduct their own in-depth interview at the youth's home. The purpose of this interview is to obtain background information in order to "match" the youth with an appropriate adult volunteer. The basic interview sheet used for the Junior Partner interview is on page 1 of Appendix A.

Partners also requests that the youth's parents or guardian be present at the interview in order that they may obtain a thorough explanation of the program. A parental consent form is signed by the parents before the youth is accepted into the program.

(Page 2 & 3, Appendix A.)

Partners is a voluntary program and the youngster has the right to refuse to become a part of it. Although referral to Partners, when direct from the Police Department, is presumably an alternative to a referral to the juvenile court, there is no implied coercion to join. A youngster referred to Partners from a Youth Service Bureau and refusing to join the program will be referred back to the Youth Service Bureau which will then try to find other suitable services for the individual.

Once the youngster is matched with a volunteer, follow-up information is sent back to the referring agency. The follow-up procedure with each Bureau differs slightly and it was decided that Bureau liaisons from the Partners staff maintain weekly contact with each of the Bureaus. (See disposition form, page 4, Appendix A.)

Northeast Area: Gloria Perryman, a new minority staff member, is handling referrals from the Northeast area. Gloria came to Partners with broad experience in working with delinquent youth. She personally knows the Northeast Bureau staff members and is keeping up weekly contact with the Bureau.

The Bureau conducts an initial screening interview with the client referred from the police. Along with the police offense report, a referral form is mailed to Partners. Partners, in turn, conducts another interview, described above.

The Northeast Bureau referral rate has accounted for 24% of all those sent from all sources, including the Police Department. The Northeast Bureau was the first in operation when the Police-to-Partners Project began, a fact which accounts for its higher referral rate.

Monthly follow-up meetings between Gloria and the Northeast staff are being held to discuss the progress of clients. These meetings are being held in both offices on a revolving basis.

Northwest Area: Gary Garcia, another new addition to the Diversion counseling staff, is coordinating referrals from the Northwest Bureau which began operations in December of 1973. Gary is familiar with the Northwest community and is working closely with Mary Maclean and Delphine Gardner, the Northwest Outreach counselors.

After the Northwest staff has interviewed a prospective Junior Partner, Gary meets personally with the Youth Service Bureau counselors in order to exchange background information. Within ten days of referral to Partners, the Northwest Bureau requires a "follow-along" form to be sent to them. Thereafter, follow-along information is sent each month in addition to weekly in-person contact.

The Northwest Bureau has accounted for only 8% of all referrals received during the year. There are two apparent reasons for this low referral rate. First, the NWYSB has only been open for seven months and initial operational considerations, such as staffing, administration, etc., resulted in a slow start for referrals. Secondly, during the last quarter of the year, the NWYSB's client pool from the police declined, apparently because arrests dropped off considerably.

Southeast and Southwest Areas: A total of 14 referrals have been sent from the Southeast Neighborhood Services Bureau. The Southeast area has never constituted a significant source of referrals to the program.

The Southwest Bureau did not begin operations in the first year of the Police-to-Partners Project. However, communication with the new Bureau has been established and direct referrals will begin in September of the coming year. Joe Gomez, a Southwest

staff member, has been to the Partners office and has attended one of its training sessions for volunteers.

Dave Wolfe, a Partners counselor, is handling referrals from both the Southeast and the soon-to-start Southwest Bureau. Referral and follow-up procedures with the Southeast Bureau are the same as described above.

Recruitment: In order to meet the large demand for volunteers, Partners hired a full-time recruitment coordinator in July of 1973 to head the effort to involve significant numbers of community volunteers. At the present time, there are two and one-half full-time recruitment-communications staff members who have been responsible for attracting over 1,000 people to our monthly training sessions over the past year. Since recruitment is an integral part of the project design and implementation, it is appropriate here to review the recruitment efforts in the first year of operation.

First Quarter (See Appendix C for brochure materials)

Exposure of the Partners project utilizing the mass media was the focus of the recruitment drive during the first year. Written radio spots were distributed to all stations in the Denver area, and pre-recorded spots were aired by KLZ, KHOW, and KOSI. Two television stations also ran Partners spots. In July three staff members appeared on KWGN's "Denver Now" television show which generated over 50 immediate telephone responses.

Because of the magnitude of the recruitment task, volunteer resources have been used in clerical assistance, brochure distribution, college recruitment, and radio advertising.

In September recruitment efforts included a Partners rally at Zechendorf Plaza. A full-time minority recruiter began work, devoting her time to stimulating more min-

ority volunteer involvement. A steady increase in minority volunteers over the year has resulted.

Second Quarter

During the second quarter, continued emphasis was placed on the mass media as a means of bringing Partners before the general public. The Denver Post featured a story on the Police-to-Partners Diversion Project. The recruitment staff embarked upon several new projects during this period. Barry Lorie, Inc., a Denver advertising firm, designed a series of five ads for Partners. The Sentinel Newspapers volunteered advertising space as did Eller Outdoor Advertising which donated 25 spaces. The Metro Denver Bus Company and Yellow Cab Company also donated spaces.

Albertson's Food Center printed a blurb for Partners on their shopping bags. Brochure distribution continued to be an effective means of recruitment. The problem of manpower distribution was partially overcome by involving high school service clubs in one-day distribution projects.

Third Quarter

Several new projects were undertaken during January. Distribution of 50,000 restaurant placemats, printed by Ideal Basic Industries, was accomplished. Media exposure during the quarter was highlighted by two television spots done for Partners by Congresswoman Pat Schroeder. Twenty-five presentations were made to Black and Chicano community organizations. A professional slide presentation, depicting all aspects of the Partners program, was begun in February and has since been completed. This 30-minute show is being used in presentations as well as monthly training sessions.

A public relations committee was established which (1) evaluates the effectiveness

of the current recruitment program, 2) suggests campaign improvements, specifically in the areas of the numbers and kinds of volunteers needed, and 3) develops long-range recruitment goals and guidelines for achieving these goals. Committee members include photographer Steve Dock, Georgeann Ross Victor of KHOW, Nancy Erlanson of KRMA-TV, and Ann Hardley of KOA-TV. In March the media campaign included radio spots recorded at KLZ, KOSI, KHOW, KAAT, KOA, and KDEN. A series of nine spots was produced at Carousel Recording Studios, a professional recording studio. Live copy was sent to 25 stations.

Fourth Quarter

Several entertainers, including Barbara McNair, O.C. Smith, Les McCann, Tom Poston, and Patty Duke, donated their time to promote Partners through television spots.

The minority recruiter appeared on Channel 2's Denver Now, along with a Junior and Senior Partner.

In order to make full use of available volunteer manpower, a committee was established which is now responsible for a variety of tasks including development of a speakers' bureau and telephone follow-up of potential volunteers. In summary, the past year's recruitment efforts have resulted in broad exposure of the Partners program to the Denver community. Taking advantage of free public service advertising space and volunteer assistance, the recruitment department reached thousands of people, some of whom have become Senior Partners. For those not directly involved with offenders, there has been general exposure to the problems faced by youngsters and the juvenile justice system.

In addition to the recruitment materials, Partners is publishing a monthly newsletter as well as a quarterly magazine (see appendix C). These materials are helping achieve the goal of greater community awareness. For example, the spring issue of Partners

Magazine was mailed to several thousand juvenile courts across the country. An approximate 10% response for further information on the program was returned.

Training

Before a potential volunteer is "matched" with an in-trouble youngster, it is necessary to attend a three-evening orientation session. It is important to note that all prospective senior partners, whether their services are utilized in the Police Diversion Project or the non-impact court-funded project, are trained as one group. While the source and methods of referring differ in the Diversion Project, the philosophy and objectives described in Section A remain much the same for Partners as a whole. Also, the limitations of pre-training screening make it difficult to evaluate which volunteers will be used in the Diversion Project until an interview has been conducted. A brief explanation of the Diversion Project is given during training.

The Partners training program attempts to realize three objectives: 1) to give a thorough explanation of the program. It is necessary that volunteers fully understand the philosophy, goals, requirements, and operation of Partners. 2) To give a description of the juvenile court process. And 3) to provide exposure and possible approaches to situations "in the field." This is accomplished through small group discussions, lectures, and basic instructors, who are Partners, (Junior - Senior Partners) currently active in the field.

As in other operational areas of the Diversion Program, training has undergone changes during the course of the year, aimed at upgrading the quality of the orientation. (Appendix A, Page 5).

One new training area which has been strengthened recently is the "Cross-Cultural Awareness" presented on the second evening. While the majority of volunteers are middle-class Anglos, most youngsters in the program are from minority communities. Partners shares a nation-wide problem of having too few minority volunteers, but it has been attempting to attract minority Senior Partners through the efforts of a full-time minority recruiter who began shortly after the inception of the Diversion Project.

Partners feels that it is important for the volunteers to be sensitive to the very real differences in cultures. The Cross-Cultural Awareness is presented by minority staff members, Lucy Martinez, Carson Reed, Gary Garcia, Will Watson, and Gloria Perryman.

The "opportunity ladder", legal vs. illegal, is presented by Lucy. Carson shares his personal experiences in dealing with the police, courts and penal institutions. Carson spent eight years in the state penitentiary. Will and Gloria, who are Black, go into specific cultural differences; that is, family structure, education, community and peer groups. The volunteers are then divided into small groups where they can share their experiences, apprehensions and opinions.

Several other new features of training have been initiated. Mick Kirby, who is working at Partners in research and evaluation, presents a 15-minute summary of the evaluation being conducted by Dr. John Forward. The purpose is to encourage volunteers to cooperate in the research questionnaires. Also, we are now requesting trainees to evaluate the sessions in order that we may make appropriate changes. This evaluation is contained in Appendix A, Page 6.

In order to better familiarize volunteers with available community resources,

Johnna Stewart of the Southeast Neighborhood Services Bureau is giving a presentation on this important area. This is given on the last evening of training.

Commitment to the future Junior Partners is the over-riding theme of training. Broken commitments by Senior Partners often can have a more detrimental effect on their Junior Partners than as if a commitment had never been made. Volunteers are made to understand that they may drop out of training at any point prior to their introduction to their Junior Partners, an action which Partners would prefer if the volunteer has any doubt concerning his ability to make the year-long commitment.

This training approach provides a screening device by which persons not able to make the commitment can deselect themselves.

Most trainees leave the last night of training with feelings of excited anticipation mixed with apprehension. Before meeting their Junior Partners, the volunteers are required to attend a detention hearing at Juvenile Hall, read two books deemed relevant by Partners staff, and participate in a personal interview with a Partners counselor.

Matching Procedure

The process of matching volunteer with youngster is handled in a systematic and careful manner. The volunteer interview is designed to further screen and give the staff a more in-depth understanding of the individual volunteer's expectations and preferences. The form used in that interview is in Appendix A, Page 7.

The counselor who conducts the interview then begins the process of finding a Junior Partner with whom the new Senior Partner will be compatible. Interviews with the referred youngsters are conducted on an on-going basis within three days of receipt of the referral from the Youth Service Bureaus or the police. While the bureaus conduct an interview to evaluate which agency best serves the needs of the kids, the Partners staff still conducts a more in-depth interview in order to gain as much background information as possible. This confidential information, along with details of the referred offense, are verbally passed on to the prospective Senior Partner in order that he may make a decision on being matched with the youngster.

In summary, the procedure for matching begins with recruitment and training. The referral procedures center around communication with agencies. The target youth is first identified at the Delinquency Control Division of the Denver Police Department. The only area from which referrals are being sent directly from the DCD is the Southwest where a Bureau is soon to begin.

The referral procedure for the Police has been explained on page of this report.

The Youth Service Bureaus are serving in two capacities in implementing the Diversion Project. 1) They receive referrals directly from the Police, interview and screen prospective clients and 2) send the prospective client's files with additional background information to Partners. The Bureaus are proving to be effective clearing houses for all referrals sent from the Police. Their role eliminates any discretionary decisions on the Police's behalf in regard to which youth agency will best serve a particular offender.

Within five days of the receipt of the referral from the Police or YSB, the youngster is contacted by Partners and a personal interview is conducted at the youth's home. The purpose of the interview is to 1) provide a thorough explanation of the

program, 2) to determine if the youngster is voluntarily willing to commit himself to the program, 3) to obtain relevant personal information about the client used in "matching" with a suitable volunteer, and 4) to obtain written consent from the youngster's parents.

Follow-up and Supervision: (See Table XII for Cumulative Summary of Volunteer Contacts)

A Partner's Diversion Unit Counselor (four full-time) has been assigned to supervise the Partnership from the introduction to successful one-year completion of the program. The Counselor's duties include 1) immediately informing the referring agency of the offender's involvement in the program; 2) contacting the Senior Partner on a minimum basis of every other week and for maintaining case histories on each "unit" in his caseload; 3) being available for in-depth contact with the Senior and/or Junior Partner in the case of a situation which would indicate that the Partners require special attention to aid development of the relationship; and 4) providing follow-up information for the agencies as well as acquainting themselves with available community resources. In addition, the Unit Counselor has responsibility as a trainer at pre-service and in-service training sessions for volunteers. The counselor conducts the interview with a volunteer trainee and also the initial interview with the offender. He is also responsible for personally evaluating the progress of the relationship after the six-week introductory period. Bi-monthly contact with the adult volunteer is maintained in order to record both quantitative and qualitative aspects of the relationship. (See Appendix A, page 10 & 11 for reporting forms.)

A. Table XII reveals a considerable amount of time, money and energy spent on the Senior Partners behalf during the first year. Over 2500 contacts between Junior and Senior Partners comprising over 11,000 hours spent together. This averages out to over four (4) hours per contact which is above the minimum three (3) hour time commitment which we ask of the volunteers. The volunteers have also spent a total of \$3397. in activities with their Partners. While this is a substantial sum of money spent it averages out to a little over \$1.00 per contact.

Thus Partners is not an expensive proposition for interested volunteers. The miles driven, over 37,959, indicates the type of mobile, active relationship most of the units have. The mileage information is kept for volunteers' tax purposes. The types of activities the Partners partake in are broad and varied. Initially, there is a tendency for the Partners to utilize the Partners group activities which are described in the next section. These activities are inexpensive and provide a common ground for beginning to develop a sound relationship. Once that relationship is "off the ground" fewer group activities are participated in. Personally arranged meetings involving just the two Partners is more common after the first 1½ - 2 months. The meetings included home visits, movies or use of the community facilities. Following are several case histories of problems faced by Junior and Senior Partners and the ways in which these problems were dealt with.

Antonio is a 14 year old Chicano youngster who was referred to the Police-Diversion Project after burglarizing a home in Southwest Denver. Antonio was contacted by a Partners counselor at his home and an extensive interview was conducted. Antonio willingly joined the program but there was skepticism on his part. Several months later Antonio confided that he had thought there would be legal repercussions if he didn't "voluntarily" enter Partners.

Antonio described himself as shy and somewhat quiet. He was particularly cautious of adults, not allowing strangers to break the tough outer shell he had built around him. Antonio's home situation is fairly stable. His father is a construction worker, his mother a housewife. There are four other youngsters in the home with Antonio being the oldest. Thus, he has a great deal of responsibility in running the household while his father works.

Antonio was having difficulty at Lake Jr. High. He had the academic skills necessary to succeed but he showed little interest in school, finding it time-consuming and "boring". In the interview Antonio said he wasn't sure if he would complete high school.

Antonio's friends were the biggest influence in his life. He had several close friends in the neighborhood who he spent most of his free time with, spending many hours shooting pool and "goffing around". While he had no previous police record, Antonio admitted he and his friends had "ripped off" several homes "for the hell of it". When asked of his preference for a Senior Partner, Antonio requested a fairly young man who was active, honest, and fairly strict.

Mike is a 27 year old single sales manager who has plenty of free time and thought it would be challenging to work with an in-trouble youngster. While he had no practical experience working with kids, Mike is outgoing and friendly and possesses a great deal of self-confidence. Mike arrived early at Antonios home and introduced himself. There was mainly silence from Antonio.

Now nearly a year later, Antonio and Mike have formed a strong and lasting friendship. We ask the Senior Partners to play the role of advocate in the Junior Partners' behalf if necessary. During the course of the year, Mike has filled this role many times. For instance, Mike has kept in touch with Antonios school counselor regularly and his grades have shown slow but steady improvement. Antonio was re-arrested on investigation of auto theft and Mike appeared in his behalf. No further court action was taken.

This spring, Mike helped Antonio find a part time job which he subsequently quit. Mike persisted and found Antonio another job on a full time basis for the summer. He still is holding the job at \$2.50 per hour, but more importantly, Mike is always available to Antonio in time of need. They spend about 10 hours a week together, in all types of activities including frequent Partners group activities. Antonio is being constantly encouraged to think for himself and avoid further involvement with the police. He has stayed out of trouble for several months and readily admits that Mike is having a positive effect on his life.

Shirley is a 42 year old working woman. Her son is grown and no longer living at home. Shirley had a lot of time on her hands and was seeking a constructive way to channel her abundant energies. She thought Partners might be the answer. She is a warm outgoing person who said she felt she had a knack for relating to kids. Her affection for young people was obvious.

Tanya is a 17 year old Chicana who lives alone with her stepfather. Her father works evenings which leaves Tanya to tend for herself. She was arrested last fall for shoplifting, her second offense, and referred to the Partners diversion project. Tanya expressed her eagerness to meet "an older person". Both Tanya and Shirley are eager to talk about themselves. They are not particularly activity oriented.

They were introduced last December and the relationship developed quickly. The partnership has had its ups and downs but due to Shirleys' consistency and persistence, Tanya still has a strong shoulder to lean on. Tanya's life hasn't been easy. She married at an early age and was divorced shortly after. This winter she gave birth to a baby. She wanted to retain custody of the child but the courts ordered against it. She is not in school and desperately needed a job. Shirley arranged an interview with a friend who manages a grocery store which landed Tanya a steady job. Since Tanya had a job, her stepfather agreed to buy her a car. The story doesn't end happily here. Tanya was involved in an auto accident, in which she was at fault. Despite Shirleys help in obtaining a lawyer, Tanya lost her driving privileges, her job and her car. Shirley is helping her find other employment.

The Partners see each other at least twice a week as well as frequently talking on the phone. Tanya has said that Shirley is "the only adult she can talk to". Shirley has also developed a close relationship with Tanya's stepfather. After six months Shirley says the relationship has reached the stage where Tanya feels comfortable in confiding her most intimate problems, and many serious problems remain. Recently Tanya admitted she had been "shooting" heroin supplied by an older girl. Shirley noticed a physical and mental deterioration but couldn't pinpoint the cause. Shirley intends to speak with Tanya's stepfather to decide the next step.

Moses is a 14 year old with a penchant for boxing. He has won several trophies in matches at a local recreation center. However, he displayed his boxing talents out of the ring, which resulted in his being charged with 3rd degree assault. He took his anger out on a classmate at Grant Jr. High. Moses is a fairly quiet, polite boy who lives with his parents and five siblings. His father holds down takes care of the kids and is expecting another child this fall. It's a very close family situation but Moses and his parents welcomed additional support for Moses in the form of a Senior Partner.

Moses' Senior Partner, Gordon, is a 59 year old Anglo geologist who has 6 children of his own. He loves kids and wanted the opportunity to meet a youngster from a different ethnic background. He is an active man interested in participating in all kinds of sports. He considers himself a "good listener", patient and tolerant. He wanted to be matched with a "younger kid. Moses had no specific requests as to the age of his Partner as long he was easy to talk to and interested in sports.

After 3 months of being Partners, the relationship is developing well. They see each other more than the required 3 hours per week. They include other members of the family in their activities.

Moses is doing poorly in school and Gordon is offering to tutor Moses in the fall. This partnership is a good example of creative energy at work. The neighborhood in which Moses now lives has no nearby recreation facilities. The closest outlet is a Boy's Club several miles away. Gordon spoke with the club director and the Partners Activities Director to see if an arrangement could be worked out to bus neighborhood kids to the Boys' Club twice a week. The club director agreed to offer transportation with financial assistance from Gordon. Within two days he had twenty kids ready to go.

Dan Kearnes, a medical student, and Robert Kelly, a thirteen year old Chicano youth arrested for investigation of burglary, have been Partners since late September. Robert's schoolwork has improved remarkably since he has been a Junior Partner. Whereas he was failing several courses last year, Robert is earning close to straight A's this year. When asked about this improvement, Robert mentioned that he felt that his Senior Partner really cared about him and how he did in school. As a result, Robert said he has made an effort to do better work in school.

Dan and Robert spend a great deal of time together, mostly on weekends. They have participated in a wide variety of activities and occasionally spend entire weekends together. At last report, Robert has been in no trouble of any kind since he has been Partners.

Senior Partner Joan Haney and Junior Partner, fourteen-year-old Judy Flores, were introduced shortly after Judy was arrested in October for an alleged assault. Not long after Joan and Judy became Partners, school authorities called for an emergency meeting to determine if it would be necessary to expel Judy from school permanently for a variety of offenses she had committed there. At the request of the authorities, Joan attended this meeting and, as a result of Joan's contributions, it was decided that Judy should undergo psychological testing before a decision on her school future should be made. The subsequent testing revealed that Judy was on the verge of severe depression and was suffering from other emotional problems. Once aware of Judy's emotional difficulties, the school arranged for Judy to participate in a home-tutoring program until she became well enough to return to school.

Judy is now back in school and credits her trusting relationship with Joan for allowing her to improve as much as she has so far.

In a short period of time, Joan and Judy have been through a number of traumas. There are strong indications that the Partnership has had a positive effect on Judy and at the same time, has proved rewarding for Joan whose patience and persistence with an emotionally upset youngster have already demonstrated positive results.

Activities (See appendix A, Page 8 & 9 of Activities Schedule)

The philosophy of the Partners Activities Program closely adheres to Recommendation 7:1 of the National Advisory Commission on Criminal Justice Standards and Goals for Community Crime Prevention:

Recreation programs should be created to serve the total youth community...activities that involve risk-taking and excitement and have particular appeal to youth should be a recognized part of any program...

The role of the Senior Partner is to help plan the weekly contacts in such a manner that will enable him to quickly acquaint himself with the environment and problems of the Junior Partner. Partners has made available to the Junior and Senior Partners a full range of recreational activities which are used as tools in the relationship-building process. While the partners are free to choose their own activities, we request that during the first six weeks the partners participate in at least one group activity.

C.

OBJECTIVE 1: To have 300 units in the field by July 1, 1974. A unit consists of a youth (Junior Partner) matched with an adult volunteer (Senior Partner).

Table I * shows the referral pattern for the first year, while table II contains the same information in graphic form. The third quarter was the highest in terms of referrals, accounting for 34% of all referrals for the year. However, in the second quarter the largest percentage of matched referrals occurred. Overall, 63% of those youths referred to Partners were matched. The primary reasons for failure to match are lack of interest by the youth or the parents.

The yearly total of 197 matches does fall short of the stated objective of 300 matches. However, the number of matches is a function of the referral rate. Table III displays referrals by source. The largest percentage of referrals has come from the Denver Police Department, followed by the Northeast Youth Service Bureau. Currently, several methods of increasing referrals are under consideration, and we are confident of fully reaching this objective in the second year of operations.

OBJECTIVE 2: To help alleviate the problem of chronic overload on the juvenile court system. More specifically, to effect a 20% reduction in police-to-court referrals by the end of the first year.

At the end of the first year 197 early offenders have been matched, with another 10-15 youths on the waiting list. According to baseline data provided by the Denver Anti-Crime Council (DACC), approximately 62% of all impact offenders would actually have been referred to the courts, rather than to Partners and other diversion projects; thus, approximately 122 youth have been diverted to Partners rather than the courts. However, in the police-diversion project not all referrals to Partners are impact offenders and the DACC estimates that only one-third of all youths arrested are actually referred to the courts. As the referral offenses for the 197 youths matched in the first year fall fairly evenly between impact and non-impact, one might estimate that approximately 48% or 95 of the 197 matches have been diverted to Partners rather than referred to the courts.

It is not possible to project the degree of reduction in court burden resulting from this diversion effort. However, it would seem that 95 cases does represent a sizeable reduction for the first year of the project.

This objective is related closely to the first objective in that the greater the number of referrals and matches, the greater the resultant reduction in the number of court cases. Thus, with more effort devoted to generating referrals we anticipate coming much closer to successful attainment of this objective in the near future.

*Note that all tables, unless specified otherwise, refer to the first year, July, 1973 - June, 1974.

OBJECTIVE 3: To provide immediate and continuous long-term adult supervision and to reduce the delay between police contact and court response.

The time transpiring between the arrest and matching of Partners has been variable, averaging approximately $2\frac{1}{2}$ to 3 weeks. Many factors enter into the determination of this very critical time interval. The number of Unit Counselors at Partners and their workload are two of the more salient of these factors. The Partners program employs Unit Counselors, each of whom is responsible for a caseload of Junior-Senior partner units. The Unit Counselor attempts to maintain contact with all units on his/her caseload at least bi-monthly. Other factors include the initial level of interest of the youth and his or her family, the degree of prior screening done by referral source, and the length of time between arrest and referral. In the past year several new individuals were employed by Partners as unit counselors, which should relieve the problem of overly large caseloads. However, it has taken time for these persons to learn their jobs and to familiarize themselves with their respective units. For this and other reasons further attenuation in the length of delay between arrest and matching should be realistically accomplishable.

OBJECTIVE 4: To provide a positive rehabilitation program for early offenders. The major goal of the program is to provide a volunteer who will act as a friend, counselor and advocate for the youngster.

Table IV presents demographic characteristics for all matched Junior Partners in the first year. Table V shows the current living situation for these Partners, Table VI the number of prior arrests, and Table VII the pattern of their referral offenses.

As can be seen from inspection of these tables, over half of the youngsters matched with adult volunteers were 13 years or younger, primarily male, Chicano, living with both parents, and with a previous history of no or very few prior arrests. Thus, the types of youths matched with adults do closely fit the implicit specifications of the Police-to-Partners Diversion Project.

As stated in the fourth quarter report, preliminary analyses of data obtained from the measures used in the evaluation interview (see objective 7) indicated that for the majority of Partners units a warm, respectful relationship is beginning to form. On a scale assessing the degree of self-disclosure to significant others, the adult volunteer falls between the youth's parents and friends; that is, these Junior Partners report the greatest amount of self-disclosure to their friends, followed by their Senior Partner with the least amount of disclosure to parents.

Interview data reveal some advocacy efforts on the part of Senior Partners. In the second year more emphasis will be placed on this as part of being an effective Senior Partner, especially in the schools.

Longitudinal data will bear significantly on this particular objective. The second wave of interviews, in the evaluation study being conducted by Dr. Forward, which involves the re-interview of all units comprising the first wave, will get underway in the middle of August, 1974. It will be recalled that the first interview is administered soon after matching and the second interview several months later.

OBJECTIVE 5: To provide a significant amount of community education and involvement in the problems faced by the criminal justice system.

In the past year fifteen training sessions of volunteers were conducted, with over 1000 persons from the community participating as trainees. Table VIII contains first year training figures. As can be seen, 907 individuals completed the entire training process, which involves considerable commitment of time and energy and results in considerable exposure to the program and to many aspects of the problems of the criminal justice system. Moreover, the recruitment efforts expended by the Partners Program, headed by Dave Felder, are many and varied, ranging from the distribution of brochures to a plethora of radio and television spot announcements. (See the next section for a more detailed presentation of recruitment and training.) The diversity of these approaches results in a high degree of visibility for the Partners Program and appeals to a cross-section of the population. Recent strengthening of the minority recruitment program should further enhance these efforts. The emphasis of the Partners recruitment approach is on a helping relationship with a youngster who might otherwise be neglected. This kind of approach certainly apprises the community of the problems extant in the system and results in a considerable volume of requests for more information on the subject.

While the victim involvement project was slow to get underway, progress was made in the fourth quarter. Jack Kern, a Senior Partner, has volunteered to assist in the coordination of face-to-face meetings, which are aimed at the personalization of the offense in the eyes of both offender and victim. A goal of 2 face-to-face meetings per month has been set, to begin July, 1974.

OBJECTIVE 6: To reduce by 40% the recidivism rate for early offenders.

Table IX provides rearrest data. As can be seen, for the first year a total of 32 out of the 197 matched Junior Partners were subsequently rearrested prior to August, 1974. Several of these youths were rearrested two or more times, with a total number of 45 arrests. In addition to the number of recidivists and rearrests Table IX shows the respective percentages^{of} selected demographic characteristics of recidivists and of all matched Junior Partners. For example, 88% of all recidivists were male; 20% of all male, matched Junior Partners were rearrested, in contrast to only 7% of all female,

matched Junior Partners. Surprisingly, the largest percentage of recidivists were matched in the third quarter (23%). Since the average time of risk is longer for those youths matched in the first and second quarters, and considering that the Denver Anti-Crime Council estimates that rearrests typically occur in the 2-3 months immediately subsequent to the initial arrest, one would expect the highest recidivism figures for quarters one and two.

The recidivist figure for the first year is thus 16%. The Denver Anti-Crime Council reports that, for youths initially arrested for an impact offense, within a year 53% were rearrested at least once. Our figures are not directly comparable to the DACC data, because the average length-of-time in the program is not yet a year and because many of the youths diverted to Partners are not impact offenders. A crude estimate of the average time of risk for all 197 matched Junior Partners is 7 months. Moreover, the average time of risk for those Junior Partners rearrested approximates 8 months.

Because most rearrests do occur in the 2-3 months following the initial arrest, it would seem that a recidivist rate of 16% represents a substantial reduction. After one year, if the recidivist rate continues at its present pace, the objective of reducing recidivism by 40% will be successfully attained.

Table X presents rearrest data in terms of the type of rearrest offense, i.e. impact versus non-impact offenses. The majority of all recidivists were rearrested for non-impact offenses (69%). Moreover, when the total number of rearrests, rather than the number of recidivists, is taken into account the ratio of non-impact to impact offenses is even higher (73%).

Objective 7: To conduct a comprehensive and scientific research and evaluation project

for the Police-to-Partners Diversion Project.

I. Research Activities:

- A. Interviews of Junior Partners: In the first year a total of 104 face-to-face interviews were conducted with Junior Partners. Actually, 23 of these interviews were collected in the latter part of July, 1974, thus insuring that the first year objective of 100 such interviews would be successfully attained. These interviews were typically taken shortly after signing of the contract between Junior and Senior Partner; in the second year these units will be re-interviewed, which will permit a longitudinal analysis of changes transpiring in relationship.

Data secured from interviews with 81 of the Junior Partners have been coded and keypunched on IBM cards, and preliminary analyses have been calculated. Accordingly, some of the more salient and interesting trends revealed to date are presented below.

Ethnically, 56% of these youths are Chicano, 24% are Black, and 20% are Anglo. Fifty per cent report that they live in a house owned by their parents, 28% in a rented house, 4% in an apartment, and 18% in public housing projects. The fathers of 92% of these youths are working, most full-time, and 45% of their mothers are working, 81% full-time.

Twenty-four per cent of the Junior Partners have a job of some kind, working an average of 19 hours per week. Interestingly, none of these working Junior Partners state a dislike for their jobs; 26% report they like their jobs "some" and 74% "very much." Also, 91% are enrolled in school, with 67% reporting that they are doing

as well as their other class members, 17% worse, and 16% better.

Activities are one of the primary means by which the Partners program endeavors to foster development of a close relationship between Junior and Senior Partner. The interview data indicate that the vast majority of units are participating in activities: Junior Partners report taking part in an average number of 2.3 activities in the previous 2-week period, with approximately 32% saying they participated in no activities whatsoever. Moreover, 57% of these partners state that they suggested or initiated one or more of these activities.

One focus of the research interview is the perceived impact of the arrest on the youth in terms of stigma, the future ability to succeed in school and work; that is, what are the effects of labeling of the youth by significant agencies and individuals? Only 26% of the Junior Partners interviewed believe the arrest may pose problems in future efforts to obtain a job. When asked whether the arrest has made a difference in how significant others act toward him/her, these Junior Partners perceive no change for either peers or teachers, but do for parents, with 46% reporting changes in the way parents have treated them subsequent to the arrest.

These Junior Partners are not social isolates. They report an average of 4.3 friends, and, on the average, spent 21 hours of free time with friends in the past week. Furthermore, 76% indicate that other youths were arrested with them; 35% were arrested with three or more friends.

Another section of the Interview attempts to elicit a detailed breakdown of self-reported recidivism over the prior two months. Some of the more prominent statistics revealed are as follows:

- 22% report running away from home
- 73% report staying out late, an average of 9 times
- 68% have been late for school, an average of 7 times
- the average number of days missed in school was 8 days
- 51% have been in a fight
- 30% report fighting with parents
- 42% have loitered
- 64% have been in trouble at school for acting up, an average of 3 times
- 46% having lied in order to stay out of trouble
- 5% have obtained something by using false identification
- 15% report incidents of joy-riding
- 27% report having been high on drugs, an average number of 4 times
- 4% have taken an automobile without the owner's permission
- 26% damaged something which did not belong to them
- 21% have carried a gun or knife
- 26% damaged something which did not belong to them
- 21% have carried a gun or knife
- 26% have stolen something under \$50 and 12% something over \$50
- 27% have shoplifted something valued at less than \$10
- 57% report drinking alcoholic beverages without permission, an average number of 4 times
- 15% have entered a house or store without permission in order to take something
- 32% have been picked up by police; 22% once, 4% twice, and 6% four times or more
- no one reports paying for sexual activity or robbery using a weapon

These data underscore the discrepancy between self-report recidivism figures and official rearrest records, a discrepancy noted by many others. Gold (1970)* makes a distinction between juvenile delinquency and delinquent behavior - the former concerns "the nature and background of youthful offenders apprehended by the police and declared delinquent by a court," while the latter denotes "offensive behavior of juveniles whether or not it is ever detected by authorities or anyone else."

Thus, self-reported accounts of delinquent behavior when taken under the proper conditions, are typically much higher than official recidivism figures.

So many variables other than the delinquent behavior enter into recidivism figures- including the actions of the police, juvenile and court officers, and juvenile judges. Accordingly, in order to gain a more complete picture of delinquent behavior, it is necessary to scrutinize both official records of recidivism and self-reported delinquent acts.

GOLD, M. Delinquent Behavior in an American City. Brooks/Cole Publishing Co.
California, 1970.

B. Interviews of Senior Partners (Volunteers): Over 74 interviews have been conducted with Senior Partners, again, soon after signing the contract between adult and youth. The initial procedure for obtaining these interviews was to mail them to the Senior Partners, accompanied by a letter by Dr. John Forward, the research director, and Bob Moffitt, the director of Partners. For a variety of reasons, this method was replaced by one in which interviewers are paid to collect the interview. This procedure is more costly, but has resulted in the collection of a substantial number of interviews in a relatively brief time period.

As was done for Junior Partner interviews, selected results from the analyses of Senior Partner interview data are presented below.

Generally, a similar pattern of conversational topics between the partners obtained for both Junior and Senior Partner reports, although the percentages for all topics checked are considerably higher for the volunteers. Ninety-nine per cent report having talked about school, 76% about jobs, 62% about police and courts, 95% about the Junior Partner's family, 73% about the youth's personal problems, 93% about the youth's peers, and 40% about religion.

A set of questions probed the number and kind of actions taken on the Junior Partner's behalf. The most frequently checked items were: talked with the youth's family (80%) and met his/her friends (76%). At the other extreme, only 15% report assisting the youth in getting a job or earning money, and only 13% state that they introduced their partner to a club or youth group. Virtually none of these Senior Partners have taken their partner to church (2%) or talked to the police or court people on the youngster's behalf (5%).

Another section of the interview solicits information bearing on the kinds of problems which the volunteer expects to arise at some time in their relationship. The most frequently checked category was taking advantage of people (49%), followed by theft (39%) broken appointments (29%), truancy (29%), and fighting (27%). The least frequently checked were property damage (8%) and sex offenses (0).

C. Interviews of Controls: Our procedure for control interviews has been to request names of friends from Junior Partners when they are interviewed. (We also solicit names of co-conspirators, but this technique does not generate many names.) This is a difficult and tedious procedure, but one which has succeeded in obtaining a total of 64 interviews. We are currently in the process of initiating interviews with those youths who are referred to Partners, but do not wish to become Junior Partners. These self-rejects will thus constitute another comparison group. Between these two groups, we should have quite adequate baseline data with which to compare longitudinal data collected from Junior Partners.

2. Evaluation and Consultant Service:

A. The research director has provided on-going consultation regarding organizational and administrative operations of the Partners program.

B. A short evaluation of the mini-bike program was conducted and results fed back to Mr. Carson Reed, the counselor in charge of the program. Generally, the results indicated that this program is a successful avenue for attitude change for those youths involved.

C. Weekly sessions as one part of staff meetings were devoted to the objectives and procedures of the research program, September, 1973 to January, 1974.

D. An all-day conference was held on February 14, 1974, by the research staff. The entire Partners program staff attended. Results of previous evaluation research were presented in detail and discussed in detail. Recommendations for possible program changes were generated jointly by program and research staff. For overview of the results see appendix b.)

E. The research staff assisted the Police-to-Partners Diversion staff in the development of a reporting method for Unit Counselor contacts with Senior Partners. Problems are coded into uniform categories, thus permitting more systematic analysis and, eventually, keypunching.

F. A comprehensive evaluation of the Partners river program was initiated and will be completed in late August, 1974.

G. The research director attended part of the Vail Conference which was held in May with the general aim of planning for organizational change and growth, and provided consultation.

H. Mick Kirby, a member of the research team, assisted in the preparation of the fourth quarterly and year-end L.E.A.A. reports.

MAJOR ACCOMPLISHMENTS

While some first-year objectives were not completely reached, substantial progress was made, especially in view of the slow referral rate. The key to totally successful goal attainment in the second year will be the rate of referral to Partners. With a sufficiently high referral rate and increases in staffing these objectives should be realized in the second year.

In this first year a total of 197 youths were matched with adult volunteers in the Police-to-Partners Diversion Project. The largest percentage of these referred youths were from the Denver Police Department, followed by the Northeast Youth Service Bureau.

From baseline data provided by the Denver Anti-Crime Council it is estimated that 95 (48%) of the 197 youths diverted to Partners would have been referred to the courts. Accordingly, the burden on the courts has been reduced by this number.

Partners has consistently endeavored to attenuate the time transpiring between arrest and matching. This time interval has averaged 2½ to 3 weeks; given the importance placed on making a match which is mutually beneficial to both Junior and Senior Partner, a 2½ to 3 week interval is an accomplishment.

Through its diversified communications and public relations efforts Partners reaches many thousands of persons. In the past year fifteen training sessions of adult volunteers were held, and more than 1000 community residents participated in training. While not all of those attending training are actually matched with a youngster, participation results in considerable exposure to and education about many difficulties confronting the criminal justice system.

Preliminary figures indicated that the Partners program is leading to a substantial reduction in recidivism. The average time of risk (the time interval between the initial offense and some standard cut-off date) is currently about 7-8 months, and the recidivism rate approximates 16%. Several studies conducted in the Denver area have consistently reported recidivist rates of 55-58%, usually within one year subsequent to the initial offense. The Denver Anti-Crime Council has recently reported that 53% of all youths arrested for an impact offense were rearrested within one year. Because youths referred to Partners as part of the Police-to-Partners Diversion Project may not necessarily have committed an impact offense, the expected recidivism rate would be lower than this 53% figure. Nevertheless, the first-year objective of reducing recidivism by 40% should be successfully reached if the present trend continues.

Dr. John Forward, director of the research and evaluation project for the Police-to-Partners Diversion Project, reports that more than 100 face-to-face interviews were conducted with Junior Partners; 64 interviews have been completed with control youths, permitting comparisons of results between the two groups. Also, 74 Senior Partners interviews were collected. Plans for the second year include the re-interviewing of each of these groups. This kind of in-depth longitudinal analysis will provide information about changes induced by the Partners Program, and specifically by its strategy of matching youths with adult volunteers.

PROBLEM AREAS

As previously stated, the key to successful attainment of program objectives is the referral rate. Likewise, this has proven to be the most prominent problem area in the first year:

The termination rate, totaling 70 in the first year, is also a significant problem area. This figure represents 36% of the total yearly matches. Table XII shows the cumulative figures for those Junior Partners terminated during the first year.* As can be seen by inspection of this table, the majority of those youth terminated were male (69%) and Chicano (56%), while an equal number of Blacks and Anglos were terminated (21%). Younger Junior Partners are not terminated as frequently as those in the 12-15 year age bracket (76%).

The highest incidence of quarterly terminations occurred in the second quarter (37%), followed by the third quarter (30%).

It is difficult to ascertain precisely the reasons for many terminations. The determination of "lack of interest" on the part of either Junior and Senior Partner is especially problematic because of the complexity and reciprocity involved in any such relationship. According to our estimates, which are based on information obtained from all Police-Diversion Unit Counselors, approximately 16% of the terminations can be attributed to Senior Partner mobility, usually a job change or transfer, and another 6% to Junior Partner mobility. The remaining 76% are due to either Junior or Senior Partner lack of interest and motivation or to a poor match between the two partners. It should be noted, however, that even in the case of a termination, frequently the youth has received the benefits of exposure to an adult partner for several weeks or months. Less than 30% of the terminated youths are re-matched with another adult volunteer.

* This total differs from those totals contained in the quarterly reports and represents the up-dated correct figure.

TABLE 1 QUARTERLY REFERRAL - MATCHING PATTERN FOR POLICE DIVERSION PROJECT July 1973 - June, 1974.

QUARTER	REFERRED	NUMBER MATCHED	PERCENTAGE MATCHED
1	75 (24%) *	32 (16%)*	43%
2	69 (22%)	55 (28%)	80%
3	107 (34 %)	64 (32%)	60%
4	64 (20%)	46 (23%)	72%
CUMULA-TIVE TOTAL	315	197	63%**

*Percentage of cumulative total in parenthesis

**Percentage matched from all referred

TABLE II MONTHLY CLIENT INTAKE (ALL REFERRAL SOURCES) JULY 1973-JUNE 1974

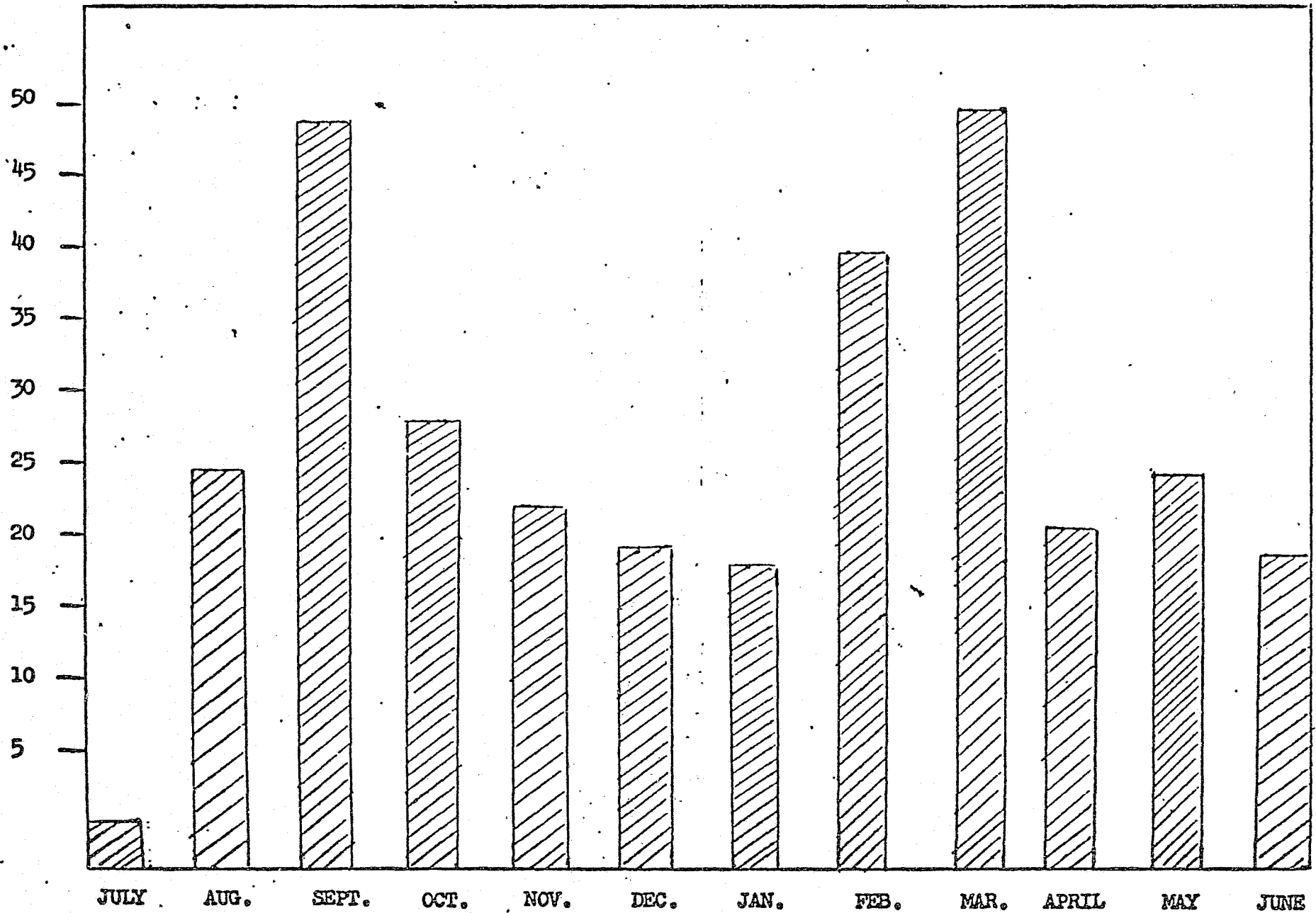


TABLE III PATTERN OF POLICE DIVERSION REFERRALS BY SOURCE

OTR	Northeast Y.S.B.	Northwest Y.S.B.	Southeast Y.S.B.	Denver Police Dept.	TOTAL
1	26	0	0	49	76
2	27	0	0	42	69
3	7	13	8	79	107
4	17	11	6	30	64
CUMU- LATIVE TOTAL	77 (24%)*	24 (8%)	14 (4%)	200 (63%)	316

*Percentage of total

TABLE IV SELECTED DEMOGRAPHIC CHARACTERISTICS
OF MATCHED JUNIOR PARTNERS

Age Male Female Anglo Black Chicano Other Total

Age	Male	Female	Anglo	Black	Chicano	Other	Total
Under 10	2	1	1	1	1	0	3 (2%)
10-11	26	8	8	11	14	1	34 (17%)
12-13	56	18	17	12	44	1	74 (38%)
14-15	43	17	19	13	28	0	60 (30%)
16-17	15	11	8	7	11	0	26 (13%)
CUMU-- LATIVE TOTAL	142 (72%)	55 (23%)	53 (27%)	44 (22%)	98 (50%)	2 (1%)	197

*Percentages of total (N-197)

TABLE V LIVING SITUATION OF MATCHED JUNIOR PARTNERS

Both Parents	104 (53%)
One Parent	85 (43%)
Relative	5 (3%)
Group House/Institution	1 (1%)
Foster Home	0
Other	2 (1%)
TOTAL	197

TABLE VI NUMBER OF PRIOR ARRESTS FOR MATCHED JUNIOR PARTNERS

None	130 (66%)
1	32 (16%)
2	19 (10%)
3	10 (5%)
4	2 (1%)
5 or more	4 (2%)
TOTAL	197

TABLE VII REFERRAL OFFENSES FOR MATCHED JUNIOR PARTNERS*

IMPACT OFFENSES					NON-IMPACT OFFENSES				
Burglary	Robbery	Rape	Assault	TOTAL	Theft	Joyriding Auto Theft	Distur- bance/ Crim. Mis- chief	Other	TOTAL
80	7	1	27	115	43	12	21	22	98
70%	6%	1%	23%		44%	12%	21%	22%	
38%	3%	1%	13%	54%	20%	6%	10%	10%	46%

% Im-
pact/
Non-Im
pact

% All
offens-
es

*Note that the total number of offenses (N=213) is larger than the number of matches because some referrals had more than one offense.

TABLE VIII FIRST YEAR TRAINING FIGURES

QUARTER	TOTAL # TRAINED	# POLICE DIV. TRAINEES	POLICE DIV. % OF QTR. TOTAL
1	211 (23%)*	35 (14%)	17%
2	197 (22%)	60 (24%)	30%
3	266 (29%)	87 (35%)	33%
4	233 (26%)	70 (28%)	30%
CUMU-LATIVE TOTAL	907	252	28%

*Percentage of cumulative total

TABLE IX CUMULATIVE REARRESTS FOR MATCHED JUNIOR PARTNERS

AGE	SEX M:*	F	ETHNICITY			QUARTER MATCHED				TOTAL	% of match J.P.'s	% Recidi- vists	Re-arrests
			A	B	C	1	2	3	4				
12-13	14	4	4	4	10	4	8	6	0	18	24	56	24
14-15	11	0	3	3	5	1	2	7	1	11	18	34	18
16-17	3	0	2	1	0	0	1	2	0	3	12	9	3
TOTAL	28	4	9	8	15	5	11	15	1	32	16		45
% All matched J.P.'s	20	7	17	18	15	16	20	23	2				
% Recidi- vists	88	12	28	25	47	16	34	47	3				
# Re-arr ests	40**	5	10	10	25	17	12	15	1				

*CODES M-Male F-Female A-Anglo B-Black C-Chicano

**Note that one male was rearrested 7 times

TABLE X IMPACT VERSUS NON-IMPACT REARREST OFFENSES
IMPACT NON-IMPACT

RECIDIVISTS	10 (31%)	22 (69%)
REARRESTS	12 (27%)	33 (73%)

TABLE XI SELECTED DEMOGRAPHIC CHARACTERISTICS OF SENIOR PARTNERS

Age	Sex		Ethnicity			Employment				Marital Status			TOTAL
	M	F	A	B	C	FT	PT	ST	O	M	S	D	
18-21	11	20	26	0	5	20	6	5	1	6	25	0	31 (14%)
22-25	35	39	68	0	6	64	0	6	4	31	41	2	74 (34%)
26-30	50	24	67	5	2	60	4	3	6	35	33	6	74 (34%)
31-35	20	3	22	1	0	22	1	0	0	13	8	2	23 (11%)
36-40	3	2	4	1	0	5	0	0	0	3	0	2	5 (2%)
41	5	4	9	0	0	9	0	0	0	5	0	4	9 (4%)
TOTAL	124 (57%)	92 (43%)	196 (91%)	7 (3%)	13 (6%)	180 (83%)	11 (5%)	14 (6%)	11 (5%)	93 (43%)	107 (50%)	16 (7%)	216

*CODES

- M-Male
- F-Female
- A-Anglo
- B-Black
- C-Chicano
- FT-Full-time
- PT-Part-time
- ST-Student
- O-Other
- M-Married
- S-Single
- D-Divorced

TABLE XII CUMULATIVE SUMMARY OF VOLUNTEER CONTACTS

	Number of units at end of Quarter	Number of Contacts	Hours Spent	Money Spent	Miles
Quarter 1	32	83	403	300.00	2490
Quarter 2	55	490	1406	604.00	5290
Quarter 3	64	1013	4404	1316.00	13,695
Quarter 4	46	978	4919	1177.00	16,484
TOTAL	197	2564	11,132	3397.00	37,959

TABLE XIII TERMINATED PARTNERSHIPS BY QUARTER MATCHED

	Quarter Matched				
	0 1	0 2	0 3	0 4	
MALE	8	19	12	9	48 (69%)
FEMALE	3	7	9	3	22 (31%)
ANGLO	2	7	3	3	15 (21%)
BLACK	5	3	4	3	15 (21%)
CHICANO	4	16	13	6	39 (56%)
OTHER	0	0	1	0	1 (1%)
under 10 yrs.	0	0	1	0	1 (1%)
10-11 yrs.	2	2	3	1	8 (11%)
12-13 yrs.	5	12	7	6	30 (43%)
14-15 yrs.	3	8	7	5	23 (33%)
16-17 yrs.	1	4	3	0	8 (11%)
TOTAL	11 (16%)	26 (37%)	21 (30%)	12 (17%)	70

APPENDIX A

INDEX

Page 1	Junior Partner Interview Form
Page 2	Explanatory Letter for Parents of Junior Partner
Page 3	Parental Consent Form
Page 4	Initial Disposition Form -providing agency feedback
Page 5	Partner monthly training agenda
Page 6	Training Evaluation Form
Page 7	Volunteer Interview Form
Page 7a	Reference Form-for potential volunteers
Page 8	Activity Guide
Page 9	Partners Newsletter-containing activity schedule
Page 10	Form used by counselors to record S.P./J.P. contact
Page 11	Weekly Counselor Report Form
Page 12	Partners Contract

INTERVIEW EVALUATION FOR JUVENILE

DOB _____

Name _____

Interviewer _____

Date _____

What do you know about Partners?

1. Explanation of program
(include commitment and cost)
2. Are they interested?
3. Explain that your questions are for Senior Partner Matching

INTERESTS

What do you like to do alone, and what with friends?

What things do you really dislike doing?

SCHOOL (name and grade)

What do you think of school?

What would you like to do when you're older and out of school?

Jobs you've had

TYPE OF SENIOR PARTNER

Age
Race
Talkative-quiet
Active-passive

What's important to you in a friend?

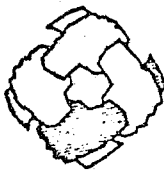
Things that make you mad.

When you get into hassles with your family, what's it usually about?

COMMENTS:

Partners

326 West 12th Avenue • Denver, Colorado 80204 • Telephone (303) 893-1400



Dear Parents,

PARTNERS is an exclusive club for kids who have been in contact with the police or courts, but who want some help in staying out of trouble. Partners help kids through the friendship of a volunteer called a Senior Partner. All Senior Partners go through an intensive training course and through screening processes.

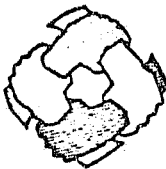
Kids who want to be Junior Partners must apply for membership. Those who are accepted into PARTNERS are teamed up with a Senior Partner for at least twelve months. PARTNERS gives both Junior and Senior Partners membership privileges such as plane rides, camping trips, free tickets to games, and free use of Celebrity Sports Center. Junior and Senior Partners share in these and other activities at least once a week.

Sincerely,

A handwritten signature in cursive script that reads 'Bob Moffitt'. The signature is written in black ink and is positioned above the printed name and title.

Bob Moffitt
Director

Partners



326 West 12th Avenue • Denver, Colorado 80204 • Telephone (303) 893-1400

Partners is limited in the number of memberships which we can accept. If the application of your youngster, _____, is to be accepted, we would ask you as the parent or guardian to sign the following agreement:

1. I want my child to be in Partners, and I agree to support his/her relationship with his/her Senior Partner.
2. I authorize the Senior Partner of my child to view his/her school records in order to help my child in the educational area.
3. I authorize the Senior Partner of my child to obtain appropriate medical or dental attention for my child should such attention be required while I am unavailable for contact at the telephone number(s) listed below.

Signature of Parent or Guardian

Telephone Number

Signature of Witness

Date

CLING

326 West Twelfth Avenue • Denver, Colorado 80204 • Telephone (303) 893-1400

INITIAL DISPOSITION FORM
PARTNERS POLICE DIVERSION

DATE _____

Name of Referred Youth _____

DOB _____ Violation _____ Date of _____

Violation _____ Residence _____

Phone # _____ Police ID. # _____

DISPOSITION

1. Accepted into Partners program effective _____.

2. Not accepted into Partners program _____.

3. Subject and, or his parents have rejected _____.

COMMENTS

PARTNERS TRAINING

Heart O' Denver Motor Hotel - 1150 E. Colfax
August 6, 7, 8, 9 and 12, 1974

TUESDAY - August 6

6:45

INTRODUCTIONS & ANNOUNCEMENTS

Marilyn Mathews, Director of Training and
Counseling, Partners

7:00

PARTNERS - Slide Presentation

7:25

WELCOME

Timothy Turley, Probation Counselor, Denver
Juvenile Court

7:35

RECRUITMENT DATA

Dave Felder, Recruitment Supervisor, Partners

7:45

BREAK

8:00

HISTORY, OBJECTIVES, FUNDING

Bob Moffitt, Executive Director, Partners

9:00

SMALL GROUPS

9:30

BASIC INSTRUCTORS

Junior and Senior Partners and Dick Peskin,
Assistant to the Director, Partners

WEDNESDAY - August 7

6:45

LOGISTICS

6:55

RESEARCH AND EVALUATION

Mick Kirby, Evaluator, C.U.

7:00

ACTIVITIES

John Breneman, Activity Coordinator, Partners

7:15

RINGS AND THINGS

Kathy Turner, Court Supervisor, Partners

7:35

SMALL GROUPS

8:20

BREAK

8:30

CROSS-CULTURAL AWARENESS

Lucy Martinez, Carson Reed, Gary Garcia,
Will Watson, Gloria Perryman, Unit Counselors,
Partners

9:30

SMALL GROUPS

THURSDAY - August 8

6:45

ROLE PLAY

The Group

8:15

COMMUNICATIONS AND RESOURCES

Johnna Stewart, Southeast Neighborhood Youth
Service Bureau

9:00

SMALL GROUP WRAP-UP

9:30

BASIC INSTRUCTORS

9:55

FOOTNOTES

FRIDAY - August 9 &
MONDAY - August 12

1:15

DENTENTION HEARING

Juvenile Hall, 2844 Downing, 297-5772

Date _____

PARTNERS' TRAINING EVALUATION

What part of training do you feel was most helpful to you as a future Senior Partner?

Are there areas of training that you feel deserve more emphasis?

Do you have any criticisms, or can you list any ways we might help better prepare you as a Senior Partner?

Did you feel there was too much time spent in-

Lecture

Small groups

Role play

Interviewing Junior & Senior Partners

Would you prefer to have training-

3 consecutive nights (as it is)

Friday night and all day Saturday

Two consecutive Saturdays

(over)

Date _____

Volunteer: _____

Interviewer: _____

- 1. Have you read the book?
- 2. What were your reactions?
- 3. What do you like to do; activities, etc.
- 4. List important attitudes and beliefs high on your priority list. (e.g. communicating with people)
- 5. Why did you decide to join Partners?
- 6. What were your reactions about training?
- 7. What experiences (bad or good) have you had, working or being with children?
- 8. What are your apprehensions regarding the program?
- 9. In what areas do you think you will be weakest?

Strongest?

Child Preference:

- 1. Ethnicity: Black _____ Chicano _____ Anglo _____ Other _____
- 2. Age _____
- 3. Child outgoing _____ Shy _____ Active _____ Talkative _____ Dependent _____ Independent _____
- 4. Does the type of offense matter?
- 5. Could you work with other siblings in the family?
- 6. Location _____

COMMENTS:



326 West 112th Avenue • Denver, Colorado 80204 • Telephone (303) 893-1405

Reference Form Regarding _____

Dear _____

Your name has been submitted to Partners as a reference for the above-named person. Partners is a community-based volunteer agency which matches stable, coping adults with adolescents who have been in trouble with the police or the courts. We ask volunteers to spend a minimum of three hours per week for one year with one youngster, building a friendship relationship. You can help us by answering the following questions to the best of your ability and returning this form in the enclosed envelope as soon as possible.

How long have you known this person? _____
In what capacity? _____

How stable and dependable is this individual:
a. In his/her job? _____
b. In his/her interpersonal relationships? _____

What prior experience does this individual have in working with adolescents? _____

Does the individual have the tendency to become easily discouraged? _____

Would you recommend this individual as the type of person who would be able to build a relationship with an in-trouble youth and who would complete his one-year commitment? _____

Comments: _____

Thank you for your time.

Very truly yours,

Counselor

ACTIVITY GUIDE

PHILOSOPHY

- To supply unique and positive experience opportunities primarily for the Junior Partner.
- To give the volunteers a chance to share their lives with each other in an intensive extended way (a one to three day period).
- To give the volunteer the chance to "earn the right" to be a friend.
- To give the Junior Partner experiences in groups that are positive and socially acceptable.
- To allow the Junior Partner the opportunity of relating with many different people thus facilitating the socialization process.

REMINDERS

We have found from our experience that the following are good to keep in mind:

- Take advantage of Partners activities. They are inexpensive or free and fun.
- Take the initiative while on a Partners trip and use the experience to relate to your Junior Partner.
- Be sure both of you can go before signing up for a trip. Cancellations cause us and those who help us severe problems.
- Be sensitive to your Junior Partner on trips. The environment can be totally foreign and frightening to him. The trips are primarily for the kids.

MISCELLANEOUS CONTACTS

Group Participation - PARTNERS Trips

- Cost is \$1.00 per person (with a few exceptions)
- Your Junior Partner should pay his/her share
- If unable to afford, PARTNERS will subsidize the fee.
- Trips are lead by PARTNERS staff with our equipment, etc.

Summer: Aspen flights
Rafting
Camping
Water Skiing
Plane Rides

Fall-Spring: Fishing
Aspen flights
Rock Climbing-Rappelling
Plane Rides

Winter: Skiing
Snow Tubing
Plane Rides
Christmas Party

Individual Unit Participation

- No cost (with a few exceptions)
- Year Around
- To Use When You Wish

Celebrity Sports Center: swimming, bowling, slot cars

YMCA - YWCA: swimming, gym

Alpine Ice Center: ice skating

Tutoring

Pro Sports

Roller City West: roller skating

Saddle Lane Stables: horseback riding

Winter Park: skiing

Haircuts: boys

AAA Billiards: pool

Paramount Theater: movies

NOTE: Details of all these activities will be given to you in our seasonal activity letters.

SUMMARY OF VOLUNTEER CONTACTS

Introductions _____
 Terminations _____
 S.P. Trainee Interviews _____
 J.P. Interviews _____
 J.P. Referrals Received M _____ F _____
 S.P. to be Matched M _____ F _____
 J.P. to be Matched M _____ F _____
 6 Week Conferences _____

#	\$
cont-acts	
hrs	miles

(KEY)

ACTIVE UNITS CALLED

With Contact	Without Contact	Total # Called	Total Volunteers	%
Week 1 Week 2	Week 1 Week 2			

Formula for % of units called $\frac{\text{Total \# called}}{\text{Total Volunteers}}$

Check - Add the following:

Total with contacts _____
 Total without contacts _____
 Total # Delinquent _____
 *Total _____

ALUMNI REPORT: # _____ # Delinquent _____

COUNSELING SESSIONS:

phone # _____ hrs. _____ person _____ hrs. _____

Total active reports delinquent:

Weeks (3) _____ (4) _____ (5) _____ (6) _____

*This number should equal total volunteers

INTRODUCTIONS

S.P.	J.P.	DATE	PROGRAM	COUNSELOR
------	------	------	---------	-----------

(over for terminations)

PARTNERS CONTRACT

Signators or Parties:

Senior Partner: _____

Junior Partner: _____

Parent or Guardian
of Junior Partner: _____

Unit Counselor: _____

Effective Dates of Contract:

Beginning: _____

Ending: _____

I declare that, to the best of my ability, I will fulfill the following obligations of a Senior Partner:

- a). Meet with my Junior Partner for at least three hours on a weekly basis, and that when it is impossible to meet, I will contact him or her by phone or letter.
- b) That I will make myself available for a contact with our Unit Counselor on a minimum basis of every other week.
- c) That I will attend the monthly in-service training sessions.

Signature

I declare that, to the best of my ability, I will fulfill the following obligations of a Junior Partner:

- a) Meet with my Senior Partner for at least three hours each week.
- b) Notify my Senior Partner in advance if it is impossible to keep our appointment.

Signature

I, the Parent or Guardian of the above Junior Partner, do declare that I will support and encourage the development of the relationship between the above Senior Partner and my son or daughter who is the above Junior Partner. I also declare that I understand the purpose of the Partners program, and that I am willing for my son or daughter to be a member of Partners and participate in all its activities.

Signature

I, the Unit Counselor, declare that, to the best of my ability, I will offer whatever assistance is available to me in counseling, activities, human services, and physical resources to the above Junior and Senior Partners. I further agree that I will take it as my responsibility to contact the Senior Partner at least once every other week to provide counseling or whatever other support I have available.

Signature

APPENDIX B - SUMMARY OF COURT DIVERSION EVALUATION PROJECT

A SUMMARY OF RESULTS

As a concluding section of the current report, it might be useful to review the major results briefly:

1. Recidivism: For serious crimes involving a victim, Partners youths showed a decrease in major theft over time compared with a significant increase for the non-Partner Control group. For armed robbery and theft less than \$10 the Control group again showed significant increases while Partners showed no increase. Partner youths reported more assaults at both Time 1 and Time 2 compared with a slight increase for Controls.

For less serious "victimless" offenses, the Control group showed a significant increase in runaways over time compared with a low level at both times for Partners. Partner youths, however, showed a significant increase in alcoholic and other drug usage over time, whereas the increase for Controls was not significant. Finally, Partners report some decrease in police contacts, whereas the Control youths report a significant increase from Time 1 to Time 2.

For an independent sample of court-diverted Partners and Controls over a period of 8 months, the non-Partners showed a re-referral rate to Juvenile Court of 55% and the Partner group showed 37%. If the Control group rate is used as a baseline, the reduction in re-referrals is 26% for Partners.

Within the Partners program, factors that are related significantly to reduced recidivism are: (a) perceived "unconditionality" (reliable acceptance) of the Senior Partner; and, (b) the degree to which the Junior Partners identify themselves with their Senior Partners. An increase in the tendency to locate the source of minority and poverty problems in the socio-economic system rather than in the characteristics of individuals was associated with increased recidivism.

2. Self-Concept: On several conventional measures of self-esteem (power and personal worth) no changes were observed over time for either Partners or Control youths. However, Control youths showed a significant shift over time from perceived internal control over their lives (personal efficacy) to perceived external control. Partners did not show this shift. Also, Partners showed an accelerated change relative to Controls in the awareness of socio-economic factors rather than just personal factors (self-blame) responsible for the current life conditions of minority people.

Within the Partners group, the major factors associated with individual increases in self-esteem over time were perceptions of self-achievement, perceived mastery of the volunteer and lack of perceived obstacles to obtaining long-range goals in education and occupation.

3. Attitudes: In the six month period between the two interviews, favorableness of attitudes towards school showed an overall decline in both Partner and Control groups. Within the Partner group, individual improvement in school attitudes was associated with the Junior Partner's liking of the Senior Partner, the extent to which he or she felt comfortable talking about personal problems including school, and increases in educational aspirations.

Attitudes towards police declined significantly over time for the Partners youths compared with Control youths. Major factors associated with individual decreases in attitudes were perceived parental support, perceived lawlessness of peers, and pessimism about future educational and work opportunities. The decline in Partners' attitudes towards police could not be attributed to rate of police contacts, attitudes of Senior Partners nor to any of the Partner relationship measures.

For the overall samples, no changes in favorableness of attitudes towards Juvenile court and judges could be detected. However, individual improvement

In court attitudes was strongly related to the strength of identification of Junior with Senior Partner; and to a lesser extent to increased educational aspirations and an increase in system-locus of problems.

4. Educational and Occupational Aspirations: For Junior Partners, there is a tendency for ideal educational aspirations to increase over time; but for actual expectations to remain about the same. The same is true of occupational aspirations and expectations. If anything, the opposite pattern is found for Control youths. Within the Partners group, 58% report that their Senior Partner has helped them at school while 25% of youths with current jobs (mostly part-time) said their Partner had helped them get or hold the job.

5. Program Activities: Partners report an average of two different activities per week. Most frequent activities are sports; followed by informal visits, entertainments, organized group activities and least frequent are cultural/educational activities.

With respect to topics of conversation between Partners, there is a big shift over time from general topics in the early stages of the relationship to problem-oriented discussions (school, jobs, family, etc.) in the later stages of the relationship.

6. Pilot Study in Chicana/Anglo Matching: A pilot study of perceptions of cultural and family values among a small group of Chicana Junior Partners, their parents and Anglo Senior Partners revealed some problems. The Anglo Senior Partners underestimated the value of the Spanish language for Chicana Junior Partners and their families and both Partners thought a Chicana Senior Partner would do things differently than an Anglo Senior Partner. These problems were not as severe with Senior Partners who had developed a good relationship with their Partner.

7. Senior Partners (Adult Volunteers): Senior Partners perceived significant increases over time in the warmth, empathy and genuineness of their Junior Partners. In terms of problems expected on the part of Junior Partners, Senior Partners reduce expectations for "broken appointments" and "taking advantage of people" over time but increase for "fighting." Overall, expectations for producing big changes in the Junior Partner decrease over time. Senior Partner reactions to hypothetical crises in the relationship show a decrease in blaming the Junior Partner, an increase in feelings of personal rejection and an increase in problem-oriented solutions.

Concluding Remarks:

In terms of outcomes achieved by the Partners program in providing volunteer intervention for court-diverted youths, the main areas of success seem to be reduced rates of recidivism (both official and self-reported) compared with non-Partner controls, some ^{changes} improvements in self-concepts and ~~self-concepts~~ in educational and occupational aspirations. Less favorable outcomes were in the areas of societal attitudes (particularly towards police) and in the problems of establishing cross-ethnic relationships between Junior and Senior Partners.

In addition to evaluating the overall effectiveness of the Partners volunteer intervention program in terms of stated outcomes, the research program has attempted to uncover those factors which are related to individual changes within the Partner relationships. Many factors were determined, some of which related positively and some that related negatively to desired outcomes. These data form the basis for making changes in recruitment and training procedures, matching criteria and monitoring and counseling practices by Partners staff.

Throughout the report, some inferences from the data have been drawn and some implications for changes have been drawn. However, the main set of recommendations will be jointly worked out by research staff and Partners program staff over the next few months using the current report as input. Hopefully,

these recommendations for program changes will be made available as an addition to this report following these deliberations.

The small size of the present sample and the relatively short time period studied limits the analyses to mainly whole-group effects. It was not possible to do more detailed analyses of matching variables, demographic characteristics, types of activities, types of relationships and their effects on outcome variables. Also, it was not possible to do the all-important follow-up study to see if the positive effects of the program lasted beyond its termination. A longitudinal study, currently underway, of Partner volunteer intervention with youths diverted from the Police Department will hopefully obtain large enough samples to perform detailed analyses and will make possible a follow-up study. If all goes well, interim reports will be available in 1974 and 1975 with a final report possibly in late 1975.

The present report concentrates on changes in the Junior Partners. Additional analyses of changes in Senior Partners and how they relate to the youths will be included in a further report available by Summer, 1974.

APPENDIX C

Page 53	Organizational Chart
Page 54-59	Internal & External Resources
Page 60-67	Statement of Personnel Policy

MANAGEMENT TEAM

BOARD OF DIRECTORS

ADVISORY BOARD

FISCAL DIRECTOR*

EXECUTIVE DIRECTOR*

COUNSELING DIRECTOR

ACTIVITIES DIRECTOR

ACTIVITIES ASSISTANT*

COMMUNICATIONS SUPERVISOR

MINORITY RECRUITMENT

GENERAL RECRUITMENT*

RECEPTIONIST*

WORK CREWMAN - 3 mos.

NYPLM SUPERVISOR*

WORK CREWMAN - 3 mos.

SECRETARY - BOOKKEEPER*

RIVER SUPERVISOR*

WORKCREW BOSS

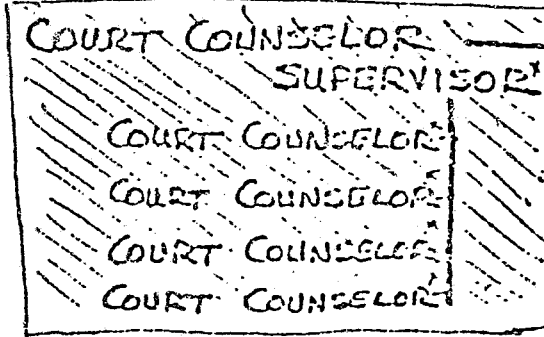
(1) RIVER CREWMAN

PROGRAM ASSISTANT*

ASSISTANT TO THE DIRECTOR*

SECRETARY TO THE DIRECTOR*

RESEARCH EVALUATOR



POLICE COUNSELOR SUPERVISOR

POLICE COUNSELOR

POLICE COUNSELOR

POLICE COUNSELOR

COUNSELOR CLERK*

GENERAL OFFICE CLERK*

COMMUNITY RELATIONS LIAISON*

NOTE: SHADED AREAS - EMPLOYEES WORKING IN THE COURT PROJECT ON A FULL TIME BASIS.

*EMPLOYEES WHO PARTIALLY OR FULLY WORK IN THE COURT PROJECT

-54-

A. Internal Resources:

EXECUTIVE DIRECTOR

Job Description: Responsibilities Include

- design and implementation of the program in such a way that it will accomplish the goals as directed by the official statement of program goals and objective as interpreted by the Board of Directors.
- propose to the Board of Directors plans for development and expansion of the program beyond its current level of development. This expansion must be within the guidelines of the program.
- general supervision of the over-all program.
- maintain a program of staff accountability to the Board through monthly reports to the Board from each program area.
- developing a plan and cooperative execution of that plan with the Board of Directors for the funding and other necessary support for the program.
- maintain a program of information and accountability to supporters of the program, be they Federal, State, or private.
- general community relations.
- identification of and hiring of qualified staff to meet program requirements.
- general staff supervision and staff terminations.

COUNSELING DIRECTOR

Job Description: Responsibilities Include

- third member of Management Team.
- volunteer training and supervision.
- supervision of the Counseling Division.
- structuring one or more volunteer training sessions per month.
- sending invitations by mail to all persons submitting volunteer applications.
- development and production of volunteer training materials.
- scheduling speakers and specialists for volunteer training.
- general supervision and execution of volunteer pre-service training.
- development of philosophy and execution of in-service volunteer training sessions which are carried out by Unit Counselors.
- supervising Unit Counselors in the following specific responsibilities:
 - a. Interviewing prospective Junior Partners.
 - b. Interviewing volunteer trainees.
 - c. Matching and introducing Volunteer-Probationer Units

- d. Providing follow-through for the Volunteer-Probationer Units
- e. Counseling via in-service training sessions
- f. Counseling Volunteers as needed

- collect and compile data from the Unit Counselors necessary for the program reports as needed.
- special projects delegated by the Executive Director, i.e. funding.

FISCAL MANAGER

Job Description: Responsibilities Include

- second member of Management Team
- submitting and follow-up on vouchers
- interview applicants for Staff
- payroll bi-monthly and quarterly reports
- accounts receivable and accounts payable and for receipting
- deposit cash and bank reconciliations monthly
- all purchases on bid basis
- checking in and out vehicles
- property inventory control
- managing daily trip records
- supervision of property maintenance including camping equipment, vehicles, and building
- expense justification
- preparation of monthly, quarterly, and annual fiscal reports as requested by Director
- preparation of program progress reports as requested by Director
- assisting in preparation of budget projections
- preparation of Income Tax

PROGRAM ASSISTANT

Job Description: Responsibilities Include

- assist Management Team in any and every way possible for the smooth implementation of the program

- originate and carry out a plan which will encourage people to donate on a regular monthly basis. These monies are to be sufficient to maintain this project after Federal funds have ceased.
- draft proposal and aid in the organization of an education program for our Junior Partners.
- effectively run a River Program that will facilitate in building relationships between Junior and Senior Partners.

RECRUITING SUPERVISOR

Job Description: Responsibilities Include

- supervise all recruitment and personnel involved in recruitment
- activities related to the recruitment of Senior Partners. This represents community volunteers who are able to pass through Partners screening to the point where they are each matched with a juvenile police-referred child.
- setting up and carrying out recruiting-promotional appointments with schools, churches, service clubs, businesses, etc.
- developing recruiting materials such as brochures, posters, newspaper articles, audio-visual presentations, and radio and TV recruiting commercials.
- organizing and coordinating volunteer help in volunteer recruitment campaigns.

MINORITY RECRUITER

Job Description: Responsibilities Include

- activities related to the recruitment of Senior Partners in minority communities.
- setting up and carrying out recruiting-promotional appointments with schools, churches, service clubs, and businesses in the minority communities.
- developing recruiting materials such as brochures, posters, newspaper articles, audio-visual presentations, radio and TV commercial that would attract people from the minority communities.
- organizing and coordinating minority volunteer help in volunteer recruitment campaigns.

UNIT COUNSELOR

Job Description:

- A. The Unit Counselor becomes involved with a trainee at training where he assists the Counseling Director.
- B. The Unit Counselor will administer the final interview and make the decision as to the suitability of the trainee and his dismissal from the program or his acceptance as a volunteer.

- C. On the basis of the application, training performance, book report, and the above interview, the Unit Counselor will develop a Volunteer Profile on the accepted trainee.
- D. The Unit Counselor, on the basis of the Profile, will work with the children referred by the Police, and match the trainee with one of these children. Matching is done on the basis of trainee background, education, special interests, maturity, and personality type as these specifics relate to applicable elements of the child's background, record, and interests.
- E. After the child has been contacted and has applied for Partners membership through the counselor in cooperation with child's referring counselor (if any), the Unit Counselor is responsible for setting up the background interview with the trainee (who shall be called a Senior Partner).
- F. The Unit Counselor will be present at the introduction of the Senior Partner and the child (who shall now be called the Junior Partner). The Unit Counselor will go through the Partners recruitment booklet and go over the program and its objectives, the requirements for both the Junior and Senior Partner and the commitments of both the Junior and Senior Partner. The Unit Counselor will also be responsible for getting both the Junior and Senior Partners to sign their membership cards, explain their use, and set up the initiation flight and fishing trip. He will also schedule the other Partners activities in the course of the relationship.
- G. The Unit Counselor shall be responsible for seeing that the first five required contacts of the Unit are made, and he shall supervise the volunteer in these contacts. The supervision should take the form of indirect consultation with the volunteer rather than direct contact with the Unit. The Unit Counselor will be responsible for seeing that the Senior Partner attends the required number of in-service training sessions and will also be responsible for conducting the in-service training sessions of his given caseload.
- H. The Unit Counselor will be responsible for calling each Unit bi-weekly and maintaining case histories of each Unit in his caseload. He will further be responsible for completing any necessary program or funding forms which relate to the Units.
- I. The Unit Counselor will be responsible for contacting the Senior Partner and/or the Junior Partner in the case of delinquent reports, unsatisfactory reports, or any situation or report the Unit Counselor may receive which would indicate that the Unit needs his special attention to aid development of the relationship between the Junior and Senior Partner.

ACTIVITY COORDINATOR

Job Description: Responsibilities Include

- set up and coordinate those activities which the Management identifies as preferable tools for Junior and Senior Partner relationship development.
Duties will include:
- a. setting up trip personnel
 - b. securing vehicles, equipment, monies, etc.
 - c. sending out notification letters to Junior and Senior Partners of the up-coming activity details
 - d. hold final responsibility that everything is ready for that activity
 - e. coordinating activities with cooperating agencies

- f. send out trip pictures to Junior and Senior Partners no later than one week after a Partners sponsored activity
- g. complete trip records of each Partners sponsored activity. These include expense receipts, Units taken, cancellations, and income.
- h. being completely responsible for the schedule, vehicle, money, and safety of the people

-- help in identifying new community recreational activities and for developing arrangements for their use by Partners Units.

-- help with the maintenance of vehicles

-- maintenance of all camping equipment, etc.

-- help with the daily tasks in Partners that may or may not pertain directly to activities.

GENERAL OFFICE CLERK

Job Description: Responsibilities Include

-- ready materials for all mailing, both bulk and first class

-- collation of training, recruiting, and publications materials

-- operation and maintenance of all audio-visual and xeroxing equipment, i.e. duplicating equipment, both audio and visual, slide projectors, tape recorders, folders, collators, darkroom equipment, processing camera, drill, cutter, etc.

RECEPTIONIST - SECRETARY

Job Description: Responsibilities Include

-- serve as walk-in and telephone receptionist

-- dictation

-- typing

-- filing

-- mailings and collating

In addition to the human resources described above, other internal resources include an extensive activities program carried on throughout the year. For example, Partners operates a summer river rafting program on wild rivers in western Colorado. This recreational resource is made available to Junior and Senior Partners at a minimum fee. (See activities above)

B. External Resources

During the past six years of operation, Partners has been able to identify an impressive contingency of external resources which are available to both program administration and to Junior and Senior Partners. One of the most impressive of these is the hundreds of Task Force members in six major Denver industries.

The Task Forces are comprised of corporation employees who are not Senior Partners, but who want to provide program and client needs as they are able. Each month they receive a newsletter describing needs such as clothing, furniture, or services such as tutoring. As a result of these people's involvement, there are very few special needs which we are unable to meet.

Other external resources include professional services volunteered by Doctors, Dentists, and Attorneys. For example, one dentist has offered his office and staff for one day per quarter to work on Junior Partners' teeth. We have two dozen volunteer pilots who at their own expense, provide airplane rides on a regular basis. One of the most important external resources is a well developed component of community activities available at little or no cost. These activities are available for use only if Junior and Senior Partners are together and if they show their membership cards. These recreational facilities include the Celebrity Sports Center, Winter Park Ski area, Breeze Ski Rentals, the YMCA and YWCA, the Paramount and Flick Cinemas, Roller City West, Molly Brown House, and Dairy Queens. Haircuts for Junior Partners are also available at the Emily Griffith Opportunity School.

PERSONNEL POLICY FOR PARTNERS, INC.

Introduction

We, the administrative staff, trust that your participation as a member of our staff family will be an exciting, rewarding and wholly involving vocation. We expect and appreciate that those who do seek staff positions with us do so because they believe in PARTNERS, its philosophy, and its method of operation.

A position with PARTNERS will probably call for more commitment than would a position with other similar projects. However, a primary reason for PARTNERS impact and success is the staff's willingness to "go the second mile". It is within this spirit that the following Statement of Personnel Policy is presented.

Hiring

All job openings are advertised through standard community agencies (list available on request) a minimum of two weeks before applications are closed.

Initial applications are accepted through written resumes. PARTNERS has no formal application form. Resumes should contain: a) All relevant demographic data and b) previous education and work experience with emphasis on aspects of education or experience which relate to performance of the position applied for.

Personal interviews are granted on invitation only. Selection of applicants to be granted interviews is made by the appropriate job supervisor. This selection is made on the basis of written applications submitted by the applicant.

The primary criteria for staff selection is the appropriate job supervisor's judgment of the applicant's ability to perform given job tasks as described in the published job description.

PARTNERS is an equal opportunity employer. This means that PARTNERS does not discriminate for any position the basis of civil rights protected by law.

Standards of Conduct

Because the focus of our task is the building of young lives, we believe the standards of conduct of every staff member are of utmost importance. Individual maturity is what PARTNERS expects of its staff, not mere conformity to superimposed standards. We remind ourselves that we are working with a most impressionable age group. This fact must have tremendous significance in governing a staff member's visible life style.

Behavior which would be judged harmful by the project administration to the overall program can be cause for dismissal.

Out of courtesy to and respect for others in the PARTNERS office building, employees are requested to limit smoking to their own offices and the staff lounge.

Spiritual Life

In the belief that an active spiritual or meditative life aids an individual in his or her job performance, the Board of Directors has made a special point of giving staff, if desired, opportunity to use a reasonable amount of work hours to practice the form of meditation or devotion of individual choice.

Involvement as a Senior Partner

We believe it is important to work and speak from experience. A major purpose of our program is to help and counsel volunteers in building and maintaining their relationships with kids. Consequently, we feel it is important that all staff should be involved in a one-to-one relationship with one of the youth in our program. There are, of course, individual circumstances which would make this an unduly difficult requirement. As a result, exceptions to this policy may be made at the discretion of the Executive Director.

Salary

We are a dedicated staff who are responding to a unique method of loving kids, rather than to a good job opportunity. Though salaries are often below those of comparable positions in other agencies, the desire is to provide sufficient compensation to make a staff member free to concentrate on his given task. Salary guidelines are set by the PARTNERS Board of Directors. Adjustments within the guidelines are at the discretion of the Executive Director.

Vacation and Holidays

Paid vacation is earned at the following rates:

During the first two years of service, two weeks each year. Accrued at the rate of 5/6 weekday per month.

From two through four years of service, three weeks each year. Accrued at the rate of 5/4 weekday per month.

After four years of service, four weeks each year. Accrued at the rate of 5/3 weekday per month.

Any vacation earned may be used at any time in increments of 1/2 day or more subject to supervisory approval.

No more than one year's accumulated vacation can be carried over to the next fiscal year.

One day of vacation is allowed for any holiday or holidays falling in the vacation period.

Holidays recognized and paid by PARTNERS, Inc. are:

Memorial Day
Independence Day
Labor Day
Thanksgiving Day
Christmas Day through New Year's Day

If a holiday falls on a weekend, the preceding Friday or following Monday is usually recognized as a day off.

Emergency Leaves

Leave with pay may be granted for personal emergency reasons at the discretion of the Executive Director.

Sick Leave

Allowance is made for ten (10) consecutive or accumulative days sick leave per year with pay. Sick leave is earned at a rate of 5/6 day per month. Sick leave is cumulative. Unwarranted use of sick leave is grounds for termination. This determination is made at the discretion of the Executive Director.

Sabbatical Leave

After six years of service a staff member who intends to continue in the work and is acceptable for continuation may apply for a six month leave of absence without pay and if requested, six months additional leave of absence without pay. The application is sent to the Board of Directors through the Executive Director. It must include a plan for constructive use of the leave time. The sabbatical leave will include the vacation allowance for the year in which it is taken. It may be repeated on the same conditions every six years thereafter.

Leave without Pay

If personal affairs warrant a staff member's being off the job longer than the annual vacation allowance, a request for an unpaid leave of absence may be made to the Executive Director.

Group Insurance

Our group insurance with Aetna Life Insurance Company provides hospital, surgical, and medical coverage. Included is term life insurance that is based upon salary, commencing at \$5,000. All new full-time staff must apply within thirty days to be covered.

Of the monthly premium, 55% is paid by PARTNERS; 45% is deducted from the paycheck.

Details are contained in a booklet available from the Fiscal Manager. For instructions for making claims see the Procedures Section of booklet.

Disability Coverage

Short term disability is provided for 26 weeks through a group policy. PARTNERS assumes no responsibility beyond this coverage for short or long term disability.

Social Security

Non-profit organizations have the option to not elect to come under Social Security. PARTNERS has taken that option. As a result, PARTNERS staff are not covered by Social Security from contributions made under PARTNERS. However, staff may be covered from previous contributions to Social Security. If any of the protection provided by Social Security is desired by an individual staff member, that staff member must arrange for such protection on his or her own.

Workmen's Compensation Insurance

PARTNERS carries coverage for employees in accordance with the workmen's compensation laws of Colorado. If you have any type of accident which is related to your work, contact PARTNERS' Fiscal Manager.

Office Hours

Office hours are from 8:00 a.m. to 5:15 p.m., Monday through Friday.

Individual Staff Hours

Staff hours vary according to the job requirements of each staff position, and are worked out with the immediate supervisor of that position.

Time Card

All staff are responsible for keeping the appropriate time card completed on a daily basis. This will be done under the direction of the immediate supervisor.

Signing In - Signing Out

A staff leaving the building must sign out on the appropriate form at the receptionist's desk.

On Call for Activities

All staff will be available to assist on weekend activities, promotional occasions, volunteer training, or other program related activities; however, not more than twice a month.

Comp Time

There are occasions when a task needs completion by a certain time. We have neither the funds for overtime, nor can we afford the gap left by staff who would be absent because of overtime. We do expect and appreciate the cooperation we will receive at these times. However, in an effort to prevent abuse of staff for program overtime needs, the following compensatory time arrangements are provided:

Management personnel, Area Supervisors, Unit Counselors, and Activity Coordinators or other similar personnel are in a position to compensate themselves during their regular daily schedule and may do so with the approval of the immediate supervisor.

For example, the above personnel frequently make trips to and from the office for program purposes. While they are making these trips, they can stop at the bank, at a store, etc., for personal matters. Other comp time arrangements for the above staff may be made as deemed appropriate by the immediate supervisor and Director.

Secretaries, clerical, or other personnel who, by virtue of their all day desk type of work, are not able to compensate themselves as above may accumulate one hour for every hour of overtime. Requests for comp time must be approved by the immediate supervisor and backed up by time sheet signatures to be considered valid.

Office Maintenance

Staff are expected to keep their own offices neat and cleaned. This includes emptying wastebaskets and vacuuming the floors as necessary for a clean appearance.

Office Security

If needed for job performance, staff may be issued keys to the building. Staff who use the office during non-office hours are responsible for security of the building. This means locking the building on entry if the staff member cannot monitor the front door. If a staff member is the last employee to leave the building, the following procedure is to be followed:

1. Turn off all lights except light in rear hall of main floor.
2. Unplug coffee pot.
3. Check to see that all three outside doors are locked, both dead lock and handle!
4. Close curtain in reception area.

Vehicle Policy

Use Clearance:

PARTNERS vehicles may be used only with clearance from the Fiscal Manager or his designee.

Driver Qualifications:

Drivers of a PARTNERS owned or leased vehicle must be staff, at least 18 years of age, and carry a valid drivers license. Drivers operating a PARTNERS owned or leased vehicle which is carrying Junior or Senior Partners must carry a valid chauffeurs license.

In situations where a driver, other than staff, is needed, the driver must be cleared by the Fiscal Manager or Director.

Speed Limits:

The maximum speed limit for a PARTNERS vehicle under any condition is the posted speed. If pulling a trailer, the maximum speed limit is 60 m.p.h.

Vehicles:

The Fiscal Manager has overall responsibility for vehicles. Any problem with any PARTNERS vehicle must be reported immediately to the Fiscal Manager. Staff members garaging a vehicle are responsible:

- a) for carrying out general maintenance, i.e., oil changes, and generally keeping vehicles clean.
- b) for seeing that the vehicle is cleaned inside and out immediately prior to scheduled program activities.
- c) for seeing that the vehicle is cleaned inside and out before returning the vehicle to the office.
- d) for making arrangements for the vehicle to be at the office at the beginning of the work day and properly garaged at night if the staff member garaging the vehicle will, for some reason, not be able to do so himself.

Maintenance Following Activities

The driver of a PARTNERS vehicle in use for scheduled program activities is responsible for seeing that the vehicle is cleaned inside and out immediately following the activity.

Vehicles Traveling Together

When two or more PARTNERS vehicles are traveling together, the slowest vehicle will lead the group of vehicles at all times. The purpose is to avoid separation of vehicles in case of trouble.

Expenses for PARTNERS Owned Vehicles

PARTNERS will pay all actual expenses of a PARTNERS owned vehicle. Credit cards issued in PARTNERS' name will be used for these expenses. Cards may be used only with PARTNERS owned vehicles. When PARTNERS vehicles are used for private purposes, the user will keep accurate records and reimburse PARTNERS at rates determined by the Management of PARTNERS.

Expenses for Private Owned Vehicles

When private vehicles are used for PARTNERS' business, PARTNERS will reimburse the owner at the rate of five cents per mile. These expenses are payable on a monthly basis. PARTNERS expects your private car to be covered by a policy in your name. It is important that you keep your liability insurance in force.

Travel Expenses

Expenses are not paid for daily mileage to and from the office.

The cost of all traffic or parking violations incurred are the responsibility of the driver.

In PARTNERS, travel expenses are rarely incurred. When such are incurred, care is needed to keep the expense reasonable and to be sure that spending reflects a sense of responsibility.

Other Expenses

No expenses may be encumbered or incurred for PARTNERS, Inc. unless prior approval is obtained from the Fiscal Manager or the Executive Director. Any individual incurring expenses on behalf of PARTNERS, Inc. without the above approval will be liable for the same expenses.

Grievances

In the event that a grievance is in violation of an employees' Civil Rights, the Affirmative Action Officer can appeal administrative action relating to the grievance to the Board of Directors.

Grievances are to be initially directed to the immediate supervisor. If the employee feels the grievance complaint is not handled satisfactorily by the immediate supervisor, the grievance may be presented to the Executive Director. If the staff member still feels that the complaint has not been handled satisfactorily, it may be presented to a special staff committee, to be appointed by the staff at large. This committee may make recommendations to the Executive Director regarding the complaint. However, the final decision will be made by the Director.

Affirmative Action

PARTNERS maintains a policy of equal opportunity under lawful civil rights guidelines. An Affirmative Action Officer has as his or her responsibility the monitoring of all program activities relating to such rights. The Affirmative Action officer has access to the Board of Directors. Concerns relating to this area should be directed to the Affirmative Action officer.

Firing and Dismissal of Employees

Staff may be dismissed or fired under the following conditions:

- a) That they no longer are able to agree to abide by staff policies as herein described.
 - b) That they are inadequately performing job tasks. Adequate or inadequate task performance is to be determined by the immediate supervisor and the Executive Director. That decision is final.
-

I have read the above Statement of Personnel Policy and agree to abide by it while a member of staff of PARTNERS, Inc.

Date

Signature

APPENDIX D

Newspaper articles, brochures and publications.

END

7/21/50