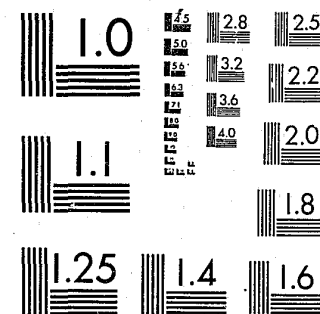


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12/01/81

1979-80

EVALUATION SUMMARY REPORTS

76886



Bureau of Criminal Justice Assistance
Division of Public Safety Planning
and Assistance
Department of Community Affairs

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EVALUATION SUMMARIES

OF

CRIMINAL JUSTICE PROGRAMS

December, 1980

NCJRS

APR 9 1981

ACQUISITIONS

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INTRODUCTION

The Evaluation Summaries in this document represent excerpts of the major findings and recommendations of those evaluation reports that were written by local and state level Criminal Justice Planning Agency personnel during the past year. Many of these summaries were edited in an attempt to present a short and concise summary of the evaluation report. The substantive content of the reports was not altered.

The Evaluation reports which are summarized in this document varied considerably. These reports ranged from basic narrative monitoring report, to process evaluations and in a few instances, to impact assessments. They also varied in terms of comprehensiveness and degree of rigor. No attempt was made to verify the accuracy or appropriateness of the findings and/or recommendations contained in these reports.

Copies of any of the full reports, summarized in this document, will be provided upon request. Requests should be directed to Tom Long, Evaluation Section Administrator at 904/488-2140.

EVALUATION SUMMARIES FROM
METROPOLITAN PLANNING UNITS

AN EVALUATION OF THE IMPACTS OF FIVE
J. D. PREVENTION/DIVERSION PROGRAMS

Dade County, Florida

INTRODUCTION

This impact evaluation report of juvenile delinquency prevention programs is the result of a six-month analysis of five such programs monitored by the Dade-Miami Criminal Justice Council for the Dade County Office of Community Development Coordination. The five programs, located in the Opa Locka, Allapattah, Wynwood, Coconut Grove, and Perrine Community Development target areas, provide on-going services for the reduction of juvenile delinquency and provide youth with recreational, educational, and in some instances, employment services.

FINDINGS

1. The combination of those impacts that have been noted in this evaluation and the inability to demonstrate impact in other areas present what we feel are quite clear implications for the future direction of the Community Development funded programs.
2. We have concluded, for instance, that the programs provided: adult models; a place for youth to go, planned activities, many organized sports, and other culturally enriching opportunities; in many instances, an opportunity to develop job skills, and a chance to earn money; and a stimulus for enhancing the community network in each area relating to general youth development.
3. On the other hand, we have also concluded that: there has been little demonstrated reduction in juvenile delinquency by the five programs; that the programs tend to pull into the juvenile justice system some youth who have little need for intervention; and, that the imprecise issue of prevention is perhaps moot, given youth self-report data. In any case, it is dependent on certain events not taking place over a period of time, and therefore difficult to demonstrate or negate with existing data.
4. In summary, we feel that the strongest implication stemming from this is that rather than addressing the problem of delinquency, per se, these programs should be addressing the developmental needs of the youth. The emphasis should be on the youth themselves, beginning perhaps as early as the third or fourth grade, rather than on the fact that they may have committed a delinquent act or acts.

RECOMMENDATION

1. It is a legitimate concern, and probably the greatest strength of these CD-funded programs, to provide youth development activities which offer adult models and roles, and thus perhaps indirectly reduce or prevent delinquency in the long run. We have borrowed from the literature in suggesting that such a youth development program would offer experiences that 1) are client-centered; 2) offer valuing-active roles; 3) assist youth in achieving a sense of competence and usefulness; 4) permit voluntary membership; and, 5) foster a sense of belonging.
2. The goals and objectives of all the programs should be re-written to take into consideration the limited resources available.
3. All staff members should share in the provision of direct client supervision. Staff with specialized skills, interests, and/or experiences should be encouraged to provide activities/services in these areas.
4. There is no one data collection form that is transferable between all programs. It is our recommendation that the programs consider using a similar form as an intake sheet. This form should include all of the basic demographic and referral disposition information required for use by any interested party. Program directors and other appropriate staff could well spend some of their time in trying to foster or otherwise develop community youth development efforts in general. All of the programs have professed difficulty in working with parents, parent involvement being something that was never fully considered in the planning of these programs. Still, with the adjustment of operating hours, and a concentrated effort at outreach, the levels of participation and interest of parents should increase, especially if they were offered a decision-making opportunity through planning the activities of their offspring.

JAMES E. SCOTT COMMUNITY ASSOCIATION EX-OFFENDER SERVICE PROJECT

77-J6-09-FA02

Miami, Florida
Total Budget - \$119,424

INTRODUCTION

JESCA's Ex-Offender Service Project has identified the need to establish a residential facility whereby a treatment program is built within the residential center concept. The program attempts to facilitate and aid the ex-offender in adjusting to his environment as well as to society as a whole.

The purpose of this halfway house program is to provide temporary shelter, food, counseling, educational and/or vocational training, and assistance to the ex-offender in obtaining gainful employment. In addition, the program helps to cushion the impact or release from the institution to open society.

FINDINGS

1. According to the quarterly report, June 30, 1978, there have been 133 clients housed. This would mean that 89% of the stated objective has been satisfied, and the program can achieve this objective. While there did exist evidence of individual and group counseling service, there was no such evidence of the provision of family counseling.
2. Services were provided to 181 non-residential clients. This number represents 72% of the stated objective achieved as of a nine-month period, and evaluators feel that the objective can be achieved. The number of individual counseling sessions held was 1,037 which included residential clients.
3. As of June, 1978, more than 60 clients had been referred to agencies with whom this agency has agreements to provide services. They include: Jackson Memorial Hospital, Family Health Center, Community Mental Health, Dade County Health Department, etc. Referrals are made on a continuous basis.

Evaluators reviewed data furnished by the project, reflecting the number of those placed. The following resulted:

Vocational training placement	- 19
Educational placement	- 25
Job placements	- 142
	<u>186</u>

The 186 clients served in this capacity represents 77.5% completion of the stated objective achieved as of a nine-month period.

4. The project provided transportation services, as needed, to 1,140 clients to and from various service provider agencies. The project has two cars for transportation. Whenever transportation cannot be provided, money is disbursed to individuals with repayment due as soon as possible.
5. Legal assistance is provided by Community Lawyers of Greater Miami. Informal court representation is provided by the Project Director or an appropriate designee. The program has continued to work closely with the Public Defender's Office and judges in an effort to provide an alternative to many ex-felons. During one quarter, it was reported that 30 informal court representations were made. As a result of these 30 appearances, eleven persons were court ordered to successfully complete the program.
6. Of the 142 clients who were working, 95 or 66% of the clients were enrolled in a savings program. The maximum amount saved was \$300 and the minimum amount saved was \$75.00.
7. Data was collected on 46 ex-felons who had completed the program from October through December, 1977. It was found that 13 had re-entered the criminal justice system and been convicted. This resulted in a recidivism rate of 28%.
8. The average daily costs for JESCA and OZANAM, another halfway house, range from \$18 to \$23 per bed daily. The personnel costs for JESCA is 75% and OZANAM is 72%.
9. The agency was evaluated according to the Standards and Guidelines set forth by the International Halfway House Association (IHHA). An overall assessment of this project reveals that it has a successful program and operates as efficiently and effectively as resources allow.
10. Client follow-ups, which are to be completed at 30, 60, and 90 day intervals, have not met with much success. The deployment of out-reach staff routinely checking on former clients through last known addresses, has proven insufficient.

RECOMMENDATIONS

1. We strongly encourage less emphasis on vocational and educational placement activities with primary concentration on housing, counseling, and especially employment placement. Studies have shown a high correlation between successful adjustment of ex-offenders in the community and successful employment placement.
2. If an educational component is to remain one of the objectives of this program, evaluators strongly suggest an educational assessment of all clients who enter the program. Evaluators feel that education is an important asset which provides long-range benefits. This component is critical to all programs concerned with providing job readiness and employability to its participants.

3. If vocational training is to remain as one of its stated objectives, efforts should be expended on identifying the marketable types of training in which clients engage. Also, follow-up services should be provided after training, to ascertain if client obtained a job relevant to his field of study.
4. Evaluators feel that all clients who are residents of this program, must enroll in a savings program.
5. In-service training should be offered continually. Staff training may be based on staff needs-assessment. In addition, in-service training should amount to no less than forty (40) hours during a grant year. A record of staff in-service training should be maintained in each staff member's personnel file.
6. Data collection techniques need to be initiated by this project for ready retrieval of information on clients.
7. A practical and reliable mechanism must be found and implemented for client tracking. The problem of client tracking is a system-wide problem and not necessarily identified with this project alone. Data must be collected relating to incidence of recidivism rate of former clients. This is a major project function stipulated in the grant requirements.

MULTIPLE OFFENDER PROJECT

78-A3-11-DF01

Jacksonville, Florida
Total Budget - \$83,722

INTRODUCTION

The goal of LEAA-sponsored career criminal prosecution projects is to reduce crime by means of swift prosecution and incarceration of recidivists. Incapacitation of career criminals and deterrence of others is likely to result in reduction of crime for specific offenses in the future. Career Criminal projects generally strive for more aggressive and speedier prosecution of identified career criminals as evidenced by more thorough investigation, more communication with witnesses, more stringent bail conditions, and revocation of probation and parole.

Florida's Subsequent Offender Statute (F. S. 775.084) defines habitual criminals and establishes a procedure for prosecution. If the court determines, an enhanced penalty can be imposed on subsequent offenders to protect the public from further criminal activity of the defendant. However, implementation of this statute is expensive, requiring a substantial commitment of time and resources of the prosecutor's office. As a result, the Multiple Offender Project in Jacksonville has received LEAA Part C Action funds and necessary matching funds since mid-1975.

The purpose of conducting this study of the Multiple Offender Project was to provide decision-makers with information on the effectiveness of the project's efforts in prosecuting identified multiple offenders in Jacksonville. The study's quasi-experimental approach compared prosecution of a random sample of convicted multiple offenders in 1974 before the project's inception with a random sample of convicted multiple offenders in 1977. Follow-up data on recidivism in the 1974 sample during the subsequent three year period was also provided in addition to process evaluation information.

FINDINGS

1. The project did prosecute identified multiple offenders to the fullest extent of the law, generally without accepting pleas to lesser included offenses. The project's average maximum institutional sentence per convicted multiple offender in the 1977 sample was 5.5 years which exceeded the pre-project sample's average maximum institutional sentence of 3.32 years per identified multiple offender by more than two years. Moreover, 44 percent of the 1974 sample served institutional sentences in the Duval County Correctional Institution compared with 8.9 percent in the 1977 sample.
2. Circuit Court judges rarely concurred with the prosecution's motion to impose enhanced penalties. Only six enhanced penalties were imposed in the sample of 131 identified multiple offenders in the 1977 sample. The enhanced penalty was imposed on one defendant in a court trial and on five defendants in jury trials.

3. The project's policy of not allowing pleas to lesser included charges protracted the prosecution of multiple offenders by requiring one third to one half more time to process defendants from arrest to conviction than did the office's four felony divisions for burglary, grand larceny/grand theft, and possession charges in 1977.
4. Follow-up data on the sample of 1974 convicted multiple offenders indicated a considerable amount of recidivism for those released from prison after serving out their sentences. There were 116 felony arrests and 103 misdemeanor arrests attributed to 51 (65%) of the 78 offenders in the 1974 sample of convicted multiple offenders. Thirty-six felony cases, attributed to thirty identified multiple offenders, were filed. It was found that institutional sentences had been imposed on twenty-one of these thirty multiple offenders during the follow-up period of three years; one of these offenders had also been adjudicated guilty in a second case and was awaiting sentencing in the second case; and three of these twenty-one offenders had also received a probationary sentence during the three year follow-up period. Probationary sentences were also imposed on four other offenders in the follow-up sample. Four of the thirty offenders received average maximum sentences of six months in the local correctional institution and sixteen received average maximum sentences of 5.5 years in the state prison. In addition one of these offenders in three cases received sentences totalling five months in the local correctional institution and four years in the State Prison. There were no enhanced sentences imposed on multiple offenders in the sample during the three year follow-up period.
5. Statistics from the Uniform Crime Reports for 1973-1977 have indicated that the number of reported offenses for burglary and larceny, the Two Part I crimes most frequently prosecuted by the Multiple Offender Project, have decreased to pre-project levels or below. Reported burglary offenses have declined from over 13,000 in 1974-1975 to 9,961 in 1977. Reported larceny offenses, which had surged to over 24,000 in 1976, have declined to 20,176 in 1977 which is comparable to the pre-project number of reported larceny offenses of 20,113. Correspondingly, the number of arrests for these two offenses has been steadily increasing. There were 1,985 arrests for burglary in 1977, compared to 1,341 in 1973; and 4,529 arrests for larceny in 1977, compared to 3,730 in 1974. However, adult arrests for these offenses have been decreasing and juvenile arrests have been increasing. There were 2,877 adult arrests for larceny in 1975, 2,622 in 1977; there were 1,120 arrests for burglary in 1975, and 955 in 1977. It seems logical to conjecture that the incarceration of several hundred multiple offenders charged with these offenses over the past three years has been responsible, to some degree, for this reduction in reported burglary and larceny offenses.

RECOMMENDATIONS

1. It was recommended that the project director reassess project objectives, needs and resources; take steps to improve administration

and cost-effectiveness of the project; define the term plea bargaining in the project's grant application; standardize data included in the project's sentence records; and discuss work-saving measures with representatives in the Clerk's Office and Sheriff's Office.

2. The project has earned the respect of knowledgeable persons in the local criminal justice system, according to information provided in interviews. Its competence has been recognized by professionals in the State Attorney's Office in Jacksonville and elsewhere. The State Attorney's Office not only plans to institutionalize the project in the future but also intends to utilize the concept of prioritized prosecution in its other divisions.

LAW ENFORCEMENT PLANNING TEAM

80-AD-11-CA01

Jacksonville, Florida
Total Budget - \$85,801

INTRODUCTION

The Law Enforcement Planning Team, initiated in July 1975, has been awarded ongoing LEAA and matching funds in excess of \$400,000 enabling the Team to provide the Jacksonville Sheriff's Office with management information and to assist in planning and managing innovation and the allocation of resources in the Department.

FINDINGS

1. Surveyed respondents from the Administration, administrative staff in the Department, and the Law Enforcement Planning Team concurred that the Team had exceeded the expectations of the Administration and the Project's stated measurable objectives. The role of the Law Enforcement Planning Team has been expanded over that initially held by the Team and that of its predecessor.
2. The appointment of the Project's Senior Planner as Commander of the Department's Planning and Research Unit in March 1979 has been considered by the Administration and the Team as recognition of the Project's success in meeting the agency's needs. The appointment is seen as a step toward institutionalization of the Project and indicates support for the civilianization of this important function. The appointment initiated an expansion in the Commander's span of control to include federally-supported developmental activities of the Integrated Criminal Apprehension Program (ICAP Project) and the soon-to-be implemented Human Resource Development Project.
3. The Team's work in resource development has assisted the Department in obtaining \$1.5 million in non-local funds. These grants have provided impetus for change through the implementation of modern policing innovations in the Department.
4. The primary focus of the Law Enforcement Planning Team's work has been the law enforcement function: approximately 80 percent of the Project's efforts has been directed toward law enforcement planning activities and 20 percent to correctional planning activities.
5. The Team's work on the Department's comprehensive long-range plan has been suspended, following the fourth grant period. This action was reported to have been the result of increased workload without a corresponding increase in staffing level.
6. Project grant applications and progress reports have proposed measures to be accomplished in successive grant periods but have not described

a procedure for the systematic review of topics to be researched. The Project has not submitted a detailed work plan, proposing tasks to be undertaken during current and subsequent grant periods.

7. Measurable objectives for the second through the fifth grants have been reported implemented, with the exception of the comprehensive plan for the Department. Two objectives undertaken during the first grant have been assessed as partially implemented. In addition, the Team has completed a number of assignments dealing with sensitive issues within the Department which have not been reported in progress reports.
8. The Project's overall effectiveness has been affirmed by the Department's Administration, surveyed administrative staff, and extra-departmental personnel. Respondents from the Department attributed the following cost-effective measures, in part, to efforts of the Law Enforcement Planning Team: savings achieved through managed staffing levels, increased manpower achieved through revised manpower allocation and scheduling, and increased efficiency.
9. The following long-range outcomes have been attributed to the efforts of the Law Enforcement Planning Team by knowledgeable respondents in the Department: the development of improved approaches to law enforcement and correctional planning and research; an increased emphasis on professionalism in the Department; an increase in the Department's efficiency, resulting in more effective use of public funds; and an increase in dissemination of information by the Project to other jurisdictions, primarily through the Integrated Criminal Apprehension Program (ICAP).
10. The planning and research function performed by the Law Enforcement Planning Team appears to be comprehensive when compared to functions reported by counterparts in seven other jurisdictions in Florida.
11. The Department has yet to promulgate written policies regarding specific stated objectives and goals for the planning effort nor has it established written policies that would require the Department: to develop or suggest plans that would improve police services and further the agency's goals; to review existing agency plans to determine their suitability and/or weaknesses; to update plans; or to gather information in a manner suitable for agency-wide planning. It was reported that the Department intends to satisfy these standards and goals in the future.
12. The Law Enforcement Planning Team has demonstrated that competent civilian professionals can meet the planning and research needs of police administrators and initiate carefully-managed innovation into the policing operation.

RECOMMENDATIONS

1. Written policies should be developed that: guide the Department's

law enforcement and correctional planning and research efforts; delineate the Project's role; and satisfy state and national standards and goals.

2. Until the Project is institutionalized, grant objectives should be revised to reflect the Project's work in planning and managing change initiated through federally-funded developmental grants. The Project should develop a work plan of tasks to be completed in subsequent grant periods. Reporting procedures should be improved.
3. The Department should continue with the institutionalization of the Project.
4. The Department may wish to give consideration to expanding the Team's responsibilities to include allocation of resources through the direct budget process. It may also want to review the present staffing pattern and workload to determine if the staffing level should be increased.
5. The Law Enforcement Planning Team should resume work on the Department's long-range, comprehensive plan.

A BRIEF FOLLOW-UP STUDY OF THE WORK FURLOUGH
AND VICTIM RESTITUTION PROGRAM

Jacksonville, Florida

INTRODUCTION

On January 29, the evaluator met with the Facility Superintendent and the Correctional Program Supervisor of the Fairfield Correctional Institution to discuss progress made in implementing recommendations made in the November, 1978 evaluation report, to discuss the present status of the Project, and to explore future plans. In addition, a review of progress reports submitted during the interim was also conducted.

FINDINGS

The following is a summary of the major findings in the report:

1. Consistent with the first recommendation submitted by the 1978 evaluation report, the Project reports that it is currently making plans to bring the question of institutionalization to local decisionmakers in the near future, in order that the program may be included in the City's budget for the next fiscal year.
2. The Facility Superintendent and Correctional Program Supervisor reported that the question of status for personnel from Grant to Civil Service is very complex and has yet to be resolved by the Personnel Office. This issue is very important if the effectiveness of the Project is to be maintained, following institutionalization.
3. The Project has implemented the definition of recidivism promulgated by the National Advisory Commission on Criminal Justice Standards and Goals. In addition, that definition was reported to have been utilized in Fairfield Correctional Institution's most recent grant, the Jacksonville Community Restitution Clearinghouse. Coordination problems, referenced in recent progress reports, have been noted to have been resolved. For some time, the Project has been unable to obtain follow-up information from the Records and Identification Section. However, this problem was reported to have been resolved recently.
4. In general, the Fiscal Year 1979 statistics reported by the Project indicate a decrease since FY 1978 in the number of applicants screened, an increase in both male and female daily populations of work furlough participants, and a decrease in number of participants released during the 1979 Fiscal Year. Project personnel noted that participants' length of stay in the Work Furlough Program has increased during the 1979 Fiscal Year. The Project has been accepting participants with longer sentences remaining than it has in the past.

5. The Fiscal Year 1979 population of work furlough participants was reported to have included a larger proportion of felony offenders than had the 1978 Fiscal Year population.
6. The Project reported 2 escapes during Fiscal Year 1978, and 14 during Fiscal Year 1979. The increased number of escapes may be attributed to the larger number of felons in the program and longer remaining sentences of participants during Fiscal Year 1979.
7. The Project reported increases in total expenditures and estimated cost per client day over those reported during Fiscal Year 1978. Although the gross earnings of participants declined approximately \$12,000 from that reported for the previous year. Project income from client wages increased during Fiscal Year 1979, due to an adjustment in the proportion of wages contributed to board. The decline in total earnings by participants may be related to the fact that the total number of work furlough commitments declined from 630 in Fiscal Year 1978 to 539 in Fiscal Year 1979.

A FOLLOW-UP STUDY OF JACKSONVILLE'S
FOURTH DIMENSION CRIME PREVENTION PROJECT

Jacksonville, Florida

INTRODUCTION

The purposes of this follow-up study are to identify the outcomes of an earlier study and to assess, to the extent necessary, significant events which have transpired since the conclusion of the project evaluation, approximately 12 months ago. The follow-up study reviews the recommendations of the 1979 Evaluation Report and assesses their status; analyzes the measurable objectives of the recently-concluded, FY 78 grant; and examines the emergency emphasis of the Project, the major activities of the Project during the preceding 12 months, and the direction of the Project.

FINDINGS

1. The size of the Project staff has decreased, from 6 to 5 staff members, since the Project Evaluation in 1979. The Project directorship has become civilianized, with a transfer of administrative responsibilities taking place in a manner described as appropriate and non-disruptive by the Project staff.
2. Since its transfer to the Sheriff's Office, the Project has placed a strong emphasis upon the encouragement of criminal opportunity reduction.
3. Of the Professional staff time devoted solely to crime prevention activities since the 1979 evaluation, (1) an estimated 50.7 percent of it was applied to the development and administration of Project-sponsored activities; (2) 25.8 percent was used to provide technical assistance to non-project sponsored activities; (3) 20.9 percent was devoted to educational efforts not related to the forenamed activities; and (4) 2.9 percent was used to conduct victimization studies.
4. Since the Project Evaluation in 1979, the Crime Watch activity, an apprehension-oriented service, has been introduced into the Project work program. Its apprehension element alone accounted for 10 to 18 percent of all Project expenditures during the recently-completed FY 78 grant period.
5. The Project has implemented most measurable objectives of its recently concluded, FY 78 grant.

6. The Evaluation Report of 1979 recommended that 20 distinct practices be adopted by the Project. In Summary, 12 of the 20 recommendations advanced in the 1979 Evaluation Report have been implemented; 2 have been partially implemented, and 6 have experienced no activity.

RECOMMENDATIONS

1. Actions should be initiated immediately to establish the Crime Watch activity as a Measurable Objective of the Subgrant. As part of the Programmatic Revision process, a Concept Paper should be developed by the Project. It is urged that the Project document all past expenditures on the activity, specifying the Project costs incurred by its apprehension and crime prevention aspects, throughout the three modes of its production. Moreover, it is recommended that such data concerning Crime Watch be maintained for the duration of LEAA assistance.
2. It is recommended that FY 80 Grant Objective 5, subject to some interpretation, be considered equivalent to Objectives 6 of the two preceding grants, in order to fulfill the intent of that former objective.
3. Records should be maintained of the man-hours or percent of time expended per staff member on specific crime prevention programs and other activities.
4. The various feedback mechanisms employed by the Project for recurrent in-progress appraisal should be defined by program and by activity, and that the outcomes of such activity-assessments be reported.
5. A cost-benefit analysis should be undertaken as part of a formal project planning process proposed by the 1979 Project Evaluation Report.

A work plan span with a 2-5 year horizon and annual update should be initiated.
6. It is recommended that the Project enhance its record-keeping and reporting practices by:
 - maintaining a record of crime prevention-related transactions taking place at each Crime Prevention Council Meeting.
 - reporting in a designated section of its quarterly and final reports, all recommendations made by the Project in the area of crime prevention, and
 - reporting the progress of institutional, community and other groups in implementing Project recommendations.

SCHOOL RESOURCE OFFICER PROGRAM

79-AC-12-FG02

Hillsborough County, Florida
Total Budget - \$80,934

INTRODUCTION

The SRO program in Hillsborough County began in 1975 when the Tampa Police Department implemented the program in all the 8th and 9th grade centers within the Tampa City Limits. This pilot program was begun utilizing local funds exclusively. In 1977, the Tampa Police Department, the Hillsborough County Sheriff's Office and the Temple Terrace Police Department received LEAA grants and expanded the SRO program into twelve (12) additional schools.

The SRO program is a crime prevention program which is administered by the Crime Prevention divisions of each of the participating agencies. Each SRO is a sworn law enforcement officer assigned full-time to a single local junior high school. The SRO's responsibilities include the following: developing rapport with students; making crime prevention presentations to students and parent groups; identifying and counseling problem youth and diverting youth from the justice system when appropriate; and, providing law enforcement resource assistance to school personnel, parents and students.

FINDINGS

1. Review of the data on five process measures indicates that the SRO's level of activity exceeded that anticipated at the onset of the grants.
2. The offense data reviewed do not substantiate clearly that the SRO program reduced crime in the SRO schools.
3. The student attitude data reflect an improved attitude toward law enforcement in the SRO schools while attitudes deteriorated in the "control" schools.
4. The SRO's would choose more moderate dispositions from delinquent youth than would regular officers.
5. The SRO's responses to the Officer and Teacher Survey indicate they are frequently involved in activities defined as appropriate and only infrequently involved in inappropriate activities, while the teachers from SRO schools perceive the SRO's as being more frequently involved in the activities defined as inappropriate.
6. In responding to the Officer and Teacher Survey, all the respondents assigned a high level of importance to activities defined as appropriate for the SRO's. The SRO's assigned a relatively

low level of importance to the activities classified as inappropriate, while the teachers from SRO schools rated these activities as being much more important.

7. If anything could be singled out as a major problem for the SRO program, it would be data collection. Time and experience alone seemed to improve data reporting. But, the SRO program suffers like many other similar crime prevention programs from the inability to generate reliable outcome or impact data.

RECOMMENDATIONS

1. At a minimum, the following data should continue to be collected and reported as a barometer of activity level:
 - 1) # of presentations made
 - 2) # amount of training received
 - 3) # of offense related contacts
 - 4) # of other student contacts
 - 5) # of arrests made (referrals to HRS)
 - 6) # of diversions made
 - 7) # of referrals to HRS with recommendations for Juvenile Arbitration
2. A simple analysis of reported school offense data should be developed and reported annually showing changes in school crime over time.
3. Student attitude studies should continue to be conducted annually using a standardized attitude scale. This survey should include several general items allowing the students to express their opinion regarding the SRO program.
4. Input from teachers in the SRO schools should be sought annually allowing the teachers to express their general attitudes toward the SRO program, its strengths and how it could be improved.
5. An orientation and training program for teachers and law enforcement officers should be developed and training sessions should be conducted on an on-going basis.
6. The SRO program administrators should continue to carefully monitor SRO activities to ensure that the crime prevention nature of the program is maintained in practice, consistent with the initial program concept and the National Model for SRO programs.
7. All training should include a segment which defines the characteristics of the National Model for SRO Programs and clarifies some of the pitfalls experienced by other similar law enforcement/school crime prevention programs.

ALTERNATIVE SENTENCING PROJECT

Palm Beach County, Florida
Total Budget - \$45,810

INTRODUCTION

The Alternative Sentencing Project has several objectives. First, project staff work with clients of the Public Defender's Office in an attempt to develop alternative sentencing plans to present to the judge. In order to accomplish this goal, staff members assess the psychosocial needs and problems of defendants. From these assessments, a recommendation is made as to whether or not a defendant would benefit from and be eligible for placement in an alternative program.

The second objective relates very closely to the first. That is, once a determination of a client's eligibility is made, the Alternative Sentencing staff refer the client to rehabilitative and/or social service programs. This referral is based on the following: (1) the needs and problems of the client; (2) the likelihood of the court's acceptance of the program as an alternative to incarceration; and (3), the availability of an acceptable program to suit the client.

FINDINGS

The results of the evaluation effort are as follows:

1. The Alternative Sentencing Project was successful in providing client services as stipulated in the grant objectives. From April 1, 1977, to June 30, 1978, the project staff assessed 719 clients and referred 503 (70%) for alternative placement or social services.
2. The judges and assistant public defenders expressed satisfaction with the treatment plans prepared by project staff. Almost 90% of the treatment plans presented to the court were accepted.
3. The judges did not feel they had placed more clients on probation as a result of the efforts of this project, nor did they feel the existence of the project had helped to develop new alternative programs.
4. The majority of the rehabilitative/social service agencies responding to the questionnaire indicated that a cooperative working arrangement had been developed between the Alternative Sentencing Project and the agencies. They were divided on the issue of whether or not Alternative Sentencing referrals had increased their caseloads significantly.
5. Efforts at researching recidivism rates were unsuccessful.
6. Clients are not selected by sex, age, or type of offense for participation in an alternative program. However, if the client had

an identifiable problem such as alcohol/drug addiction, then the case had a high probability of being selected.

7. While it was originally anticipated that a majority of clients would come from the Public Defender's office (PD), it was also intended that other defendants could also be served to some extent. During the evaluation effort it became clear that over 90% of the clients served were clients represented by the PD's office.

RECOMMENDATIONS

As a result of the above findings, the following recommendations are made:

1. Because the evaluation demonstrated that the Alternative Sentencing Project is primarily of benefit to the Public Defender, it is recommended that the Alternative Sentencing Project remain organizationally within the Office of the Public Defender. It is also recommended that the Public Defender assume the cost of the program. The precedent for cost assumption of social service programs by Public Defenders was established by the Dade County Office in 1979.
2. It is recommended that the project develop a method for evaluating the progress of clients who are placed in alternative programs as a result of the project's efforts. One possibility might be a pre and post test based upon such positive indicators as employment, completion of alternative programs, etc.
3. The inability to gather definitive recidivism data makes it difficult to draw any conclusions concerning the impact of the Alternative Sentencing Project upon the criminal justice system. Therefore, it is recommended that the Alternative Sentencing Project staff develop a cooperative working relationship with both the county and state probation departments so that violation of probation rates for Alternative Sentencing Project's clients can be more readily verified.
4. In an effort to provide crisis intervention services at the earliest possible time, it is recommended that the Alternative Sentencing Project attempt to obtain volunteers to staff First Appearances in court on a regular basis.
5. In an effort to initiate new alternative programs, it is recommended that the Alternative Sentencing Project collect statistical data on the number of clients with a particular problem and provide this data to the Palm Beach County Office of Criminal Justice Planning.
6. It is recommended that some objective criteria be developed to determine clients' eligibility for alternative placement. These criteria could be developed around past criminal history, current offense, clients' needs, and clients' receptivity for alternative placement.

COUNTY COURT PROBATION EVALUATION

79-AC-96-EB01

Palm Beach County, Florida
Total Budget - \$75,000

INTRODUCTION

The County Court Probation Project provides sentencing services to misdemeanor offenders in Palm Beach County. The project established the following yearly objectives:

- (1) To provide 500 Pre-Sentence Investigations to the County Court Judges;
- (2) To provide 1,000 First Appearance Investigations to the County Court Judges;
- (3) To provide supervision and counseling for a minimum of 400 individuals placed on "intensive probation" by the County Court Judges;
- (4) To provide follow-up supervision, to ensure that sentences are satisfactorily fulfilled, on 50 cases being supervised by other local service agencies;
- (5) To supplement traditional one-to-one counseling with group counseling or alternative community service to 80 individuals;
- (6) To develop and staff full service Satellite Offices at courthouse locations in Belle Glade, Delray Beach, and North Palm Beach.

FINDINGS

1. The grant objective was to provide a minimum of 1,000 Release-on-Recognizance First Appearance investigations; 1,361 investigations were presented to the court. Of those, 580 were positively recommended for ROR and the court accepted 422 (73%).
2. With respect to the six operational standards for an ROR program, the component was in full compliance with three; was in partial compliance with two; and did not comply with the sixth.
3. No success/failure rates were maintained on individuals recommended for ROR.
4. Project staff handled 1,016 probation cases; 831 were new cases. There was no supervision of cases assigned to other social service agencies nor was individual counseling supplemented with group sessions.

5. An analysis of fifty case files revealed: 1) supervision is primarily over the phone or by office visits; 2) personal supervision by counselors in the field is not being carried out regularly; 3) thirty-four out of 47 probationers (72%) were never checked on in the field by their counselors; 4) thirty-seven (79%) were never visited at home by their probation supervisors.
6. Judges ordered probationers to comply with special conditions of probation: forty-five out of fifty probationers (90%) had special conditions assigned; six had their probation revoked (since they did not comply with those special conditions, no verification was necessary). Therefore, the remaining 39 cases were checked for compliance. In 23 cases (59%) special conditions were met and verified; six cases (15%) were partially verified. That is, one or more of the multiple special conditions were verified. On ten cases (26%) no verification was noted. Of those ten, case files revealed that eight (80%) probationers had not had counselors check on special condition compliance (no verification/compliance undetermined).
7. The supervision component was also measured against 34 operational standards developed by the Commission on Accreditation for Corrections. The component complied with 21 (62%) standards; was in partial compliance in six (18%) instances; and was not in compliance in seven (20%) cases. Lack of compliance or partial compliance in these areas can be attributed to an absence of specific management direction and a shortage of staff.
8. Vocational/educational referrals were not made by probation counselors. This was not possible due to lack of staff.
9. County Court Probation staff members were to provide 500 pre-sentence investigations to the court each year; 519 PSI's were ordered and prepared.
10. Fifty PSI's were reviewed to determine rate of judicial compliance with the recommendations made. Judges complied completely in 24 of 50 (48%); modified 8 (16%) slightly; modified 6 (10%) extensively; and rejected 12 (26%).
11. When the component was compared to the eight operational standards developed by the Commission on Accreditation for Corrections, the following was found: three standards were fully met; two standards were partially met; and three standards were not complied with at all. Inability to meet a majority of these is attributable to a lack of adequate staff, resources and specific management direction.

RECOMMENDATIONS

1. At least one additional full time probation counselor and one full time clerical support member should be hired.
2. Investigate the possibility of creating flexible work schedules to permit weekend release-on-recognizance interviews.

3. Records should be maintained which would reflect the success/failure rate of those individuals recommended for release-on-recognizance.
4. Supervised release-on-recognizance should be established but only after other recommendations are implemented and running smoothly.
5. Develop with the probationer a "plan" for supervision into which the special conditions ordered by the court have been incorporated.
6. Assist the probationer with vocational/educational training opportunities through cooperation with other available agencies.
7. Case files should be reviewed monthly by the division head and should be verified for accuracy and completeness.
8. Special condition compliance should be verified in writing and kept in the individual's case file.
9. A system should be developed in conjunction with the Clerk's Office to assure the timely receipt of PSI orders.
10. Wherever possible, PSI's should be returned to the Court at least two days prior to sentencing in order to assure the judges an adequate time for review.
11. Probation counselors should be required to make regular (at least monthly) personal field visits with the probationer and regular collateral contacts with associates of the probationer (employer, school, etc.).
12. Criteria for probation case assignment should be developed by County Court Probation management, the judges, and PRIDE, Inc. in order to improve management of cases. These criteria might include length of supervision, types of special conditions, and seriousness of current offense.

CITIZEN DISPUTE SETTLEMENT PROGRAM

79-AB-13-DE01

Pinellas County, Florida
Total Budget - \$166,231

INTRODUCTION

Citizen Dispute Settlement is funded this year by LEAA at 70% (\$104,312) of the total cost of \$166,231. The State of Florida contributes \$5,795. The local share is \$56,124 or 25% which is paid by the Board of Criminal Justice and the Juvenile Welfare Board.

FINDINGS

1. The Citizen Dispute Settlement Project has accomplished all of its measurable objectives. Citizen Dispute Settlement has consistently held mediation hearings well within the 14 day projection. It has provided assistance to the citizens of Pinellas County in legal matters and in referrals to other government social service agencies.
2. Citizen Dispute Settlement has been an influence in easing community and interpersonal tensions by helping the involved parties reach a solution in 70% of the cases mediated.
3. This project has also eased the burden of the criminal justice system by reducing the number of criminal cases by approximately 250 monthly.
4. The project strives to provide working people with a public agency forum during hours which will not interfere with their employment through evening hearings. The hearings are available without the need for an arrest or formal complaint, thereby reducing the stigma of a court record. The process operates at a considerable savings to the criminal justice system.

RECOMMENDATIONS

1. The program's measurable objectives should be expanded to include the servicing of a specific number of juvenile cases. While these cases may require the assistance of other social services, Citizen Dispute Settlement may provide adequate tracking and monitoring on the child's progress in the criminal justice system.
2. A contract with the Juvenile Welfare Board or the Pinellas County School System is recommended in order to have access to juveniles who may become clients.

PINELLAS NEIGHBORHOOD WATCH

80-AB-13-AC01

Pinellas County, Florida
Total Budget - \$9,663

INTRODUCTION

Pinellas Neighborhood Watch is a program designed to reduce incidence of crime in unincorporated residential areas of Pinellas County, Florida. The project is directed by the Pinellas County Sheriff's Office (PCSO). Citizen volunteers are trained by and work with sworn PCSO personnel in a joint effort to cut the rate of crime in the 30 mobile home parks participating in the project. Through the combined efforts and exercises of the participants and deputies (in areas of a communications network, security checks, and property identification), a focus on reducing crime was implemented in three mobile home parks.

The PCSO provides continual support of the project through weekly consultation for local citizens. Community coordinators receive technical assistance as well. Because the general population of the mobile home parks is primarily elderly citizens, two senior citizens were selected as citizen coordinators. All coordinators received a minimum of 50 hours training in state law, crime prevention theory and practice. Forty of those hours were received at the National Crime Prevention Institute in Louisville, Kentucky.

FINDINGS

1. All participating mobile home parks have a workable telephone alert system.
2. Of the 31 mobile home parks surveyed, 72% participated in the security survey. Of those participants, 80% complied with the recommendations set.
3. Participation rate in Operation Identification was 95%.
4. An external factor influencing the outcomes of the project is found in the habits of the participating residents. In some parks, population drops by as much as one-third during the Summer season. Many residents return North for the Summer leaving their mobile home unattended for several months. This not only lowers the number of project participants, but simultaneously increases the burden of responsibility on the others as well as increasing the liability of the park.
5. In the target area, nine of the mobile home parks had 203 burglaries from May, 1978 - September, 1978. Burglaries were eliminated entirely (100%) after program implementation. There were 37 attempted burglaries in the same area but no entry was gained.

RECOMMENDATION

It is the recommendation of this evaluator that the Neighborhood Watch Program receive continued financial support to assure that the program will be implemented in the remaining 50% of mobile home parks located in unincorporated Pinellas County.

EVALUATION SUMMARIES FROM
REGIONAL PLANNING UNITS

ESCAMBIA COUNTY TASC

78-ED-AX-0172

Escambia County, Florida
Total Budget - \$171,645

INTRODUCTION

The Treatment Alternatives to Street Crime (TASC) program was developed in 1972 as a nationwide drug treatment/referral program aimed at stemming the sharp increases in drug abuse and drug-related crime. The TASC program evolved from observations that many drug-dependent persons were engaged in the commission of street crimes in order to support their habits and were recurrently arrested, released, and rearrested. The TASC program attempts to disrupt this cycle by identifying drug abusers as they enter the criminal justice system, and screening them for their treatment needs. TASC then monitors those offenders placed in treatment and reports their progress to the proper component of the criminal justice system.

During the first year of operation the TASC project identified 1,418 individuals as potential candidates for drug treatment. Of that number 395 were referred for Intake Evaluations, and 213 became active in treatment. During this same period the project categorized 436 alcohol related arrestees, excluding Driving Under the Influence (DUI) and Public Inebriation charges, which could have been screened for TASC and treatment. With these statistics in mind TASC expanded its services to cover the alcohol abusing clients commencing year two.

FINDINGS

1. The TASC system is continuing to operate as an effective mechanism for the identification, diagnosis, treatment referral and supervision of substance-abusing criminal offenders in Escambia County.
2. TASC's contribution to reduced criminal activity and substance abuse is evidenced by a 66.4% client success rate during the study period. In addition, only 3.95% of TASC clients were arrested while in treatment, and 92.2% of TASC urinalysis reports indicated no drug usage among clients.
3. Of those clients terminated during the two year study period, eighty-five (85) were rearrested. These figures render an overall rearrest rate for TASC clients of 30.1%. Of the eighty-five, ten were successful terminations, eleven were neutral terminations, and sixty-four were unsuccessful terminations. Also in comparison, of the sample groups consisting of seventy, forty-five were rearrested during a comparative average of 14.1 months of tracking. These figures show a recidivism rate for successful terminations of 10.6%, a recidivism rate for neutral terminations 27.5%, a recidivism rate for unsuccessful terminations of 43.2%, and a 64.3% recidivism rate for the comparison group.

BIG BROTHERS/BIG SISTERS

78-J6-63-FG01

Gainesville, Florida
Total Budget - \$35,000

INTRODUCTION

Big Brothers/Big Sisters of Greater Gainesville, Inc. was awarded funding in 1976 to begin a special component in their program to deal with children from single-parent families who were exhibiting behavior problems that resulted in disciplinary referrals in the schools or to Health and Rehabilitative Services. The project, which has received over \$39,000 of JJDP Act funding and is scheduled to receive an additional two years of funding, accepts referrals from parents, the schools, and HRS, and matches the youths with volunteers who have been screened and trained by the Big Brothers/Big Sisters Program to work with this type of child. The staff monitor the pairs for at least one year and attempt to prevent the recurrence of behavior problems.

FINDINGS

1. The overall organization of the Big Brothers/Big Sisters project is professional with well-qualified staff, specified procedures, and detailed client files. These qualities combined with cooperation from other agencies aided the evaluation process.
2. School records did indicate positive changes in those children where problem behaviors were noted.
3. The project's clients show improvement in all three categories of school related data. Comparison with a group of children who are also from single-parent families and could have been matched with volunteers shows that the matched children are performing better in each of the categories.
4. Thirty volunteers have actually been matched with children with six leaving the program before completing the one-year minimum commitment. This is a 20% attrition rate which is less than the 25% allowed in the grant application.
5. A cost-per-client figure of \$361.65 was obtained from the project's records. The amount was derived through a time allocation study that was completed for United Way and it includes the cost of interviewing, training, matching, and supervising volunteers and clients. The cost per-client figure obtained from HRS for protective services supervision is \$420. Costs for probation supervision are \$450 per child for one year and foster care averages \$2,500 per child per year.

6. The findings of the evaluation indicate that substantial improvements have been made in the school-related problems of the clients, and comparison groups indicate that these changes would not have occurred without the project's intervention. Equally good results were obtained in preventing recurring referrals to HRS for law violations, but the results could not be as conclusively linked to the project.

RECOMMENDATIONS

1. LEAA Intake forms on each client include basic data such as average school grades and attendance for the period immediately prior to referral as well as a check with HRS Single Intake to determine law violations. These forms should be completed as a part of the intake and screening process to simplify comparison with data to be obtained one year after the client is matched with a volunteer.
2. Since the lack of matches was attributed to a lack of volunteers rather than clients, it is suggested that a recruitment campaign is in order. Although the project screens volunteers carefully and this is desirable, a larger number of potential Big Brothers and Big Sisters should yield a larger number that complete the screening and training process.
3. The problem that was noted earlier with a lack of referrals from HRS Single Intake may be self-correcting with the HRS emphasis on community based projects and diversion from the system. The HRS Single Intake Supervisor indicated that this would be the case and it is recommended that the project staff again provide information to HRS Staff concerning the project's goals and referral criteria.

YOUTH RESOURCE UNIT

80-AD-04-FG01

Flagler County, Florida
Total Budget - \$11,952

INTRODUCTION

The Flagler County Youth Resource Unit Project is the sixth in a series of continuation projects which started in mid-1975. The long-range goal of the program is to prevent juvenile crime. Activities of youth specialists are centered mainly in Flagler County's public schools. Activities include but are not limited to: making daily contacts with large numbers of students; singling out pre-delinquent youth for special counseling and assistance; and providing presentations on safety and on drug abuse. Short-range goals stress improving the image of law enforcement among youth and hence among the community, and establishing a positive and trusting relationship between youth and law enforcement.

Youth are referred to the Youth Resource Unit from a variety of sources. Teachers, deans, and other school personnel make referrals. Parents or any other interested persons have requested assistance and students themselves have sought out the aid of youth specialists.

FINDINGS

1. Although the two youth specialists kept records concerning counseling sessions, the records did not detail or break down the precise number of counseling sessions nor the number of youth assisted.
2. It was learned during the course of the evaluation survey that the first quarterly progress report had not been completed. The first was due on June 15, 1980, whereas the second will be due on October 15, 1980.
3. Not all faculty members had been briefed in the past concerning the goals and objectives of the Youth Resource Unit.
4. A structured, scheduled program had not been developed, which is needed to afford total coordination and cooperation between members of the Youth Resource Unit and the school administrators and faculty members.
5. Questions are raised inasmuch as total referrals increased from 29 in 1975 to 114 in 1979, whereas juvenile arrests decreased from 75 in 1975 to 31 in 1979.

RECOMMENDATIONS

1. It is recommended that the youth specialists develop a form for recording all activities which relate to youth, broken down by:

day of week, hour, school, student, grade, etc.

2. It is recommended that the youth specialists, in behalf of the Project Director, bring the quarterly progress reports up to date.
3. The Youth Resource Unit staff should insure that every faculty member and school administrator is knowledgeable concerning the goals, objectives, and general operations.
4. The youth specialists should develop a structured program which spells out what presentations are scheduled during the ensuing school year, in terms of 1) type, 2) deputy presenting, 3) class, 4) date, etc.
5. It is recommended that the youth specialists continue to solicit referral statistics from the Department of Health and Rehabilitative Services in an attempt to better define the impact that their unit is having on juvenile crime.

PUTNAM COUNTY RESOURCE UNIT

78-J6-04-FD03

Putnam County, Florida
Total Budget - \$8,838

INTRODUCTION

The Putnam County Youth Resource Unit was started in mid-1975, with a series of three consecutive Federal Law Enforcement Assistance Administration (LEAA) subgrants. The last project was funded via Subgrant No. 78-J6-04-FD03. Thereafter, the unit was absorbed for funding purposes in the Sheriff's operating budget.

The long-range goal of each project was to prevent juvenile crime. Activities of youth specialists, under the direction of The Putnam County Sheriff, were centered mainly in Putnam County's public schools. Developed to ultimately reach the long-range goal, activities included but were not limited to: making daily contacts with large numbers of students; singling out pre-delinquent youth for special counseling and assistance; organizing and conducting tours of students to correctional and law enforcement facilities, both in and out of the county; and providing presentations on safety and on drug abuse. The short-range goals stressed improving the image of law enforcement among youth and thus among the community, and establishing a positive and trustworthy relationship between youth and law enforcement. In fact, obtaining trust among youth for law enforcement was the central thrust through all of the aforementioned continuation projects. The long-range goals and short-range goals are still the mainstay of the Putnam County Youth Resource Unit.

FINDINGS

1. The impact that the Unit's two youth specialists is having on youth is positive, inasmuch as 95 percent of the students rated them as trustworthy.
2. High marks were given by students for the numerous presentations which the Unit conducted in classrooms and auditoriums.
3. Of the students surveyed, 100% responded that they wished to see the work of the youth specialists continued in Putnam County's schools.
4. In survey questionnaires developed specially for Putnam County's school personnel in the elementary and middle levels, 93 percent of the respondents answered "yes" to the particular question regarding their awareness of the Youth Resource Unit.
5. There was a 93 percent response to the question pertaining to the acceptance of the youth specialists by the faculty members.
6. As a program for preventing juvenile delinquency, 42 percent of the school personnel rated the Putnam County Youth Resource Unit as "excellent," and 50 percent rated the Unit as "good."

7. The school personnel were unanimous in their "yes" answer concerning their feelings about the continuation of the Youth Resource Unit.

RECOMMENDATIONS

1. It is recommended that the Sheriff's Youth Resource Unit be divested of the responsibility of serving court-related juvenile papers, particularly when other personnel can be employed to do such.
2. It is recommended that the youth specialists develop a flexible program for the school year 1979-80, whereby pre-selected presentations can be delineated at least on a monthly basis and, if possible, on a weekly basis.
3. When a third deputy is added to the staff of the Sheriff's Youth Resource unit, the high schools in Putnam County should be included in structured programs involving juvenile delinquency prevention, and individual predelinquents and delinquents in high schools should be assisted with intensive counseling sessions.
4. It is recommended that the youth specialists develop a form for recording all activities which they devote to youth, broken down by day of week, by hour, by school, by student, by grade, etc. A form developed by the Clay County Youth Resource Unit, should serve as an excellent example and guide.
5. It is recommended that the Sheriff plan for the addition of one more youth specialist beginning fiscal year 1980 (October, 1979), and thereafter develop a formula based upon productivity, needs assessment, population trends, etc., for determining the future staffing needs of the Putnam County Youth Resource Unit.
6. Once a third deputy is added to the existing two-member Youth Resource Unit, one of the members should be placed in charge, particularly for field operational command. Such an arrangement has been successful in the operational set-up in Clay County's Youth Resource Unit.

EVALUATION OF THE BREVARD COUNTYWIDE
CRIME PREVENTION PROGRAM

Brevard County, Florida
Total Budget \$59,503

INTRODUCTION

During 1978, burglaries increased 14.1% over 1977 in both the incorporated and unincorporated areas of Brevard County, while the statewide figure was only 8.2%. As a result, the Brevard County Sheriff's Department and nine (9) municipal police departments attempted to have a cooperative multi-jurisdictional crime prevention effort. Through an LEAA grant, the Brevard Crime Prevention Program was initiated in order to: 1) assist municipal crime prevention officers and Sheriff's Office personnel in conducting crime prevention activities; 2) serve as a technology transfer vehicle for the dissemination of crime prevention methods and information to law enforcement agencies in Brevard County; 3) work to establish neighborhood watch units in unincorporated Brevard County; and 4) acquire and make available to law enforcement agencies crime prevention materials such as films and engraving needles.

FINDINGS

1. The project was able to meet all of its grant objectives. The objectives included the following:
 - To establish Neighborhood Watch Programs in twenty (20) selected areas throughout Brevard County.
 - To conduct 250 residential security inspections within those twenty (20) target areas.
 - To implement Operation I.D. in 700 homes within the twenty (20) target areas.
 - To increase crime reporting through heightened awareness of residents in the selected areas.
 - To conduct twenty-four (24) juvenile programs throughout the county to improve the relationship between youth and law enforcement.
2. A survey was sent to the Crime Prevention Officers of all ten (10) participating departments. Responses were received from all law enforcement agencies. The results of the survey indicated that relations between the project and the departments were generally good.

RECOMMENDATIONS

1. Planning for any future crime prevention efforts should be done prior to the submission of a LEAA subgrant application.
2. Consideration should be given to placing a future county-wide crime prevention program with an independent county agency.
3. Since the Citizens Advisory Council is composed of local politicians and community leaders, whose time is limited and valuable, active

staff assistance must be provided.

4. The Melbourne Police Department, if politically feasible, should be included in future county-wide crime prevention efforts. This would allow such a program to truly be a county-wide effort.
5. Police Chiefs of participating departments should be periodically briefed on the status of the program.
6. Future crime prevention projects should continue to place emphasis on media coverage.
7. Specialized training should be provided to municipal crime prevention officers in the area of crime prevention.
8. Although preliminary crime statistics from one area, having a neighborhood watch unit, appear to indicate that crime has dropped, monitoring of all areas should continue to determine the long-range effect of neighborhood watch.
9. Participating law enforcement agencies made extensive use of basic crime prevention activities such as Operation Identification and Residential Security Inspections. Future activities should consist of more sophisticated crime prevention techniques. In addition to a greater emphasis on neighborhood watch, crime prevention activities should include, but not be limited to the following:
 - a. The development of effective integration with operational elements.
 - b. Greater emphasis on the collection and analysis of crime statistics.
 - c. More effective utilization of the results of crime analysis in planning and executing crime prevention activities.
 - d. More involvement of crime prevention activities in the overall security planning process in a jurisdiction.

BIG BROTHERS/BIG SISTERS

76-J6-09-FF02

Lee County, Florida
Total Budget - \$15,240

INTRODUCTION

The Big Brothers/Big Sisters Program began in 1973, with resources from United Way, and was funded for continuation as a Law Enforcement Assistance Administration Part "JJDP" grant in 1977 and 1978.

For the past two (2) years the purpose of the project has been to provide adult companionship to Lee County delinquency prone youth of single parent homes.

FINDINGS

1. There were four (4) primary objectives. The first objective stated that 97% of the youth completing the Big Brothers/Big Sisters program would show a decrease in juvenile delinquency and school truancy in Lee County. For purposes of measurement, data on delinquency and truancy was studied separately.
2. Findings illustrated a 100% success rate in decreasing juvenile delinquency. However, in assigning any importance to this positive finding one must be cognizant of the fact that the target population never indicated an inclination towards delinquent behavior. Therefore, differentiation prior to and after the youth's participation in the program could not be ascertained.
3. The data on truancy revealed a 66.2% difference between the actual, which represented 30.8% (or four out of twenty-three youth) and the forecast level of 97%. The small population involved does not allow the evaluator to state the project was a failure in meeting this portion of the objective.
4. The second and third objectives state that a minimum of fifty (50) youth and volunteers would realize a completed match. Twenty-three (23) of the fifty (50) forecasted were actually "matched", thus the project served only 46% of those expected.
5. The fourth and final objective stated that the project would double the number of volunteers secured, specifically forty (40) men, and ten (10) females. Data indicates five (5) or 50% females, and eighteen (18) or 45% males were successfully recruited.
6. The major problems which surfaced from this evaluation effort revolved basically around the absence of data, which exists in many evaluation studies, if not the majority; the absence of formal written selection criteria on which the project might rely for referrals; and the lack of a uniform case management system.

RECOMMENDATIONS

1. To identify a group of "delinquency prone" or "high risk" youth eligible for Law Enforcement Assistance Administration related "pre-

vention activities." One must remember that the project was designed to serve youth with a past history of disruptive behavior.

2. To establish a more realistic objective, in terms of the amount of impact program intervention can demonstrate.
3. A case management system reflecting, but not limited to the following records should be maintained: A) Referral source, B) Records of interviews, C) Dates and description of project activities (reflect number of hours volunteers spent with youth), and D) Type of parenting situation, etc. These records should be uniform for all participants.
4. Reduce the projected service population estimate downward to a more conservative number, somewhere between twenty (20) and thirty (30) individuals.
5. Formalize a plan which will ensure EFFECTIVE RECRUITMENT, TRAINING, AND UTILIZATION, of their most important resource "volunteers." Again, reduce downward the estimate to be recruited.

NAPLES WILDERNESS ALTERNATIVE

78-J6-09-FD01, 78-A1-09-FD01

Collier County, Florida
Total Budget - \$19,182

INTRODUCTION

The Naples Wilderness Alternative Program began in December, 1977, as an LEAA funded part "C" and JJDP grant. The project is staffed by one director. For the past three years, the purpose of the NWAP project has been to provide services to youth exhibiting delinquent behavior with hopes of diverting these youths from any further contact with the juvenile court system.

The project specifically attempts to address the problem of inadequate supervision of youth under supervision of the Department of Health and Rehabilitative Services in Collier County by providing youths (over 16 years of age and having difficulties in their communities) with a two-week Hurricane Island, Outward Bound school course based in the Florida Keys. This is the core experience of the program, the purpose being to identify those 20 youths of the above categories who will most likely benefit from the course itself, and then transfer the lessons learned there to self-improvement back home.

The purpose of the evaluation is two-fold. First, to determine whether the program is meeting its measurable objectives and goals. Second, to provide local decision-makers with accurate information concerning the effectiveness of the program in terms of cost assumption.

FINDINGS

1. Discussions with the fiscal officer for the Collier County Clerk of the Circuit Court, revealed that the project is expending funds in conformance with the approved budget. All documentation seems appropriate as far as inventory records on equipment purchased.
2. It was determined that the first complete year of data, 1977, would provide the basis for analysis. The project indicated success in the attainment of 2 out of the 4 measurable objectives. The first exception involved the provision of intensive counseling to a projected population of 20 youths. Findings illustrated service to 11, thereby one of the recommendations to be offered would be the establishment of a more realistic objective, in terms of the total # of clients to be served.
3. The second objective identified as not being fully met concerned the hours of training and instruction provided to volunteers. The project was designed to provide 140 hours of instruction for four volunteer counselors. However, they were able only to provide 60 hours to four volunteers. This evaluator would recommend full utilization of the volunteer resource.

4. The major problems which surfaced from the evaluation efforts are: the source of referral; the lack of a case management system; deviation from procedures as outlined in evaluation component; and inadequate policy direction.

RECOMMENDATIONS

The recommendations attempt to address identified problems and are divided into three general areas. All revolve basically around the absence of data, which exists in many evaluation studies if not the majority; and the absence of formal written selection criteria on which the project might rely for referrals.

1. A crucial element of any diversion program is the decision-making point (of entry) be it police contact, or DHRS to adjudication. It is imperative that a class of offenders eligible for diversion be identified. This new service population should include at least 50% high-risk youths defined on the basis of most in need and likely to benefit from this type of project. As this element was not measurable during this evaluation, attainment of any program aims was so hindered.
2. The second section of recommendations concerns improving the case management system. As of 4/19/79 the system reflected revisions which appear sufficient to allow for analysis of project activities and individual characteristics of the youth being served. The system does provide a basis for meaningful evaluation. The only recommendation being immediate utilization of same.
3. Additionally, procedures as outlined in the evaluation section of the subgrant application are not presently being followed. A recommendation to revise numbers 2, 3, and 5 dealing with recidivism, volunteer training and follow-up is suggested.
4. In an effort to provide data for future analysis NWAP should begin work to improve its documentation of all events that affect the youths' legal and treatment status. Additionally, the project should delete the statement concerning "comparison with state detention/training schools, as well as with a random sampling of youths not involved with the program."
5. The Naples Wilderness Alternative Program should generate application and assessment forms for volunteers; as well as other records needed to document training sessions, counseling sessions, etc.
6. Assistance should be provided in initiating a follow-up procedure. Due to staff limitations it is suggested that a follow-up questionnaire be mailed-out to guardian/parents, the youth and the cognizant youth probation office.
7. Lastly, the program's lack of policy direction requires a need for aggressiveness on the part of the new director, in clarifying the future direction of the project particularly in the area of justification as a diversion program.

PEER COUNSELING

77-J6-09-FA02

Lee County, Florida
Total Budget - \$18,846

INTRODUCTION

The peer counseling project at Cypress Lake High School began in the 1977-78 school year and completed its first year of services in June, 1978. The peer counseling project consists of one adult counselor/facilitator for the student groups, a total of 28 first phase peer counselors and 114 youth who received counseling. The majority of the youth were accepted into the project essentially on a volunteer basis through cooperation with physical education classes. The 114 youth volunteered to participate in a total of four, four-week sessions. The counseling sessions began on January 23, 1978 and continued through June 7, 1978. This project has been awarded a fiscal year 1978 L.E.A.A. subgrant for continuation of services and has been identified in the fiscal year 1980 plan to receive third year funding.

FINDINGS

1. There were five primary objectives. The first objective stated that 300 youth could be served by the project. A total of 137 youth were served. Thus, the project served only 45.7% of the number of students that were expected to be served.
2. The second objective states that a minimum of 75% of the students completing the peer counseling class would be able to identify at least one positive human resource at school and at least one community resource agency. The measurement of this objective was possible but causal analysis was not, due to the fact that the questionnaires which were administered prior to and after the youth's participation in the program could not be differentiated. Thus, it was impossible in a considerable number of instances, to determine which questionnaire was pre-program and which was post-program for the youth concerned. However, upon analysis it was determined that a total of 78 or 71.6% (3.4% short of the objective) of the youth served were able to identify both a positive human resource at school, and at least one community resource agency.
3. The third objective states that the project will have an impact on tardiness and truancy in that 60% of all students in the program who had past tardy and truancy problems would not demonstrate these problems during the program and for a period of 12 months after. Of all program youth who were defined as having been served, 27 or 24.8% had prior referrals for truancy or tardy problems. Of these 27 youth, 16 or 59.3% had additional referrals for either truancy or tardy leaving 11 or 40.7% who had no additional problems in this regard. The project would thus appear to have been unable to reach its original level of success at 60%. The 19.3% difference

between the actual and forecast level of success represents only 5.2 youth. The small population involved does not allow the evaluator to state that the project was definitely a failure in meeting the objective.

4. The fourth objective measured stated that 60% of the youth who were served by the project and who had past referrals for disruptive behavior would not be referred for disruptive behavior during the project and for 12 months subsequent to the project. Of the 34 (or 26.6%) youth with prior referrals for disruptive behavior, 16 or 47.1% had no additional referrals. The proportion which was successful in this regard was slightly less than that proportion forecast of 60%. However, the 12.9% difference between outcome and forecast success represents only 4.4 youth. The small population involved does not allow the evaluator to state without qualification that the project was unsuccessful in meeting the objective or that it could not meet the objective in subsequent years.
5. The fifth objective stated that 25% of those students who have received peer counseling will volunteer to become peer counselors themselves. The project actually demonstrated a 27.3% rate of recruitment and exceeded the original objective.

RECOMMENDATIONS

1. Reduce the projected service population estimate to a more conservative number somewhere between 245 to 260 individuals. A projected service population of 250 students would appear to be a more appropriate estimate.

EVALUATION SUMMARIES FROM
THE STATE PLANNING AGENCY
(SPA)

NON-SECURE DETENTION PROGRAM

78-A1-46-FH01

Department of Health and Rehabilitative Services
Total Budget - \$1,028,286

INTRODUCTION

The Non-Secure Detention (NSD) program is operated under the Residential Treatment Services section of the Youth Services Program Office (YSP0) within the Department of Health and Rehabilitative Services (DHRS).

The YSP0 is charged with the responsibility of caring for the detained youths until their release or until disposition by the court. The Detention Program consists of two components, Secure and Non-Secure Detention. Secure Detention (SD) provides constant surveillance in locked, high security facilities. The Non-Secure Detention program is structured to be less restrictive while maintaining regular adult supervision.

The NSD program was established in keeping with the Youth Services philosophy of providing the least secure custody that is consistent with the safety and welfare of the child and the protection of the community.

FINDINGS

1. The average daily population objective of 170 was obtained on a statewide basis in each of the program's last three fiscal years.
2. Although NSD serviced more youths, the number of youths in Secure Detention has not been reduced.
3. The percentage of youths placed in SD of total detainees statewide was 81.2% in 1978-79. The target based on the previous fiscal year's statistics was 73.7%. The goal was missed by a margin of 7.5 percentage points.
4. Three of the programs met the objective to place 30% of all detainees into NSD, in programs which are fully operational. Four of the other five fully operational programs had 28% or more of detained youths in NSD. The NSD programs have serviced a relatively constant number and percentage of total detainees over the last three fiscal years.
5. Training has not been provided in a coordinated fashion to the NSD programs. The training received has been developed primarily for other Youth Services staff.
6. The success rate achieved statewide, as defined in the grant, by new offenses committed and runaways not appearing for court, was 91.6%.

7. The percentage of youths detained of total delinquency referrals over a two and one-half year period (7/1976 to 12/1978) indicated few differences existed between Districts with NSD programs and those without. Consequently, the presence of a NSD program does not seem to be increasing the percentage of youths being detained.
8. The percentage of population at risk being detained, the second factor, is increasing in only 33% of the Districts with fully operational programs. Statewide, 49% of the Districts showed an increase. Thus, these two factors, the percentage of delinquent referrals detained and the percentage of population at risk detained, indicate that the presence of NSD is not "widening the net," increasing the number of youths detained.
9. The offense charges of youths placed into NSD were sufficiently serious to warrant detention. Youths charged with murder, kidnapping, and arson were among those admitted to the program. The NSD program does not appear to be accepting only youths with minor offenses. The profile of NSD youths reveals they are primarily male (87.8%), and over 50% are 16 and 17 years of age.
10. Judicial perceptions of the advantages of the NSD program over Secure Detention were numerous. Few disadvantages were listed. Those mentioned were criticisms of the program's lack of adequate supervision.

RECOMMENDATIONS

1. Establish Good Communication with the Judiciary.
2. Establish Policy on Initial Placement Decisions.
3. Follow Policy on Rescreenings.
4. Monitor Detention Hearings.
5. Maintain a 21 Day Release Policy.
6. Establish a Policy on Weekend Supervision.
7. The importance of controlling two factors, length of stay in NSD and time in Secure Detention before transfer, should be communicated to everyone concerned with the program.
8. Evaluate Policy Impacts on Recruiting Attention Homes.
9. Improve YSPD Supervision of CYL Training.
10. The NSD Program Costs Should Be Clarified to All Users.
11. Adopt, Communicate and Implement Formal Policies on YSPD Responsibilities.
12. Juvenile Judges Working with NSD Should Recognize Their Responsibilities.

COUNSELING AND SOCIAL SERVICES PROGRAM

79-AD-41-E101

Florida Department of Corrections
Total Budget - \$630,186

INTRODUCTION

This is the Executive Summary of a Final Evaluation Report of the Counseling and Social Services (C&SS) program of Florida's Department of Corrections (DOC). It was prepared by Arthur Young & Company (Arthur Young) for the Bureau of Criminal Justice Assistance (BCJA).

The C&SS program within Florida's prisons was established with the overall objective: "... to provide unified, coordinated, professionally guided counseling and social services to meet the needs of inmates ..."

Funds were obtained first from the Department of Labor and subsequently from the BCJA to create an integrated unit, including existing psychiatrist, substance abuse counselor, correctional counselor, and vocational placement counselor positions within each major institution and to add additional staff. This evaluation addressed the programs at fourteen institutions -- twelve grant funded and two with large general revenue funded programs.

FINDINGS

1. The administrative structure of the Counseling and Social Services Program at DOC headquarters needs significant strengthening. The program does not have adequately defined standardized policies, reporting, or monitoring.
2. All of the services provided to inmates at the various institutions through the C&SS program can be grouped into the following six categories:
 - 1) Substance Abuse;
 - 2) Psychological Services;
 - 3) Psychiatric Treatment;
 - 4) Vocational Counseling and Placement;
 - 5) Inmate Orientation; and
 - 6) Self Help and Development.
3. It was the general consensus of the Counseling and Social Services staff, custody staff, and classification staff that the single most important component of the C&SS program is the substance abuse component. Those interviewed estimated that approximately 70% to 80% of all inmates currently in prison were there as a result of their involvement with drugs and/or alcohol. Additionally, custody staff indicated that a continuing use of both drugs and alcohol within the institution was also a problem. The provision of substance abuse counseling to the inmate population, therefore, was considered

as both a deterrent to disruptive behavior on the inside as well as continuing criminal behavior on the outside.

4. Although these six service components were considered as crucial to a successful Counseling and Social Services department, many institutions had no programs or only a limited number of programs in several of these areas.

The organizational characteristics that were found to be the most desirable for C&SS operations are:

- Separate department status (within each institution);
- An assigned supervisor with at least 75% of his/her time available for department administration and program planning;
- Staff assigned only to the C&SS department for vocational, psychological, substance abuse and general counseling services;
- A management team composed of key central and regional personnel to work with the C&SS supervisor in planning and coordinating program services;
- Strong support and involvement of the superintendent in monitoring and directing C&SS activities on a regular basis; and
- Written personnel job descriptions and policies supporting each position assigned to the C&SS department.

RECOMMENDATIONS

1. Since adequate operating procedures have not developed over the years of the program's existence, additional staff within DOC's program office may be necessary for the development of such standard procedures.
2. Policies should be defined for the operation of C&SS programs across institutions. Clarification of the C&SS program's defined role is an essential first step. This should be followed by development of detailed policy and procedures manuals to identify the location and organization of program components, allowable variations between institutions and the inmate population characteristics which may influence these variations.
3. Procedures should allow for reporting which will enable an appropriate monitoring of C&SS program activities from the central office. Further, detailed on-site monitoring procedures should be developed and implemented.
4. Formal job descriptions, including experience and training requirements as well as job responsibilities, should be developed for each position within the C&SS program. Job descriptions should be specifically prepared for the institution environment. Care should be

taken that all Counseling and Social Services positions are filled by appropriately qualified individuals.

5. The program office should assume greater responsibility for staff development through the preparation and presentation of training programs directly related to the staff positions defined within the C&SS program.
6. All C&SS programs, both those now in operation as well as those started in the future, should implement those organizational characteristics that are listed in Finding #4 above.

JUSTICE DATA CENTER

78-SS-AX-0016

State Supreme Court
Total Budget - \$222,010

INTRODUCTION

The Justice Management Information Center (JMIC) was established in November 1978 as a joint project of Courts, Corrections, and the Department of General Services/Electronic Data Processing Division (DGS/EDP). The data center, JMIC, was formed to process information solely for courts and corrections, with the day-to-day operations of the center handled by DGS/EDP. JMIC was reorganized in August 1979 into the Justice Data Center (JDC). At that time the daily operational responsibilities were removed from DGS/EDP and transferred to the State Supreme Court. The Chief Justice placed the responsibility of the data center under a newly created Information Systems Division (ISD).

FINDINGS

1. The Department of Corrections has been making positive progress in achieving their objectives for the JDC facility. The major inhibiting factors that we have observed that are preventing them from achieving the objectives are the staff shortage in DC/BMIS, and operating at multiple data centers.
2. The ISD has been maintaining and enhancing the JUSTIS system in the Second Judicial District and the development of an Appellate Court case-oriented system. Many of the objectives that were set forth by ISD for the JMIC concept revolved around the SJIS concept. ISD has developed a workplan for the implementation of the SJIS concept. The statewide implementation of the SJIS concept is a significant undertaking and will require substantial ISD resources and significant participation and involvement of the local automated agencies.
3. The JMIC/JDC has provided an extremely high level of service.
4. The computer has been extremely reliable.
5. The JMIC/JDC facility has been dedicated to the users' needs and has been responsive to their requests.
6. The JDC provides an online and data base environment.
7. The primary intrasystem interfaces that has not materialized is between the ISD and DC applications, the intersystem interfaces have similarly not materialized due to various factors.
8. ISD and DC are nearly equal in their year-to-date utilization averages, however, a deeper investigation of the trends DC's processing percentage appears to be growing in comparison to the other users while ISD and JDC systems appear to be stabilizing.
9. The major policies developed have been implemented, and it appears that the JDC and the respective management is complying with the

privacy issues addressed by Title 28 and the Privacy & Security Agreement.

10. The development of the JDC is perceived to be cost effective. The IIS system at FSU tentatively is scheduled for a conversion to the JDC during 1980. The continued use of the FSU data center negatively affects the overall cost benefit framework.

RECOMMENDATIONS

1. Various organizational alternatives were analyzed for their advantages and disadvantages. Based on these analyses, Arthur Young & Company recommends that the following operational engagement structure:
 - Include the data communications coordinator function within the JDC structure.
 - Include the ISD programmer/analysts within the JDC structure reporting to the JDC Director.
 - Leave the DC/BMIS within the DC structure however include the management in all meetings with ISD programmer/analyst project management.
 - Have the JDC Director report organizationally to the "Director of Information Systems" but functionally to the Management Committee.
 - Have a triumvirate Technical committee consisting of the JDC Director, and project leaders from ISD and BMIS systems groups having an equal vote.
2. A computer capacity planning study should be conducted.
3. Responsibility areas of all parties should be defined.
4. Formal JDC short and long range plans should be developed.
5. An annual computer requirement forecast by user with monitoring capabilities should be established.
6. Standards and procedures for JDC should be developed.
7. A training and education plan should be developed.
8. Production processing should be coordinated and scheduled to maximize the computer resource.
9. The quality of periodic job accounting management information should be improved.
10. The JDC should coordinate and monitor DASD storage allocation.
11. The JDC should coordinate all hardware and software procurements.

12. A closed-shop policy should be instituted.
13. A formal system backup plan should be developed.
14. A communications interface with the FDLE/FCIC should be established.
15. Effective allocation of space resources is needed in the new computer site.
16. Based on our analysis of the new site, we recommend the following:
 - No personnel other than computer operators be housed in the computer room.
 - The telephone communications panel should be placed in a room adjacent to the computer room.
 - Separate storage should be allocated for paper supplies.
 - Access to the computer room other than the current path from the rear basement entrance should be pursued.

END