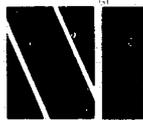


Exemplary Projects

A Program of the
National Institute of Law Enforcement
and Criminal Justice

53862



Office of Development, Testing, and Dissemination
National Institute of Law Enforcement and Criminal Justice
Law Enforcement Assistance Administration
United States Department of Justice



UNITED STATES DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE
WASHINGTON, D.C. 20531

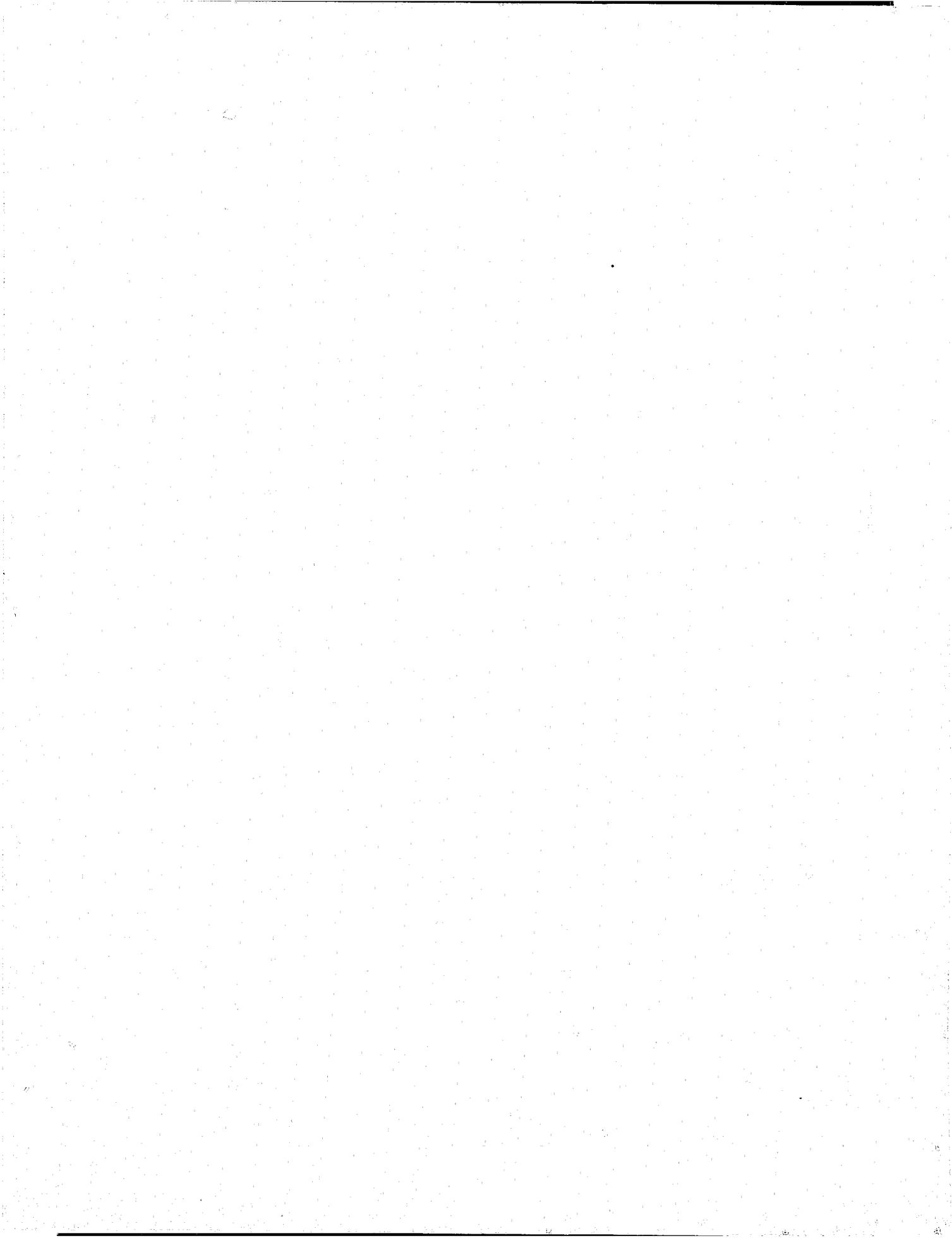
Prospective candidates for Exemplary Project status should complete and return the Exemplary Project Recommendation form on pages 27-28 by February 28, 1979, for consideration by the 1979 Review Board. Applications received after that date will be screened for the 1980 Board Meeting.

Procedures for Exemplary Project Recommendation are detailed on page 25.

The National Institute is the research center of the Law Enforcement Assistance Administration.

Henry S. Dogin
Acting Administrator, LEAA

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The Program

The Exemplary Projects Program is a systematic method of identifying outstanding criminal justice programs throughout the country, verifying their achievements, and publicizing them widely. The goal: to encourage widespread use of advanced criminal justice practices.

Rigorous screening procedures have been established to glean only the very best programs — those which warrant adoption on a broad scale. Particular emphasis is placed on the extent and sophistication of the project's documentation and evaluation efforts. To be eligible for consideration projects must demonstrate:

- *Goal Achievement:* overall effectiveness in the reduction of crime or improvement in the operations and quality of the justice system;
- *Replicability:* adaptability to other jurisdictions;
- *Measurability:* formal evaluation data or other conclusive evidence of project achievement (minimum of one year's results);
- *Efficiency:* demonstrated cost effectiveness;
- *Accessibility:* willingness of project staff to provide information to other communities.

Candidates for exemplary designation may include but need not be limited to narrowly defined and specifically funded "projects." Advanced criminal justice practices may take the form of procedures, policies, techniques, or activities which have been integrated into the daily operations of a criminal justice agency to provide for more effective and efficient management and/or to improve the quality of justice. Two examples among the Exemplary Projects designated to date are the Administrative Adjudication Bureau of the New York State Dept. of Motor Vehicles, which offers a cost effective alternative to processing of traffic offenses in the criminal courts; and the Ward Grievance Procedure of

the California Youth Authority, a conflict-resolution technique which contributes to both improved management and greater fairness for the clients of the Authority's correctional institutions. The key is that the practice, program, procedure, policy, or technique being proposed for consideration have data indicating achievement in terms of the five major criteria for exemplary selection.

Candidate programs patterned after previously designated Exemplary Projects must demonstrate that they represent a significant variation on the existing model or that they offer better evidence of impact from a similar program.

In the past, training programs have presented a set of unique problems relating to the criterion of measurability. If training is aimed at facilitating changes in the criminal justice system or improving the way a job within that system is performed, an evaluation of a training program must link action (impact) to the learning process. In other words, the evaluation should present data on job or system impact subsequent to the training, not merely data on the training materials, program design or trainee satisfaction.

The detailed criteria for exemplary project selection and nomination procedures appear in the concluding section of this brochure. Candidate projects are initially screened by staff of the Institute's Office of Development, Testing, and Dissemination (ODTD). A small percentage of projects — those which present the most clear-cut and objective evidence of success in terms of each of the selection criteria — are validated by a contractor, working under ODTD direction. The validation process includes a critical analysis of the project's achievements and an on-site assessment of its operations. The resulting report is submitted to a Review Board, which includes representatives from the State Criminal Justice Planning Agencies and LEAA Offices.

The Board meets annually to select the Exemplary Projects.

Brochures and detailed handbooks are then prepared on each Exemplary Project to guide policymakers and criminal justice administrators interested in benefiting from the project's experience. The reports provide considerable detail on operating methods, budget, staffing, training requirements, potential problem areas, and measures of effectiveness. Particular attention is focused on evaluation methods which allow other localities to gauge their own success and shortcomings.

To capitalize further on the progressive concepts of these Exemplary Projects, the National Institute also sponsors training workshops throughout the country. For example, interested communities have had the opportunity to learn how to implement programs patterned after the Des Moines, Iowa, community-based corrections system, the Columbus, Ohio, citizen dispute settlement program, and the Sacramento, California, diversion program for juvenile status offenders. Workshops have also been conducted on prison grievance mechanisms, using the California Youth Authority's Ward Grievance Procedure as an example of one highly successful approach. Two additional Exemplary Projects have been used as primary resources for the development of training workshops — the Rape/Sexual Assault Care Center in Des Moines, Iowa, and the Community Crime Prevention Program in Seattle, Washington. (The latter workshop will be conducted during 1979).

Another application of Exemplary Projects to individualized training programs is the HOST program sponsored by the National Institute. This program enables selected criminal justice officials to spend up to two weeks working on the job with their colleagues in the HOST agency. To date, 12 Exemplary Projects have served as HOST sites.

An Important Note

Informational materials on the projects designated Exemplary in August 1978 are now in preparation. As they become available, they will be announced through the Selective Notification of Information Service of the National Criminal Justice Reference Service. If you wish to receive this free service, please write or call:

**National Criminal Justice Reference
Service**
P.O. Box 6000
Rockville, MD 20850
Phone: 202-862-2900

For most of the projects designated prior to August 1978, single copies of informational materials are currently available from NCJRS at the address above. Documentation on some of the older projects may no longer be available through NCJRS. In such cases, NCJRS will provide information on purchasing these materials from the U.S. Government Printing Office.

The Exemplary Projects

29 as of August 1978

Community Involvement

Encouraging citizens to join the effort to reduce crime and improve criminal justice in their communities.

Stop Rape Crisis Center, Baton Rouge, Louisiana

(August 1978)*

The Baton Rouge project is the second rape crisis center to be designated Exemplary. In accordance with the criteria established for Exemplary Projects, the Baton Rouge Center demonstrated significant variation from the Des Moines Rape Crisis Center, which earlier won the Exemplary label. Both projects are described in this section.

In 1974 a group of Baton Rouge women, representing a cross section of the community, mounted an offensive against rape. They identified two key problems: the low priority given rape cases by the community's law enforcement agencies and the lack of supportive social services for rape victims. They brought their findings to the District Attorney who helped them design a comprehensive program to improve enforcement and prosecutorial techniques while minimizing the victim's trauma.

While many features of the Louisiana program are typical of rape crisis centers, Baton Rouge goes beyond the standard approach in several important ways:

- its status as a section of the District Attorney's Office helps to ensure that adequate prosecutorial resources are devoted to rape cases. This status also contributes to the remarkably high degree of support for the project from local law enforcement agencies;
- its emphasis on coordination. The city police and the county sheriff participated in planning the Center; as a result, standard operating procedures in both law enforcement agencies ensure that the Center is an integral part of the processing of virtually every reported rape;
- the cooperation of local judges, who collaborate in a system of "vertical prosecution," in which each rape case is assigned to a particular judge and pro-

secutor from arraignment through trial. This case assignment system minimizes the burden on the victim and helps to maintain her cooperation as the case proceeds through the legal process;

- the involvement of the medical community and the provision of free medical service to the rape victims. Local doctors participated in developing the Center's medical component, and a representative of the medical profession remains personally involved in the administration of medical services to rape victims. In addition, 12 physicians volunteer their time on a rotating on-call basis and two local hospitals have set aside examination rooms expressly for rape victims.
- involvement of the community at-large. Trained volunteer counselors staff the 24-hour crisis telephone line which connects calls directly to counselors without an intervening answering service. To assist police investigation of rape cases, the Center agrees to preserve a victim's anonymity. If a victim chooses not to report the crime officially, she is encouraged to provide information about her assailant to the volunteer counselor.

The women who serve as volunteer counselors also act as the victim's personal escort, accompanying her through every phase of the prosecution of her case. In addition, 19 volunteers from the community serve on the Center's Advisory Board. Members include representatives from law enforcement and social service agencies, two local universities and other community groups.

Neither the victim nor the taxpayer is asked to bear the cost of these services. The volunteer counselors and doctors help the project keep operating costs below \$40,000 per year.

* Date of exemplary designation.

Community Crime Prevention Program (CCPP), Seattle, Washington

(January 1977)

The Seattle CCPP is demonstrating that crime rates can be lowered if the citizens of a community are willing to participate in crime prevention. The goals in Seattle are to mobilize citizen concern over a rapidly rising residential burglary rate and turn it into citizen action to attack the problem.

The four principal tactics used in organizing a neighborhood — residential security inspection, property marking, block watches, and informative materials — are not original. The CCPP's success in applying them has come from careful coordination, the commitment of full-time staff, the cooperation of the Seattle Police, and the cultivation of a sense of community in the neighborhoods.

A rigorous evaluation of the CCPP provides evidence of the project's success in meeting its goals.

- Two victimization surveys show burglary rate reductions in participating

households ranging from 48% to 61%.

- Citizen reports of burglary have risen from 51% to 76% of actual burglaries committed.
- A higher proportion of calls made to police are burglary-in-progress calls.
- The decrease in burglaries among CCPP participants has not meant an increase among non-participants, or in adjacent neighborhoods.
- The program met or exceeded its goal of involving 30% of the households in each target neighborhood.

The CCPP was initially developed and directed by the city's Law and Justice Planning Office, using LEAA block grant funds. Its success has led to its incorporation into the city's Department of Community Development.

Rape/Sexual Assault Care Center (R/SACC), Des Moines, Iowa

(June 1976)

Rape and sexual assault are crimes that create special difficulties for both the victim and the criminal justice system. Fear of harassment and humiliation during the medical examination and legal investigation inhibits many victims from even reporting the crime, much less pursuing the case through the legal process. In handling these crimes, criminal justice agencies often must cope with irrational laws, incomplete physical evidence, and uninformed public attitudes.

The Des Moines Rape/Sexual Assault Care Center has devised a single, comprehensive program to deal with these multiple problems. The beneficiaries of the program are not only the victims, but the legal system, the medical community, law enforcement agencies and the general public. A small staff (victim contact worker, project coordinator, secretary, and special prosecutor) work in cooperation with a 70-member Board of Directors, who represent local



The R/SACC victim contact worker accompanies the rape victim through every phase of case prosecution.

medical, social, governmental, and law enforcement agencies. The Center's activities include:

- 24-hour telephone and personal contact service, including compassionate assistance to the victim during the medical examination and prosecutor's interview;
- referral services to a wide network of community agencies that can give specialized help to the victim;
- in-service training for medical and criminal justice professionals who deal with rape victims;
- public education to replace existing ignorance and misinformation with the facts about sex crimes.

From the time the Center was created in October 1974, until its designation as an Exemplary Project in June 1976, police clearance rates for rape cases rose from 50 percent to 69 percent. Even more significant changes were seen in the special prosecutor's office, where victims showed an increasing willingness to press charges. Before the program began, charges were filed in only a third of cases where the offender was identified; that figure had jumped to three-fourths of those cases by June 1976. An equally drama-

tic rise in conviction rates occurred: While only 40 percent of the cases tried in the pre-project period resulted in conviction, the figure rose to 65 percent in the project's first year and to 82 percent in the second year.

Contributing significantly to the improved record of convictions are legislative changes in the 1974 Iowa Criminal Code that disallow any irrelevant testimony involving the victim's past sexual history and eliminate the requirement for corroboration beyond the physical evidence and the victim's testimony. These reforms were stimulated by the individuals who went on to create the Rape/Sexual Assault Care Center as a necessary step in gaining the victim cooperation so essential to successful prosecution of rape cases.

Since R/SACC was named an Exemplary Project, it has expanded its services to provide peer counseling through an ongoing support group for women who have been assaulted. Additional LEAA funding has permitted one staff member to travel around the state assisting other communities in developing similar rape assistance centers.

Volunteer Probation Counselor Program, Lincoln, Nebraska

(January 1975)

Lay volunteers in Lincoln are successfully counseling high-risk probationers — misdemeanants of ages 16-25 with an average of 7.3 previous arrests and convictions.

A one-year comparative analysis of recidivism in the volunteer counselor program and a control regular probation program showed these results:

	Volunteer	Control
New nontraffic offenses15%	63.7%
Multiple new offenses10	52.2



Volunteer counselor meets with young probationer in Lincoln, Nebraska, Exemplary Project.

The volunteer program has three main features that contribute to its success:

- Screening: only those volunteers with appropriate motivations and resources are selected.
- Training: an extensive program emphasizes both general counseling skills and crisis intervention techniques.

- Matching: the ability of a volunteer to respond to the particular needs and interests of the individual probationer determines assignments.

The program has recently expanded to serve alcohol and drug abusers and older offenders.

Law Enforcement

Applying innovative techniques to prevent crime, increase arrests and improve the efficiency of existing operations.

Hidden Cameras Project, Seattle, Washington

(August 1978)

Like many urban areas, Seattle recorded a dramatic increase in robbery during the last decade. Between 1966 and 1975, the number of reported robberies jumped from 650 to more than 2,000 — a 224 percent increase. At the same time, clearance rates remained consistently low — approximately 25 percent. Because robbery often results in injury as well as financial loss to the victim, the City made it a priority "target crime."

The Seattle Law and Justice Planning Office decided to focus on commercial robbery for three reasons: First, potential targets could be readily identified through police crime reports. Second, commercial robbers were believed to be repeat offenders, so that any arrests would have a telling effect on robbery rates. Third, since commercial robberies were widely publicized, they engendered a disproportionate amount of fear among the public.

In 1975 the Seattle Police Department installed cameras in 75 commercial establishments that had been identified as high risk robbery locations. The cameras were hidden in stereo speaker boxes and activated by removing a dollar "trip" bill from the cash drawer. The project director, who is on call 24 hours a day, seven days a week, immediately retrieves the film, develops prints, and distributes them to police within hours to aid in the identification, apprehension and prosecution of robbery suspects.



Photographs such as this, taken by concealed camera, have achieved significant results in apprehending and convicting commercial robbery suspects in Seattle.

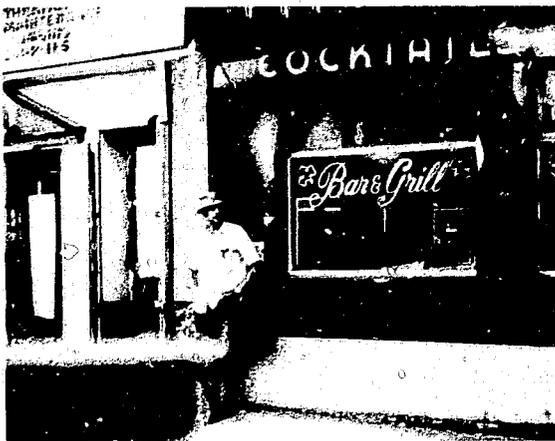
The City's Law and Justice Planning Office conducted a rigorously controlled experiment to measure the project's impact on arrests, convictions, and the overall commercial robbery rate in Seattle. The results are compelling:

- The overall clearance rate for robberies of businesses equipped with hidden cameras was 68 percent, compared to a 34 percent clearance rate for the control group of businesses without the hidden cameras.
- Fifty-five percent of all hidden camera cases were cleared by arrest, compared to only 25 percent of control group cases.
- Forty-eight percent of the robbers at hidden camera sites were eventually identified, arrested and convicted, compared to only 19 percent of control group robbers.

- Commercial robbery in Seattle declined by 38 percent in the one-year period following project onset; non-commercial robberies increased by 6.7 percent in that same period.
- Case processing time from arrest to conviction was approximately one month shorter for hidden camera cases than for control group cases.

The Seattle project is relatively simple, straightforward and inexpensive, requiring only one staff member. It requires technical skills which are widely available or easily learned. As an even greater plus, it is likely to be greeted warmly by local merchants in any community. Seattle plans to make the camera project a permanent part of the City's anti-crime program.

Street Crime Unit (SCU), New York City Police (January 1975)



Plainclothes officer on duty as part of New York City's Street Crime Unit.

SCU fills the gap between routine, visible police patrol and after-the-fact criminal investigations. The unit focuses on street crimes — robbery, personal grand larceny, and assault. Its primary strategy employs officers disguised as potential crime victims placed in an area where they are likely to be victimized. A plainclothes backup team

waits nearby, ready to come to the decoy's aid and make an arrest. Careful screening of applicants, extensive training and close liaison with precinct commanders are marks of SCU's able management. Here is its 1973 record:

- 3,551 arrests (85 percent felonies)
- 76 percent of robbery arrests led to conviction
- 95 percent of grand larceny arrests led to conviction
- Average man-days per arrest: 8.2 (departmental average for all uniformed officers: 167)
- Cost: nominal increase per arrest and conviction, due to equipment costs
- Risk: virtually no increased danger to police or citizens

The unit's impressive performance is continuing. In 1974 SCU made 4,423 arrests, of which 90 percent were felonies. More recent statistics show a conviction rate of 90 percent.

Central Police Dispatch (CPD), Muskegon County, Michigan (January 1975)

The Central Police Dispatch consolidated the radio dispatch services of nine law enforcement agencies. Until CPD, the agencies' service was limited, confused, inefficient, and costly:

- Eight of the nine departments operated on a single radio frequency, independently of each other
- Only four of the nine departments had around-the-clock dispatch service seven days a week

- Nearly 10 percent of the combined personnel in the agencies were assigned to dispatch services

By pooling the radio dispatch resources of the agencies, CPD provides all nine departments with around-the-clock, seven day service, eliminates confusion and duplication, and reduces the number of dispatch personnel required. Use of civilians as dispatchers adds to the cost savings. The centralized service also helped implement the 911 emergency system in sparsely populated areas.

CPD has met and surpassed most of the relevant standards recommended by the National Advisory Commission on Criminal Justice Standards and Goals. In fact, by 1975 the program had implemented many of the Commission's recommended 1980 standards.

Spurred by the success of this initial cooperative effort, the nine agencies have pooled their resources to create a central narcotics unit and a crime prevention bureau.

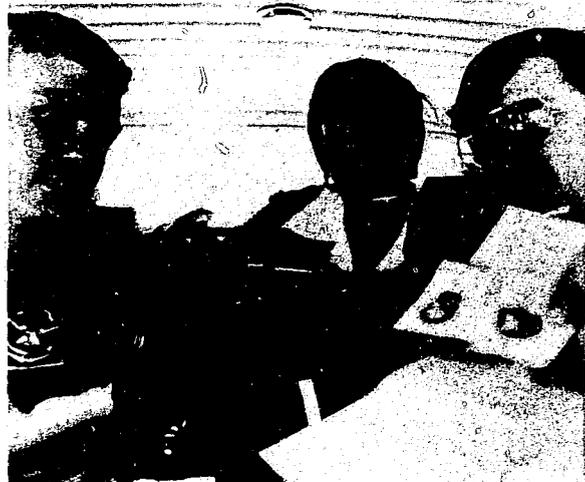
Police Legal Liaison Division, Dallas, Texas

(September 1975)

The Dallas Police Legal Liaison Division successfully integrates two parts of the criminal justice system that often operate in isolation — the police and prosecutor. Since 1973, Assistant City Attorneys have been on call 24-hours a day to advise Dallas police officers on case preparation. In addition, the attorneys provide regular training for police in the elements of various offenses, proper search and seizure procedures, and other aspects of the law.

To reduce the number of cases "no-billed" or dismissed due to police error, project attorneys have established a case review system. All prosecution reports are reviewed for legal sufficiency before they are submitted to the District Attorney's office. The result? The number of "no-bills" due to police error dropped from 13.8 percent to 4.3 percent from September 1973 to September 1975. Similarly, felony dismissals resulting from police error were reduced from 6.4 percent to 2.6 percent during the same period.

Increased convictions, although important, are not the only measure of the project's



An Assistant City Attorney accompanies Dallas police officers on call.

success. More informed decisionmaking by police in such sensitive areas as arrest and search and seizure means greater respect for the constitutional rights of individuals.

The project was included in the Dallas city budget at the expiration of its LEAA High Impact grant.

Prosecution

Focusing on target crimes and career offenders to improve case preparation and increase conviction.

Connecticut Economic Crime Unit, Chief State's Attorney's Office, Wallingford, Connecticut

(August 1978)

Prosecution of economic crimes is particularly difficult. In recent years, efforts to upgrade the investigation and prosecution of such crimes have resulted in creation of special units in many jurisdictions. Two of these efforts — in Seattle and San Diego — have previously been named Exemplary Projects. The Connecticut Economic Crime Unit was the first statewide program aimed at pinpointing and combatting economic crime and consumer fraud.

The Economic Crime Unit operates in conjunction with an Economic Crime Council, composed of representatives of virtually every regulatory, enforcement, and prosecutorial agency in the state. Marshalling statewide expertise and resources through monthly meetings of the Economic Crime Council, the Chief State's Attorney's Office has succeeded in mounting a comprehensive offensive against the white collar criminal. Connecticut's unique, centralized approach means the ECU can collect evidence and present cases that might otherwise have been unprosecutable.

The results:

- In two years of operation, the Connecticut ECU has successfully prosecuted 100 percent of its 86 tried cases.
- Almost \$100,000 over the unit's operating expenses have been returned to victims and the state in restitution and fines.

In addition, the Connecticut ECU provides ongoing, statewide police training programs



Representatives of state and federal agencies join forces to launch a formidable attack on white collar crime.

designed to teach police officials and line officers the applicable statutes for prosecution and how to identify various consumer fraud schemes. The unit has also organized a successful public awareness campaign that includes wide distribution of consumer alert bulletins, publication of a citizen's handbook on economic crime, and direct liaison with the classified advertising departments of all major newspapers in an attempt to prevent publication of false advertising. These programs are highly regarded as deterrents to white collar crime in Connecticut.

The Connecticut ECU soon will become a permanent bureau of the Connecticut Chief State's Attorney's Office.

Major Offense Bureau (MOB), Bronx County, New York

(June 1976)

In the Bronx, New York, special prosecution efforts against habitual and violent offenders have dramatically reduced the time that potentially dangerous criminals remain free in the community awaiting trial. The average time between arrest and trial of repeat offenders has been cut from 400 to 90 days. Equally important, most of those indicted have been convicted, sentenced, and imprisoned.

These results have been achieved by creation of a Major Offense Bureau in the Bronx district attorney's office. Staffed by 10 experienced assistant district attorneys, the Bureau uses an objective screening procedure to isolate those cases that deserve priority treatment. The screening mechanism — a modified version of the case weighting system developed by the Washington, D.C. Exemplary Project PROMIS (Prosecutor's Management Information System) — ranks cases according to the seriousness of the crime, the offender's criminal history, and the strength of the evidence.

Eligible cases are immediately referred to an assistant district attorney who is responsible for the case throughout the entire judicial process. Special trial sessions that hear only MOB cases virtually eliminate scheduling delays.

In its first 30 months, MOB successfully demonstrated its ability to speed up case processing while developing complete, well-prepared cases, as the following statistics show:

- 99 percent of the indictments were voted and presented to the Supreme Court within 3 days of arrest compared to the usual time lapse of several weeks.
- 92 percent of those indicted were convicted.
- 94 percent of those convicted were sentenced to prison, compared to less than half of a group whose cases were processed traditionally.
- Sentences ranged from 3 to 10 years.

The Bronx approach to processing serious felony cases also permits substantial economies by reducing pretrial detention, repeated court appearances, and duplication of effort by prosecutors.



MOB attorneys review criminal histories to select cases for speedy prosecution.

Fraud Division, King County (Seattle) Prosecutor's Office, Fraud Division, San Diego County District Attorney's Office

(January 1975)

Economic crimes and consumer frauds — which bilk millions of dollars from unsuspecting citizens — are the special targets of these divisions.

King County focuses on major economic crimes. Enlisting the investigative expertise of other agencies whenever possible, King

County's Fraud Division has logged an impressive record of success: In the first two and one-half years of operation, 95.5 percent of the Division's cases were successfully prosecuted representing more than \$3.4 million in economic losses.

The San Diego Fraud Division works with

a larger staff and deals with *all citizen complaints* (15,251 during 1974) concerning fraud. A vast number of cases were settled outside the courts, either through in-house

investigative teamwork or use of the small claims courts. Like Seattle, San Diego also prosecutes major impact cases, involving economic losses totalling millions.

Prosecutor Management Information System (PROMIS), District of Columbia (September 1973)

PROMIS uses an automated management information system to select high priority cases in the U.S. Attorney's Office, Superior Court of the District of Columbia, for intensified pretrial preparation by a special team of attorneys. Pending cases are ranked daily according to four criteria: (1) seriousness of offense; (2) defendant's criminal record; (3) strength of evidence; and (4) age of case or number of continuances.

PROMIS also helps the prosecutor's office to:

- spot scheduling and logistical impediments
- maintain evenhandedness in using prosecutorial discretion
- analyze and research the problems of screening and prosecuting criminal cases.

During its first 19 months of operation, the conviction rate for cases receiving special preparation was 25 percent higher than that for cases routinely processed.



Washington, D.C., Police Officer checks PROMIS computer printout.

Information on PROMIS is available from the Institute for Law and Social Research, 1125 15th Street, N.W., Washington, D.C. 20005 (Telephone 202-872-9380).

Adjudication and Defense

Implementing improved management practices for the benefit of all participants in the judicial process.

One Day/One Trial: Jury System, Wayne County, Michigan

(January 1977)

Trial by jury is increasingly perceived as an excessive burden to jurors, according to a recent survey. Wayne County, Michigan, courts have adopted a promising alternative to the lengthy jury term. As the name implies, under the One Day/One Trial System, jurors are eligible for service for only one day. If they are chosen, they serve for the duration of the trial. If they are not selected, they have fulfilled their obligation for the year.

The system taps seven times as many citizens for jury duty, makes better use of their time, and saves money for the courts.

Computers are used to maintain a current list of all registered voters for easy access when jury pools are drawn. A Personal History Questionnaire sent to all prospective jurors "pre-qualifies" them. Every morning, as new jurors convene in the assembly area, a 16-minute slide program acquaints them with the legal process and their roles as jurors. Stand-bys are notified by telephone the evening before if they need to appear.



New jurors report for duty every morning under the One Day/One Trial jury system.

Two numerical indexes show that jurors are being used more efficiently. Where the number of juror days served greatly exceeds the number of trials or the number of trial days, much of the jurors' time is spent sitting and waiting to be impaneled on a jury. In Wayne County both ratios decreased substantially — 25 percent and 32 percent respectively. In addition, jury costs per trial were cut from \$862 to \$646.

Perhaps the most significant success of the program is that more people are sharing both the duties and benefits of jury duty.

Creighton Legal Information Center (CLIC), Omaha, Nebraska

(June 1976)

Comprehensive collections of legal materials are often scarce in rural areas. Criminal justice personnel in Nebraska sometimes travel up to 300 miles to obtain the legal documentation necessary to support an argument — a costly procedure, both in time and money.

The Creighton Legal Information Center provides a central library research facility for judges, prosecutors, defense counsel, and police. Student researchers from the Creighton University Law School compile well-documented legal memoranda on topics requested by users. An average of 8.8 student hours are required to prepare each legal

memorandum, at no cost to the requestors. The findings are summarized in a newsletter, published by the Center, and the complete document filed for future reference. The Project also has prepared a deskbook for Nebraska judges on criminal procedure and sentencing alternatives.

Users report that CLIC services have significantly improved the quality of cases argued before Nebraska's rural courts. During the first 14 months of CLIC's operations, 66 percent of the judges from the eligible rural counties had used its services at least once. All said they would use them again.

CLIC has a sophisticated monitoring and evaluation system to tailor project activities to user needs. The project's comprehensive documentation includes analysis instructions, computer programs, and management control forms.

Under an LEAA grant, CLIC has provided technical assistance to replicating agencies in 13 states; requests for technical assistance are still pending from about eight

others. In 1978 the Nebraska legislature will vote on a bill to make the Creighton Legal Information Center a permanent, state-funded program.

For more information on this project, please write: Creighton Legal Information Center, Creighton University, 2500 California Street, Omaha, Nebraska 68178.

Administrative Adjudication Bureau (AAB), New York State Department of Motor Vehicles

(January 1975)

The AAB streamlines the traffic and criminal adjudication process by removing most traffic offenses from the criminal courts in New York City, Rochester and Buffalo.

Besides removing the unsafe driver from the streets more promptly, the bureau's direct and fast disposition of traffic cases has meant:

- significant reduction in the criminal court case backlog: 20 judges and 9 courtrooms relieved of traffic cases
- time spent by police at traffic hearings cut in half

- more uniform application of sanctions
- discouragement of scofflaws

The AAB's method combines three basic elements: (1) merger of the licensing agency with the traffic offense adjudication agency; (2) the services of highly-trained adjudicators; and (3) use of computerized information.

In the fiscal year ending March 31, 1975, the AAB returned \$7.5 million to the treasuries of the jurisdictions where traffic offenses took place, a sum representing the excess of fines collected over its operating expenses. This total represents a 25 percent increase in returns compared to the previous court system.

The Public Defender Service (PDS) of the District of Columbia

(February 1974)

PDS has successfully overcome the traditional barriers faced by public defender services — high caseloads and poorly paid and inadequately trained attorneys.

PDS provides quality representation to the indigent defendant from arrest to release through:

- Limited caseloads
- Individualized and continuous client representation

- An ongoing training program beginning with a special six-week program for new staff attorneys
- Effective management and administration patterned after large law firms
- Use of supportive services, such as psychiatric evaluations, counseling, and other rehabilitation services
- Service to the legal profession and the justice system by sponsoring practice institutes and encouraging law reform.

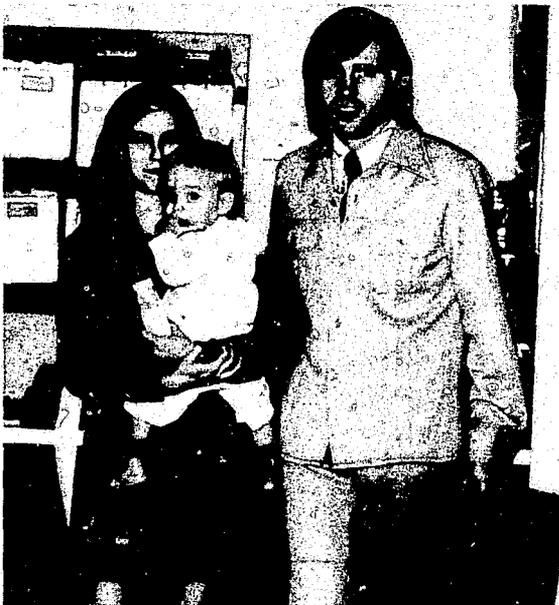
Corrections

Exploring new directions in the institution and the community.

Montgomery County Work Release/Pre-Release Center (PRC), Montgomery County, Maryland

(August 1977)

Finding a job can be a difficult and stressful situation for anyone. For the newly released offender, it could be an insurmountable obstacle to becoming a productive member of the community. The Montgomery County Work Release/Pre-Release Center



A PRC client leaves the Center to join his family in the community.

helps to ease the transition from incarceration to freedom by assuring that its clients have employment, housing and cash savings at the time of release.

Montgomery County PRC is a coeducational, residential, community-based correctional facility serving sentenced offenders within six months of their release or parole

hearing, pretrial detainees, and selected probationers and parolees. The program involves extensive supervision, counseling services, social awareness instruction, and work or education release from the center.

With the assistance of a Work Release Coordinator, all PRC residents obtain jobs shortly after their arrival (unless they intend to enroll in a full-time academic or vocational training program). All employed residents — full-time or part-time — pay up to \$200 a month for their room and board. Many residents also pay fines, restitution, legal fees, and family support.

Each resident's activities at the Center are prescribed by a contractual agreement developed prior to his or her arrival at PRC. A tri-phased furlough/release plan allows increasing privileges as the resident demonstrates responsible behavior through adherence to his contract and PRC rules.

PRC has had significant impact on the recidivism rates of its clients. During the three-year study period, a total of 407 residents successfully passed through the program. A one-year follow-up study showed that under 20 percent were rearrested subsequent to leaving the program. Less than 1 percent were arrested for new crimes while assigned to the Center.

PRC has also succeeded in marshalling community support in Montgomery County. The Center has gained the acceptance and support of both neighbors and local civic groups and its funding was completely assumed by the county government upon termination of its LEAA grant.

Ward Grievance Procedure, California Youth Authority

(September 1975)

Left unresolved, even minor problems can fester within the confines of a prison, spawning hostility and even open confrontation between inmates and staff. To alleviate the problem, the California Youth Authority has created a formal but easy-to-use method for resolving inmate grievances in California's youth institutions. Both wards and staff participate in the procedure, which works this way:

Any inmate with a grievance is entitled to an open hearing conducted by ward and staff representatives. If the decision is unsatisfactory, the grievant may appeal to higher levels within the Youth Authority, and ultimately to an outside review panel, chaired by a professional arbitrator. Volunteer arbitrators are identified with the assistance of the American Arbitration Association. At each level, grievances are responded to in writing, within strict time limits.

In the 19-month period from September 1973 to April 1975, 85 percent of the cases were resolved, approximately 10 percent had been withdrawn prior to the hearing, and another 5 percent were still pending at the time of reporting. In 70 percent of the cases, the disposition has been in favor of the grievant either totally or through some sort of compromise. Only 24 percent of the grievances were denied. In these cases



First-level grievance hearing involves both wards and staff representatives in California youth institutions.

the reasons were clearly set forth in writing, thus clarifying official policy. Most of the grievances are resolved at the first level of review — the ward staff committee meeting. Only 2 percent of the grievances required outside arbitration.

Training — for wards, staff, and management — is a key to the project's success. Another special feature contributing to its effectiveness is the involvement of the wards themselves. Ward grievance clerks process complaints, manage paperwork, and often represent grievants.

The California Youth Authority's collaborative approach to resolving problems has paid off in terms of effectiveness and acceptance of the grievance procedures. The process has recently been expanded to include parolee as well as inmate grievances.

Parole Officer Aide Program, Ohio Adult Parole Authority, Columbus, Ohio

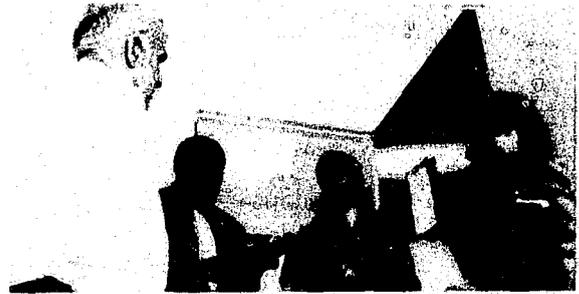
(September 1975)

Ex-offenders represent an untapped reservoir of talent for the corrections system. Their own experience behind bars often gives them a special rapport in dealing with offenders. Recognizing this fact, the National Advisory Commission on Criminal Justice Standards and Goals recommended that, "Correctional agencies should take immediate and affirmative action to recruit and employ capable and qualified ex-offenders in correctional roles."

The Ohio Parole Officer Aide Program exemplifies the benefits of such action. Carefully screened and trained ex-offenders work under the supervision of a Senior Parole Officer, handling caseloads and developing job opportunities for parolees. Their performance to date has met professional standards.

The program reaps a double dividend. The added manpower permits more individualized attention to an important need of parolees — finding a job. At the same time,

the program provides an employment opportunity for ex-offenders in positions that offer career potential. More than half of the Parole Officer Aide positions have now become permanent Civil Service positions, with the remainder scheduled for conversion in the near future. Educational advancement is not overlooked: Each aide is allowed up to 10 hours leave a week to attend school, and a number are currently enrolled at both the college and graduate school level.



On-the-job training fosters a teamwork relationship between the Parole Officer and the ex-offender aide in Ohio program.

Community-Based Corrections Program, Polk County (Des Moines), Iowa (May 1973)

The Des Moines program coordinates four services for defendants and convicted offenders: pretrial release on own recognizance, pretrial supervised release, probation, and residence at Fort Des Moines, a correctional facility offering work and educational release. Synchronizing the four components into a unified system eliminates overlapping and splintered administration. Equally important, it provides flexibility in responding to a wide range of client needs.

In 1973, the Des Moines project saved the county and state correctional systems an estimated \$454,229. The pretrial components also saved defendants an estimated \$154,000 for the cost of bail bonds, and enabled many of them to retain their jobs and support their families.

Of the 246 clients released by the Fort Des Moines correctional facility before 1973,

only 53 (21 percent) were charged with indictable offenses during an average 19-month period following release. In particular, recidivism data show that the correctional facility deals effectively with those clients with high-risk characteristics such as prior convictions, unemployment, and drug or excessive alcohol use. The high-risk clients were charged with no more new offenses after release than were relatively low-risk clients with no prior convictions, more substantial employment history and a relatively minor history of drug or alcohol use.

Because of the Des Moines Program's demonstrated success, the Iowa State Legislature voted to assume total funding of the Project and adopted "community-based corrections" as the model for future Iowa correctional programs.

Juvenile Programs

Providing positive new directions to youth in trouble.

Community Arbitration Project, Anne Arundel County, Maryland (August 1978)

In 1973, the juvenile intake office of Anne Arundel County, Maryland, faced heavy backlogs of relatively minor cases that impaired its ability to deal with youngsters in more serious trouble with the law. Delays in resolving cases were frequent. A child accused of a first or second misdemeanor offense typically waited four to six weeks before official action was taken on his case. By that time, the incident was no longer fresh in the youngster's mind, making it difficult to reinforce the concept of accepting responsibility for the consequences of his actions.

The offender's parents and the victim were only marginally involved as the case proceeded. Many victims were never informed of the final disposition of the case. As a result, both parents and victims felt powerless and ineffective.

Most important, case dispositions often were unsatisfactory. Because of caseload pressures, many offenses received only cursory attention. Or cases were sent for formal adjudication — a process that may alienate the youngster and result in an unnecessary stigma. Public dissatisfaction with the county's juvenile justice system was increasing.

In 1975, the County devised an alternative to the system. The Community Arbitration Project is designed to alleviate the burden on the juvenile court while still impressing on the young offender the consequences of his or her behavior.

Under the program, juvenile misdemeanants are issued a citation which records the offense and schedules a hearing to arbitrate the case seven days later. The suspect's parents and the victim receive copies of the citation and are asked to appear at the hearing. The right to counsel is made clear to the youngster and his parents.



A youth and his mother discuss his community work assignment with a CAP arbitrator.

Although the hearing is informal, it is held in a courtroom setting to enhance the child's understanding of the meaning and importance of the procedure. The Juvenile Intake Commissioner — an attorney with experience in juvenile cases — serves as arbitrator. The Commissioner hears the complaint and reviews the police report. If the child admits committing the offense and consents to arbitration, the Commissioner makes an informal adjustment, sentencing the child to a prescribed number of hours of community work and/or restitution, counseling, or an educational program. The case is left "open," to be closed within 90 days upon a positive report from the child's field site supervisor. If the offense is serious, if the child denies his involvement, or if the child or his parents so request, the case may be forwarded to the State's Attorney for formal adjudication.

In two years since project inception, 4,233 youths have gone through the program. Nearly half of their cases were adjudicated informally; only 8 percent were referred to the State's Attorney. In addition, a compari-

son was made of the recidivism rates of a sample of CAP clients and a sample of traditionally processed juveniles. As illustrated in the following table, the results for CAP clients are impressive.

Differences in recidivism were particularly significant for property offenders.

CAP has been fully funded by the State of Maryland's Juvenile Services Administration since April 1977.

Recidivism of CAP Clients and Control Group

	Percent Recidivist	Number of Rearrests per Client	Number of Cases
Traditional Processing	14.3	.659	342
CAP	9.8*	.415**	482

* Difference significant at $p = .07$

** Difference significant at $p = .01$

Project New Pride, Denver, Colorado

(January 1977)



Motor skills remediation is one aspect of New Pride's comprehensive treatment program.

Project New Pride is a successful attempt to help juveniles, most with lengthy records of prior arrest and conviction, to break out of what could become a lifetime pattern of crime by instilling a sense of self-pride. The project integrates education, employment, counseling, and cultural education — services which are usually highly specialized and fragmented. Intensive application of this service integration approach is the key to the success of New Pride.

The program accepts Denver County residents 14-17 years old, who have had a recent arrest or conviction for burglary, robbery, or assault related to robbery, and

who have at least two prior convictions for similar offenses.

A unique feature of the program is its pioneering work with youth with learning disabilities. Tests administered to project youth in the first two years of operation showed that 71 percent of New Pride participants had learning disabilities. The Learning Disabilities Center has recently received a separate grant and will be able to serve an increased number of clients.

The effect on the 160 clients who have completed the New Pride program has been significant.

- The non-status offense re-arrest rate for New Pride clients during a 12-month period in the community was 27%. The rate for a control group was 32%.
- 70% of clients have been placed in full- or part-time jobs, and the re-arrest rate for employed clients was one-third the rate for unemployed clients.

New Pride has also pointed up the potential economic advantages to the community. The cost of incarcerating a youth in Colorado is estimated at \$12,000 a year. New Pride spends \$4,000 per year to keep a youngster out of institutions.

Originally funded under LEAA's Impact Cities program, New Pride is now an established program of the Colorado Division of Youth Services.

Community-Based Adolescent Diversion Project, Champaign-Urbana, Illinois (September 1975)

In these two adjacent communities, the university and the criminal justice system have joined forces in a successful new approach to helping juveniles in trouble. Youngsters who have contact with the police that would normally lead to the juvenile court and the prosecutor are referred instead to the project.

Undergraduates at the University of Illinois fill volunteer roles in the project for academic credit in psychology. The students receive training and supervision by experienced psychologists as an ongoing course activity.



In the Champaign-Urbana project, a student counselor works with a client and his mother to develop a contract spelling out their mutual obligations.

Each youngster is assigned to a student volunteer for a 4½-month period. After assessing the youngster's problems and needs,

the student develops a program for the youth using one of two innovative techniques.

The youngster may sign a contract with a parent or a school teacher that spells out specific obligations that each party must fulfill. The contractual agreements involve real life issues such as curfew hours and household chores.

Or the student may use the child advocacy approach, introducing the youngster to educational, welfare, health, mental health, and vocational resources in the community and encouraging their use.

The project's diversion power is evident in the following comparisons between 24 participants and a control group of 12:

Number of Police Contacts (Academic Year 1974 - 1975)		
	One Year Prior to Project	During Project
Participants	2.21	0.46
Control Group	2.25	2.25

Number of Court Petitions Filed (Academic Year 1974 - 1975)		
	One Year Prior to Project	During Project
Participants	0.13	0.08
Control Group	0.25	0.75

The project's experimental phase ended in 1975 and it is now operated by a community group working with the University students.

601 Juvenile Diversion Project, Sacramento, California (February 1974)

The 601 Project of the Sacramento Probation Department provides short term family crisis counseling in lieu of juvenile court processing for status offenders, truants, run-aways, and unmanageable youngsters. Youths

and their families meet with 601 project counselors, usually within 2 hours of referral, to work out the delinquency problem together. In cases where the youth cannot reasonably return home at once, temporary

accommodations elsewhere are sought, with the consent of both parents and child.

In October 1976, the project was relocated to Neighborhood Alternative Centers staffed



Family counseling session in the Sacramento "601" juvenile diversion project.

by graduate student volunteers as well as regular probation officers.

The original 601 program (the name derives from the relevant section of the California Penal Code) has been expanded to include selected cases of criminal conduct, such as petty theft and possession of drugs. The basis for this expansion lies in the project's first-year record:

	Project Cases	Control Cases
Petitions filed	3.7%	19.8%
Repeat offenses (within 1 year)	46.3	54.2
Juvenile hall detention	13.9	69.4
Average detention time (nights)	0.5	4.6
Average case handling time (hours)	14.2	23.7
Average case cost	\$284	\$526

Providence Educational Center (PEC), St. Louis, Missouri

(February 1974)

At the time of exemplary designation, PEC was funded under LEAA's Impact Cities Program and focused on diverting youth with relatively serious offenses from training school incarceration. Currently, PEC also accepts youth referred through the Juvenile Court's status offenders diversion program. All referrals to PEC must be certified by the State as having behavioral disorders or learning disabilities.

PEC's program allows most youths to remain in their homes while participating in intensive education and counseling in an "alternative school" setting. Teams of professionally trained counselors, educators, and social workers devise an individual program for each child, who "graduates" when he or

she has achieved the 8th-grade reading level required for high school admission in St. Louis and/or demonstrates adequate social functioning — usually after 9 months from referral. PEC can accommodate 75 youths in its educational program.

In September 1974, the Student Work Assistance Program (SWAP) was launched, allowing youngsters to spend three hours studying at PEC and three hours working in the community each day.

PEC has received continued funding from the Juvenile Court, the Junior League, the Mayor's Office of Manpower, LEAA, St. Louis Commission on Crime and Law Enforcement, and other local civic and service organizations.

Neighborhood Youth Resources Center (NYRC), Philadelphia, Pennsylvania (May 1974)



Counselor and youths check job board at Neighborhood Youth Resources Center.

This center provides a wide range of services for youngsters living in a high-crime, inner-city area of Philadelphia. Open 12 hours a day, NYRC offers:

- Crisis intervention, or immediate short-term aid
- Individual plans for long-term comprehensive assistance
- Counseling and educational assistance to groups of youngsters
- Referrals to cooperating agencies and careful monitoring and follow-up
- Legal representation

Emphasizing its role as a community center, NYRC also sponsors recreational and

cultural programs, counseling for youth on probation, and legal education for neighborhood residents.

Evidence of NYRC's impact emerges in a comparison of arrest rates (per thousand) for target and non-target area boys within two precincts. The arrest rates for boys in the target group were significantly lower in the felony, lesser misdemeanor, and status offense categories.

	9th District		23rd District	
	Target	Non-target	Target	Non-target
Felonies	9.1	51.3	4.2	17.3
"Victimless" misdemeanors	19.7	24.6	2.3	12.0
Status offenses	31.5	82.5	2.3	18.5



Philadelphia youngsters enjoy recreational activities sponsored by Neighborhood Youth Resources Center.

Alternative Service Delivery

Easing the burden on criminal justice agencies by providing mechanisms for delivery of selected services to the public.

Mental Health-Mental Retardation Emergency Service, Inc.(MCES), Montgomery County, Pennsylvania (August 1977)

Police are on duty around the clock. As the only available service agency during many hours of the day, they must cope with a variety of social problems, among them psychiatric and drug/alcohol emergencies that may not be criminal offenses but nevertheless pose a threat to the victim and the community. Few jurisdictions have developed alternatives to arrest and detention for people in such circumstances. One that has is Montgomery County, Pennsylvania.

MCES is a private, non-profit corporation and a fully-licensed and accredited psychiatric hospital which supplements police services by assuming the burden of psychiatric and drug/alcohol emergencies. MCES offers a comprehensive 24-hour placement alternative for police by providing:

- telephone "hot-line" assistance
- specially equipped emergency vehicle
- Crisis Intervention Outreach Team
- psychiatric evaluation
- detoxification
- short-term hospitalization
- referral to other agencies for continuing care

To further assist police in handling these emergencies, MCES formed a Criminal Justice Liaison Network by placing trained mental health workers in selected police departments.

Since MCES opened its doors in February 1974, 30 percent of its client contacts have been criminal justice referrals. Of 152 criminal justice referrals examined by MCES

in a three-month period from June through August 1976, 103 (68 percent) resulted in either no charge or charges being dropped. In many of the 34 cases in which charges were brought, citations had been issued prior to MCES referral.



The MCES emergency van eliminates the need for police transportation of psychiatric or drug/alcohol victims.

Another measure of MCES's assistance to the county police is the amount of police time saved by the transportation service. MCES staff logged 970 hours transporting clients between January 1975 and April 1977.

Upon receiving accreditation, MCES moved to a third party billing system. In 1976 third party payors provided 70 percent of the program budget, and in the first quarter of 1977, 97 percent of billings was provided by third party payors (i.e., private and public health benefit plans).

Citizen Dispute Settlement Program ("Night Prosecutor"), Columbus, Ohio (February 1974)

Currently there is widespread interest in the development of informal approaches to the resolution of minor disputes as alternatives to arrest or court action. One of the first such programs to be initiated was the Night Prosecutor Program, begun in Columbus, Ohio in the fall of 1971. The Columbus program provides an out of court method of resolving neighborhood and family disputes through mediation and counseling. The emphasis is on a lasting solution to an interpersonal problem rather than a judgment of right and wrong. The program also serves as a forum for bad check cases, and spares prosecutors, police, judges and courtroom staff the workload of minor cases. The average cost per case handled by the program is about \$20 compared to \$100 for prosecution and trial.

Cases are screened and referred by the local prosecutor's office for a hearing within a week after the complaint is filed. Law students trained as mediators meet with the disputants during convenient evening and weekend hours to help them solve their problems without resorting to formal charges and court procedures. Counseling is provided by social work graduate students.

During the year 1976:

- 6,429 cases scheduled — 3,478 actually heard (excluding an additional 10,196 bad check cases)
- criminal affidavits filed in only 2 percent of all cases scheduled
- cost per case: approximately \$20 (contrasted to an estimated \$100 for processing a criminal misdemeanor, from filing an affidavit to completion of a court trial)

The basic concept of the Columbus program has been replicated in a number of jurisdictions, many of which are experimenting with the use of different groups as mediators (e.g., professional people or trained lay citizens) and varying placements of the program with or outside the criminal justice system. Interested communities should obtain a copy of the report *Neighborhood Justice Centers: An Analysis of Alternative Models*, available from the National Criminal Justice Reference Service.

Procedure for Exemplary Project Recommendation

Exemplary Projects may be programs operating at the state, county, or local level and need not involve LEAA funding to be considered. *LEAA-funded programs, however, require a letter of endorsement from the appropriate State Planning Agency with the submission.* Programs may be proposed for consideration by the operating agency, local governmental or criminal justice planning unit, State Planning Agency or LEAA Office. Programs recommended as Exemplary Projects should be submitted to:

Model Program Development Division
Office of Development, Testing, and
Dissemination
National Institute of Law Enforcement
and Criminal Justice
Law Enforcement Assistance
Administration
U.S. Department of Justice
Washington, D.C. 20531

The submission form, *Exemplary Project Recommendation*, which covers a description of the recommended program, is included in the following pages of this brochure. Also included is the format that is to be followed in furnishing the required information, indicated by the various headings for the attachments to the submission form. In preparing the attachments, please repeat the headings of the format and provide all the required information. Submissions that do not adhere to this format will be returned to the applicant.

The steps in the selection process are: (1) pre-screening by the staff of the Institute's Office of Development, Testing, and Dissemination; (2) on-site review by independent validators of those projects which pass the pre-screening; (3) selection by the Exemplary Projects Review Board, composed of the State Planning Agencies and LEAA Offices.

Closing Dates

Applications are accepted throughout the year.

Applications received prior to February 28, 1979 will be reviewed for the 1979 Board meeting. Applications received after that date will be screened for the 1980 Board meeting.

Applicants are encouraged to submit required materials as early as possible before a screening cycle deadline to ensure adequate time for review and validation.



Exemplary Project Recommendation

I. Project Description

1. Name of the Program

2. Type of Program (ROR, burglary prevention, etc.)

3. Name of Area or Community served

(a) Approximate total population of area or community served

(b) Target subset of this population served by the project (if appropriate)

No. Served	Period	Population
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4. Administering Agency (give full title and address)

(a) Project Director (name and phone number; address only if different from 4 above.)

(b) Individual responsible for day to day program operations (name and phone number)

(c) Individual to contact concerning this application (name and phone number)

5. Funding Agency(s) and Grant Number (agency name and address, staff contact and phone number)

6. Project Duration (give date project began rather than date LEAA funding, if any, began)

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This report is a voluntary submission by applicants seeking to recommend candidates for the LEAA Exemplary Projects Program.

7. Project Operating Costs (Do not include costs of formal evaluation if one has been performed. See Item 8).

Breakdown of total operating costs, specify time period:

Federal:

State:

Local:

Private:

Total:

Of the above total, indicate how much is:

(a) Start-up, one time expenditures:

(b) Annual operating costs:

(A complete budget breakdown should be included with the attachments to this form)

8. Evaluation Costs (Indicate cost of formal evaluation if one has been performed)

Total Cost	Time Period	Principal Cost Categories
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9. Continuation. Has the project been institutionalized or is it still regarded as experimental in nature? Does its continuation appear reasonably certain with local funding?

II. Attachments

Please attach the following:

Attachment A — Program Review Memorandum

This memorandum should contain the following elements:

1. *Project Summary* — brief statement of the project's objectives and methods of operation.

2. *Criteria Achievement* — explanation of the degree to which the project meets each of the five Exemplary Project criteria listed below. Be as specific as possible, using the questions that follow each criterion as a guide.

(a) *Goal Achievement*. The project must demonstrate overall effectiveness in the achievement of significant justice objectives.

(1) Has the project contributed significantly to the reduction of a specific crime or crimes, or produced measurable improvement in the operations and quality of the criminal justice system?

Note: To respond to this criterion, please list each project goal. Under each, cite what you consider to be appropriate evaluation measures. Then describe what evidence actually exists to support your achievement in this area, for example:

Goal: To increase the employment prospects of clients.

Measures: No. of anticipated job placements. Percentage of time employed during the first year after release.

Outcomes: Number of actual placements. Number employed full time for the first year. Number employed for 50 percent of the first year, etc.

(2) To your knowledge has the project been generally more successful than other projects which address the same problem?

(b) *Replicability*. The project must be applicable and adaptable to jurisdictions other than the one in which it is operating.

(1) Does the project address a problem of reasonably common concern?

(2) Does adequate documentation exist to permit a general understanding of the project's methodology and operations?

(3) Are there special features that appear principally responsible for the project's success, e.g., concept, methodology, administrative expertise, staff commitment? If superior administration and commitment are the chief factors, to what extent is the program likely to be replicable without these factors?

(4) What are the restrictions, if any, on size and type of community (e.g., urban vs. rural) for which the program would be appropriate?

(c) *Measurability*. The achievements of the project must be capable of being objectively measured.

(1) Is the project still in operation and has it been operating for a long enough time to test its utility? (e.g., at least one year).

(2) Has the project been evaluated? Please list all efforts, both prior and current, as well as those in the planning stages:

Evaluation Activity	Evaluator	Evaluation	Available Documents
Prior			
Current			
Planned			

(3) If there is no formal evaluation procedure, is there objective evidence that the program's goals are being achieved? If so, what is the evidence?

(d) *Efficiency*. The costs of the project must be reasonable.

(1) Is there evidence that the project has been cost beneficial, i.e., did the benefits derived from the project justify the expenditures of time, money, and manpower that went into it?

cut along this line

(2) Were other, cheaper, or more expensive projects considered as ways of addressing the problem?

(e) *Accessibility*. An outside group of validators must be able to examine the project in detail. If the project is designated exemplary, law enforcement and criminal justice personnel from other locales who may be interested in undertaking similar programs must be able to visit the project and to consult with responsible project staff.

(1) Is the agency agreeable to having the project submitted for evaluation, publicity, and visitation?

(2) Is it reasonably certain that the project will continue to exist so that evaluators may collect data; the project can be publicized; and the project can be visited by those who learn of it through the Exemplary Projects Program?

3. *Outstanding Features* — indication of the most impressive feature(s) of the project.

4. *Weaknesses* — frank statement of those areas of project operation that could be improved. (It is assumed that a project will not be recommended if there are critical program weaknesses.)

5. *Degree of Support* — indication of the degree of local support, e.g., criminal justice officials, local government officials, citizen groups, the news media.

Attachment B — Endorsements

Each LEAA funded project should have a written endorsement from the appropriate SPA. Endorsements from other sources may be attached if available.

Attachment C

For LEAA funded projects, attach a copy of the most recent grant application and all annual progress reports. If a formal evaluation has been undertaken, this report should also be attached.

Exemplary Projects Review Board

State Officials

John Parton, Executive Director
Office of Criminal Justice Programs
Columbia, South Carolina

Paul Quinn, Director
Division of Criminal Justice
Department of Local Affairs
Denver, Colorado

LEAA Officials

Mary Ann Beck, Director
Model Program Development Division/ODTD
National Institute of Law Enforcement and
Criminal Justice (Chairperson)

Robert Diegleman, Director
Planning and Evaluation Division
Office of Planning and Management

James Howell, Director
National Institute of Juvenile Justice and
Delinquency Prevention
Office of Juvenile Justice and Delinquency
Prevention

Warren Rawles, Chief
Corrections Management and Facilities
Branch
Office of Criminal Justice Programs

Benjamin Renshaw, Director
Statistics Division
National Criminal Justice Information and
Statistics Service

James Swain, Director
Adjudication Division
Office of Criminal Justice Programs

James Vetter, Chief
Police Section
Office of Criminal Justice Programs

Henry S. Dogin
Deputy Administrator for Policy Development
Ex Officio