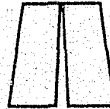


THE UNIVERSITY OF NEW MEXICO



RESEARCH PROJECTS  
CONDUCTED BY THE  
PILOT CITIES RESEARCH TEAM

1972

A Report of  
THE CRIMINAL JUSTICE PROGRAM  
INSTITUTE FOR SOCIAL RESEARCH AND DEVELOPMENT  
The University of New Mexico, Albuquerque 87131

Received  
Region 6 - FDIA  
Dept. of Justice

MAY 16 1974  
AM 7,8,9,10,11,12,1,2,3,4,5,6 PM

15254



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Criminal Justice Program  
University of New Mexico  
Albuquerque, New Mexico 87131

Revised March 22, 1974

CJP-74-4

These projects were supported by Grant Nos. NI-71-050-G and 73-NI-06-0002 awarded by the Law Enforcement Assistance Administration, U.S. Department of Justice, under the Omnibus Crime Control and Safe Streets Act of 1968, as amended. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the U.S. Department of Justice.

## ABSTRACT

This report describes the research plans and briefly outlines the results of nine research projects conducted by the Pilot Cities Program research team.

The UNM Criminal Justice Program, a division of the Institute for Social Research and Development (ISRAD), was established in April 1971, when Albuquerque was selected to participate in the Pilot Cities Program which is funded by the Law Enforcement Assistance Administration (LEAA), U.S. Department of Justice.

To assure uniformity and the quality of Pilot City projects, staff members were required to describe proposed projects according to a prescribed form (see Appendix). Projects included during this year were: Justice for the Indigent Criminal Defendant; An Examination of the Albuquerque/Bernalillo County Juvenile Justice System; Public Awareness and Motivation Study; Police/Community Cooperation and Understanding Evaluation Project; Integrated Criminal Justice Management Information System; Criminal Justice Lecture/Seminar Series; Criminal Justice Information Exchange Project; A Study of Five Criminal Careers; and Organizational Work for Centro Legal.

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## SUMMARY

This report contains the nine Project Management Plans written by Pilot City research staff. All the plans were written under the same required format (see Appendix).

In the first project, Luis B. Juarez acted as the CJP Project Coordinator for the Police/Community Cooperation and Understanding Evaluation Project which was headed by Deputy Chief Jack F. Chappell. The project measured the public's attitude toward the police on such issues as the role of the police, the functions of police, recruitment of minorities, adequacy of training, and police effectiveness in solving crimes and handling civil disorders. The study compared public attitudes on these issues with the perceptions held by members of the Albuquerque Police Department concerning citizen's attitudes on these issues. The sample was composed of 600 citizens and 100 policemen.

The Criminal Justice Lecture/Seminar Series, designed by CJP Director William R. Partridge, consisted of a series of lectures and seminars offered by the Criminal Justice Program primarily for the benefit of the Albuquerque criminal justice agency heads and public officials. Five nationally recognized experts in specific criminal justice fields were to be brought to Albuquerque (one each month from April through August).

The feasibility of a subject-in-process oriented management information system shared by several agencies of criminal justice in Albuquerque was studied in the Integrated Criminal Justice Management Information System Project. The project was headed by Fred W. Koehne, Law Enforcement Specialist. Several criminal justice agency representatives studied such a system in operation in San Jose, California.

Justice for the Indigent Criminal Defendant was written by C.B. Moya, CJP Courts Specialist, as an addendum to the initial management plan. The study examined the quality of justice afforded the indigent criminal defendant in New Mexico. It also pinpointed areas in need of change and developed recommendations for improvement.

The process of information exchange within and among criminal justice agencies and with other governmental agencies and the public was studied in the Criminal Justice Information Exchange Project. The project was conceived when it became evident that the existing extent of information exchange was not sufficient to provide agencies with adequate knowledge of the nature of the duties and activities of other agencies. Thomas H. McCorkill, assistant County Manager, acted as project director with William R. Partridge as CJP coordinator.

Pedro David planned a study of the problems of the criminal justice system from the point of view of five people with criminal records in the Albuquerque/Bernalillo County area. In the Study of Five Criminal Careers, each of those interviewed was asked to describe his family life and activities which led to his entering into crime.

Legal Specialist C.B. Moya discussed Organizational Work for Centro Legal in the seventh management plan. Research and organizational work to be accomplished prior to the opening of "Centro Legal," an indigent criminal defense and counseling service office that is staffed largely by law students from the University of New Mexico School of Law, is outlined.

Little research had been compiled on the juvenile justice system in Albuquerque/Bernalillo County. An Examination of the Albuquerque/Bernalillo County Juvenile Justice System described how juvenile law violators are processed through the criminal justice system and discussed how each of the

components interface with each other. This project was headed by Stephen F. Blake, CJP Corrections Specialist.

The Public Awareness and Motivation Study, designed by Stephany Wilson, attempts to find ways to communicate a more accurate understanding of the criminal justice system to the public. The project was recently revised.

PROJECT MANAGEMENT PLAN

PROJECT TITLE: Police/Community Cooperation and Understanding Evaluation Project

PROJECT NUMBER: 72-01

PROJECT DURATION: January 1, 1972 to June 30, 1972 (6 months)

TYPE OF GRANT: Discretionary (70-DF-311)

AMOUNT OF GRANT: \$27,150

IMPLEMENTING AGENCY: City of Albuquerque

PROJECT DIRECTOR: Deputy Chief Jack F. Chappell  
Albuquerque Police Department  
401 Marquette, N.W.  
Albuquerque, New Mexico 87101  
(505) 842-4500

PROJECT COORDINATOR: Joe Montoya  
Community Liaison  
Albuquerque Police Department  
401 Marquette, N.W.  
Albuquerque, New Mexico 87101  
(505) 842-4500

CJP COORDINATOR: Luis B. Juarez  
Criminal Justice Program  
Institute for Social Research and Development  
University of New Mexico  
Albuquerque, New Mexico 87106  
(505) 277-3422

PROJECT SUMMARY: This project is designed to measure the public's attitudes toward the Albuquerque city police (on such issues as police role, function, fairness, recruitment of minorities, training adequacy, and effectiveness in solving crimes and handling civil disorders) and the Albuquerque city police perceptions of citizen attitudes on the above issues. The survey instrument will be designed with assistance from community consultants. The sample will be composed of 600 citizens in greater Albuquerque and 100 policemen. Data will be collected by 13 trained interviewers using a standard schedule of interview questions. Analysts will then compare the actual attitudes held by members of various groups with police perceptions of those attitudes and suggest ways in which law enforcement activities might be altered to promote more positive attitudinal development. Technical requirements of the project are being performed by the Criminal Justice Program under a \$25,000 subcontract with the City of Albuquerque.



PROJECT BUDGET

A. Personnel (Employees)

CJP Coordinator, 6 mos. @ \$687/mo.	\$4,122
4 UNM Faculty Participants, 47 days @ \$77.60/day average	3,647
5 UNM Graduate Assistants, 131 days @ \$3.50/hr. average*	3,668
Fringe Benefits (for project coordinator and faculty participants, 13% x \$7,769	1,010

TOTAL SALARIES AND FRINGE BENEFITS	<u>\$12,447</u>
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B. Professional Services

5 Community Consultants, 20 days @ \$50/day	\$1,000
8 Community Interviewers, 150 days @ \$3.50/hr.	4,200
Urban Observatory, 6 days @ \$107/day	<u>642</u>

TOTAL PROFESSIONAL SERVICES	<u>5,842</u>
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C. Travel--None

D. Equipment--None

E. Supplies and Other Operating Costs

Covers for interview cards	\$ 18
Mimeographing (questionnaires)	30
Printing (letters, sample sheets)	210
Postage	50
Miscellaneous	<u>1,192</u>

TOTAL SUPPLIES AND OTHER OPERATING COSTS	<u>1,500</u>
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F. Indirect Overhead

26% of total salaries--\$11,437	<u>2,974</u>
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TOTAL PROJECT COST	<u>\$22,763</u>
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\*A sixth graduate student will participate for class credit, at no charge to the project.

## PROJECT DESCRIPTION

### 1. Goals

The primary goal of this project is to provide a concrete basis for designing programs to improve community relations.

The project is aimed toward achieving the following objectives:

- a. Definition of citizen attitudes toward police and law enforcement activities in the city.
- b. Definition of police and law enforcement personnel attitudes toward citizens.
- c. Definition of the intensity and causative factors associated with defined attitudes.
- d. Definition of specific programs to improve negative attitudes and reinforce positive attitudes.

### 2. Impact and Results

This project will measure the public's attitude toward the Albuquerque city police on such issues as police role and function; police brutality; fairness of police treatment of youths, Chicanos, women, criminals, and others; police recruitment of minorities; adequacy of police training; police efficiency in solving various types of crimes; police/community relations (effectiveness of existing programs, suggestions for new programs, and so forth); and police efficiency in campus and civil disorders, as well as citizens' general attitudes toward crime. It will also measure the perceptions of the Albuquerque city police on these issues.

This project, if successful, should provide information on the attitudes of citizens toward police in particular and law enforcement in general, as well as the intensity and origins of those attitudes. In addition, results should provide the basic foundation for a genuinely effective police/community relations program. The project could also have national impact, because it would determine why people think as they do about laws, law enforcement, and law enforcement officials. The Albuquerque study could serve as a baseline tool for other cities

wishing to conduct similar attitudinal surveys. The survey instrument will be made available to other cities and agencies on request.

### 3. Methods and Timetable

#### a. Tasks

During the period November 1 to December 15, persons who will participate in the project (from UNM and the community) will be selected. The actual work period is from January 1 to June 30. The report will be typed and review copies will be distributed during the final month of the contract. Progress will be reviewed periodically by City officials. Following is a discussion of the eight project tasks.

#### 1.0 Definition of Project Goals (January 1 -January 18)

A series of meetings will be held with representatives of the Albuquerque Police Department, community consultants, faculty participants, and graduate students to discuss the overall design of the instrument and the specific questions to be asked. In general, the group will attempt to determine the directions to be pursued by the interview questionnaire.

#### 2.0 Design of the Interviewing Instrument (January 18-February 10)

Sampling techniques and methodology will be determined during this task period. A structured sample of 600 residents of greater Albuquerque (including the core area, the Heights, and the North and South Valleys) will be selected with assistance from the Bureau of Business Research, in its capacity as a census summary tape processing center. Computerized statistical techniques will be used to obtain a random sample within stratification by age, income level, area of residence, and similar factors. The resulting sample population will be analyzed to ensure statistical validity. One hundred policemen, ranging from administrators to patrolmen, will also be selected by similar techniques.

The project staff and consultants will use informal prequestioning of residents of the community in an attempt to develop a set of meaningful interview questions. The questions and the response categories will be structured to facilitate computerized data analysis. The resulting survey instrument will then be printed as a precoded booklet for use by interviewers.

Task 3.0 Interviewer Training (January 31-February 14)

Eight graduate students and seven persons from the community who will be interviewers for the project will be given classroom and field training. Additional interviewers may be obtained from the Urban Observatory if necessary.

In-class training will consist of five 4-hour sessions during the first week, and will include communication exercises (role-playing), training in oral interviewing, expert criticism, and the use of films and other educational media. For 4 hours a day during the second week, students will receive on-the-job training in the form of field practice in the community with dummy samples.

Task 4.0 Data Collection (February 14-March 10)

Interviewers will make appointments with respondents assigned to them and will conduct interviews. Each interview is expected to last about an hour. Interviewers and respondents will be matched as closely as possible according to ethnic background and other characteristics, to ensure a high level of rapport. Responses to questions will be coded as they are recorded by interviewers, and survey booklets will be turned in for keypunching as they are completed. In addition to serving as interviewers, some of the graduate students will serve as field supervisors and will be available for consultation with other interviewers should they require help.

Task 5.0 Data Reduction (February 20-March 24)

The precoded survey booklets will be turned in as they are completed, and the data will be keypunched and verified by UNM graduate students at the Data Processing Center. When all interviews are completed, the raw statistics will be compiled and checked on the UNM computer.

Task 6.0 Data Analysis (March 27-April 21)

Task 6.1 Ordering of Data. Data will be analyzed by appropriate computer programs (using the City of Albuquerque computer) to determine attitude stratifications by age, level of income, area of residence, and other demographic characteristics. Police perceptions will be similarly categorized. Deviations between citizens' attitudes and police perceptions (by demographic stratification) will be tested statistically to determine level of significance.

Task 6.2 Interpretation of Data. Sociological implications of the computerized data analysis will be determined in a series of discussion sessions by UNM faculty participants, graduate students, and police representatives.

Task 7.0 Specific Program Design (April 24-May 19)

Based on the data interpretation, the need for specific programs to improve police-community relations will be predicted and the general scope of those programs will be formulated. This phase will be conducted in a series of meetings with CJP administrators, police department representatives, community consultants, UNM faculty participants, and graduate students. The community consultants will be called upon to advise the group about the realism of contemplated programs. Representatives of various community organizations may also be invited to participate to supplement the consultants' views.

Task 8.0 Report Writing (May 22-June 15)

The CJP coordinator, graduate assistants, and faculty participants will collaborate to produce a comprehensive final report that documents study goals, means used to measure police/community attitudes, analysis of the responses, and programs recommended to meet the needs suggested by the attitude survey. The precoded survey booklet will be reproduced as an appendix to the report, and the package (report and booklet) will be made available to other cities or agencies on request. The final report will be printed and distributed by the City of Albuquerque.

b. Organization

The CJP project director will be in charge of overall project administration and will coordinate the efforts of the UNM faculty participants, graduate assistants, community consultants, and others involved. Following is a listing of personnel who will participate in the project and the activities assigned to each.

- (1) Project Director (Luis Juarez)--Overall direction and participation in all tasks.
- (2) Faculty Participants
  - (a) Dr. Gerald Goldhaber--Goal definition, survey instrument design, interviewer training, field work coordination, data interpretation, specific program design, report writing.
  - (b) Dr. Richard Griego--Goal definition, sampling procedures.
  - (c) Dr. Harold Meier--Goal definition, survey instrument design, data interpretation, specific program design, report writing.
  - (d) Dr. William Peters--Goal definition, sampling procedures, data reduction, data analysis, data interpretation, report writing.

(3) Graduate Assistants

- (a) Catherine Goldberg--General assistance, goal definition, survey instrument design, interviewer training assistance, interviewing, data interpretation, specific program design, report writing.
- (b) M.L. Hayward, Dave Lanier, Hillary Hogan--Interviewing.
- (c) Al Lathan--General assistance, goal definition, survey instrument design, training, interviewing, data interpretation, specific program design, report writing.
- (d) Rick Lundball--Goal definition, sampling procedures, data reduction, data analysis.

(4) Community Consultants

- (a) Mike Callaghan, Louise Greenhouse, Licho Martinez--Goal definition, sampling procedures, specific program design.
- (b) Gloria Candelaria, Clarita Leja--Goal definition.

(5) Community Interviewers

Raul Candelaria, Marge Donahue, Melvin Duran, Maria Flores, Joe Herrera, Arseña Jackson, Willie Padilla, Simon Rodriguez--Training, interviewing.

- (6) Urban Observatory (director)--Goal definition, survey instrument design, data interpretation, specific program design.

(7) Other Participants (not compensated under the subcontract)

- (a) Albuquerque Police Department (Donald A. Byrd, Jack Chappell, Joe Montoya)--Goal definition, survey instrument design, data interpretation, specific program design.
- (b) CJP Administrators (William R. Partridge, Fred W. Koehne)--Specific program design.

A personnel schedule and organization chart for the project are shown in Table 1 and Figure 1.

Table 1

PERSONNEL SCHEDULE

Personnel	Task								Total Manhours
	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	
Project Co-ordinator	65	65	65	65	65	65	65	65	520
Faculty Participants	19	92	50	40	35	70	30	40	376
Graduate Assistants	60	64	280	411	90	110	45	100	1,160
Community Consultants	48	30	--	--	--	--	82	--	160
Community Interviewers	--	--	320	880	--	--	--	--	1,200
Urban Observatory	5	5	--	--	--	24	14	--	48
CJP Administrators*	--	--	--	--	--	--	28	--	28
TOTAL	197	256	715	1,396	190	269	264	205	3,492

\*Not compensated under contract



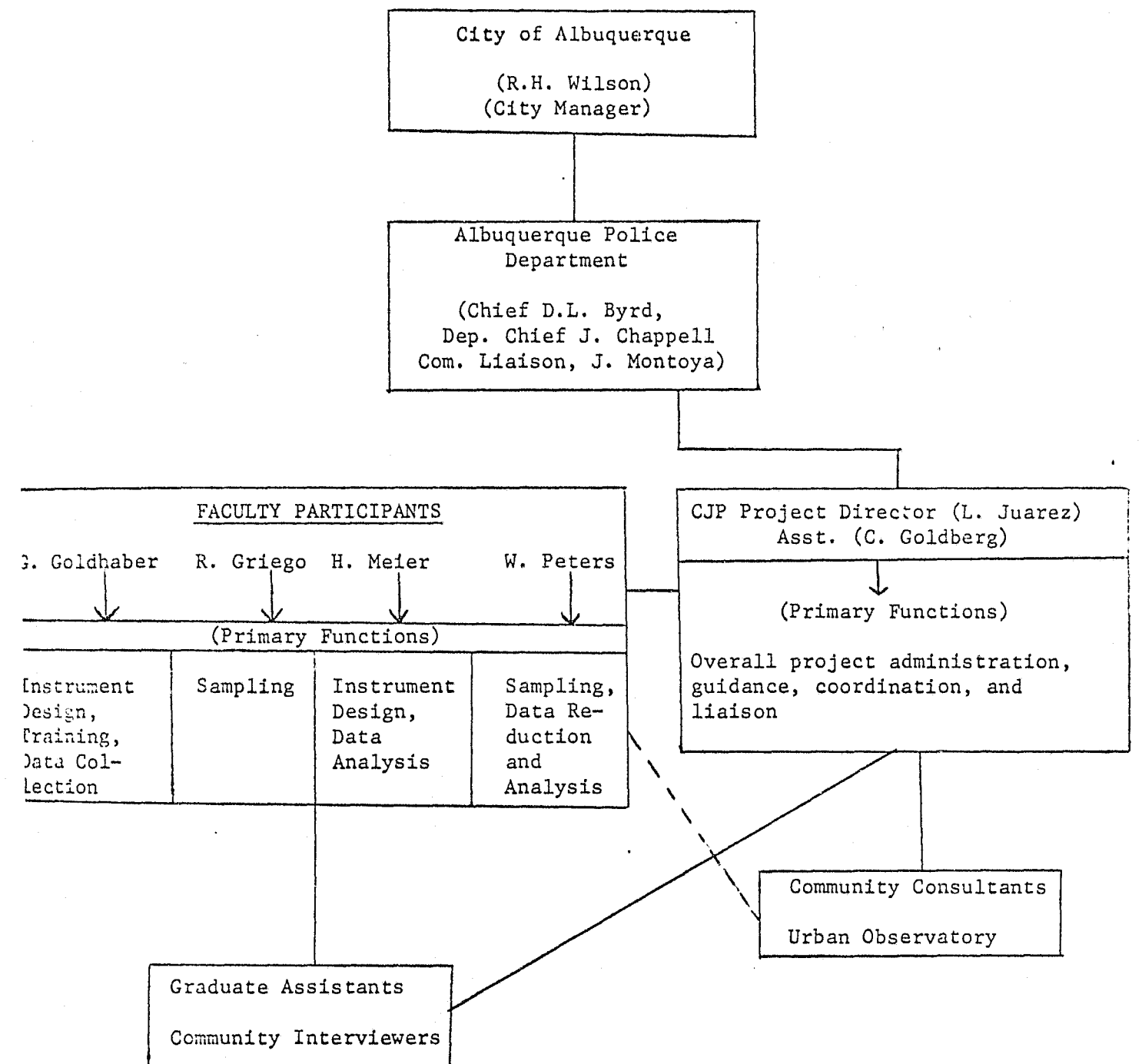


Figure 1. Project Organization Chart

c. Training

The only training requirement for the project will be to prepare the interviewers who will collect the survey data. See a description of training methodology under Task 3.0.

d. Documentation

The project will be documented by a final report, to be written as Task 8.0 (May 22-June 15). The last two weeks of June will be reserved for typing and reproduction of review copies. The report will be submitted to the City of Albuquerque for review, printing and distribution, and to the Model Cities Program for evaluation. The precoded survey booklet will be attached to the report as an appendix.

e. Project Schedule

See Figure 2.

f. Cost Schedule

See Table 2.

4. Evaluation

Evaluation of the project will be performed by the Model Cities Program staff. This organization will be briefed as the project progresses, particularly at the completion of goal definition, survey instrument design, and data analysis, so the work accomplished may be evaluated. The CJP project director will furnish the Model Cities staff with a finished review copy of the final report. Final evaluation of the project will be reported by the Model Cities staff directly to the appropriate City of Albuquerque officials.

5. Resources

In addition to the UNM Criminal Justice Program and academic departments represented by the faculty participants, the project involves the City of Albuquerque, Albuquerque Police Department, Model Cities Program, Urban Observatory,

and representatives from the community-at-large. Overall project organization, showing the relationship of the Criminal Justice Program to these groups and delineating lines of decision and policy or advisory bodies concerned with the project, is illustrated in Figure 3.

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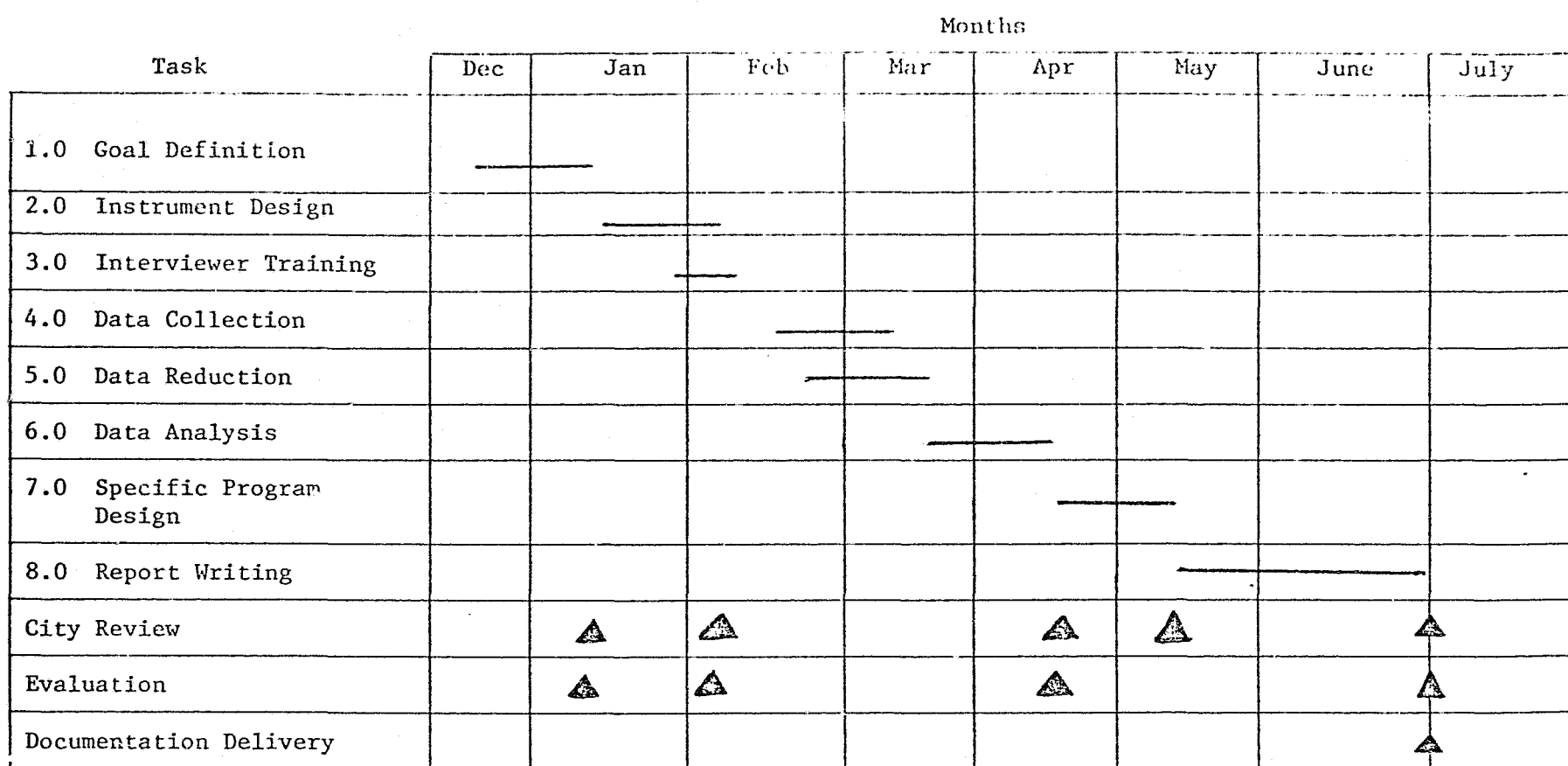


Figure 2. Project Schedule

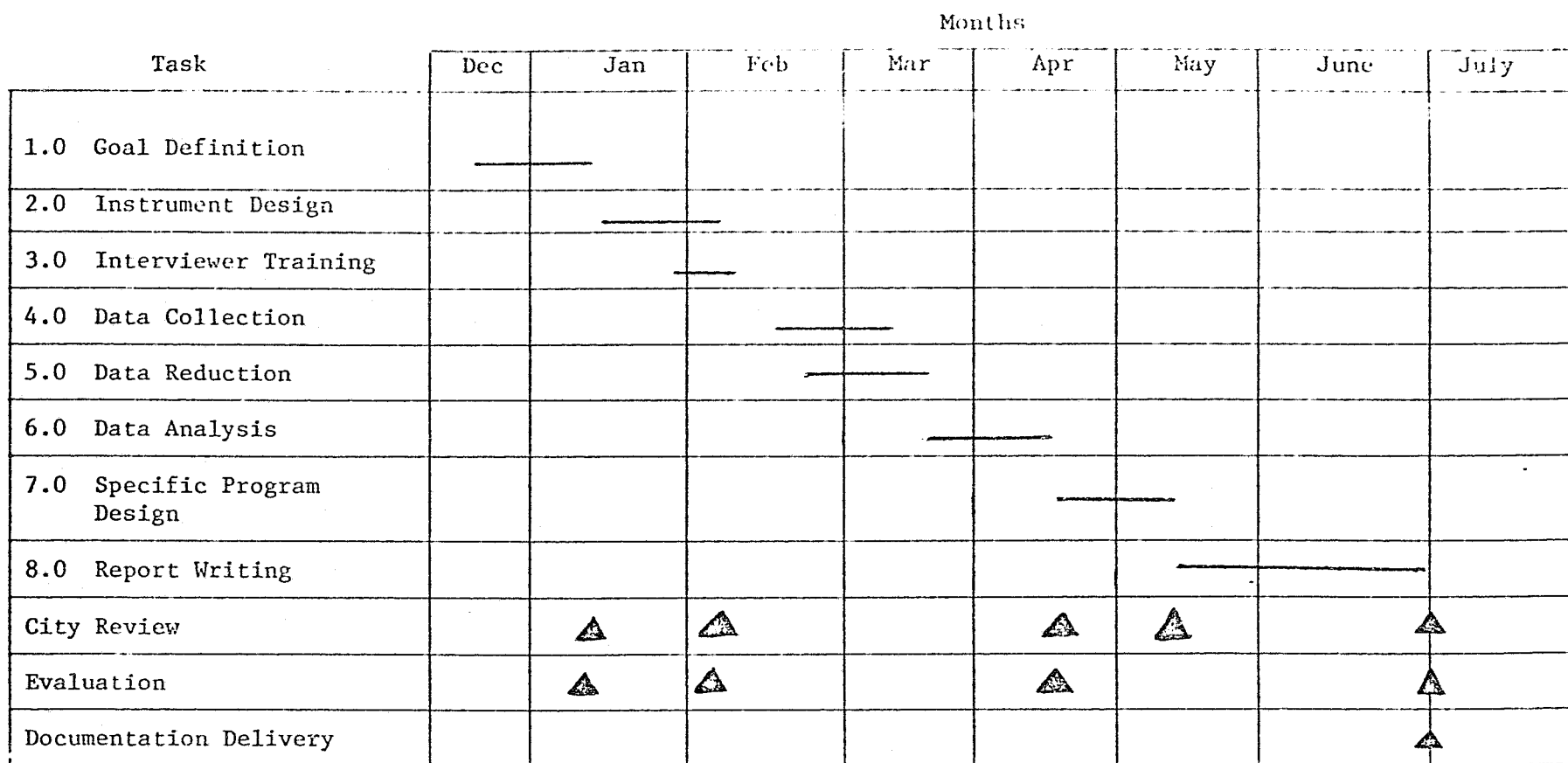


Figure 2. Project Schedule

Table 2

COST SCHEDULE

Task	Man Months	Labor Cost	Fringe Benefits	Consultant Fees	Travel	Equipment	Supplies	Indirect Overhead	Task Cost
1.0 Goal Definition	1.14	\$ 437	\$ 70	\$ 222			\$ 50	\$ 208	\$ 1,348
2.0 Instrument Design	1.48	1,231	109	144			100	320	1,904
3.0 Interviewer Training	4.13	2,193	194	1,328			550	570	4,835
4.0 Data Collection	8.07	2,867	253	3,653			225	745	7,743
5.0 Data Reduction	1.10	1,058	93	---			200	275	1,626
6.0 Data Analysis	1.56	1,366	121	100			150	355	2,092
7.0 Specific Program Design	1.53	779	69	395			75	203	1,521
8.0 Report Writing	1.19	1,145	101	---			150	298	1,694
COST TOTALS	20.20	\$11,437	\$1,010	\$ 5,842			\$1,500	\$2,974	\$22,763

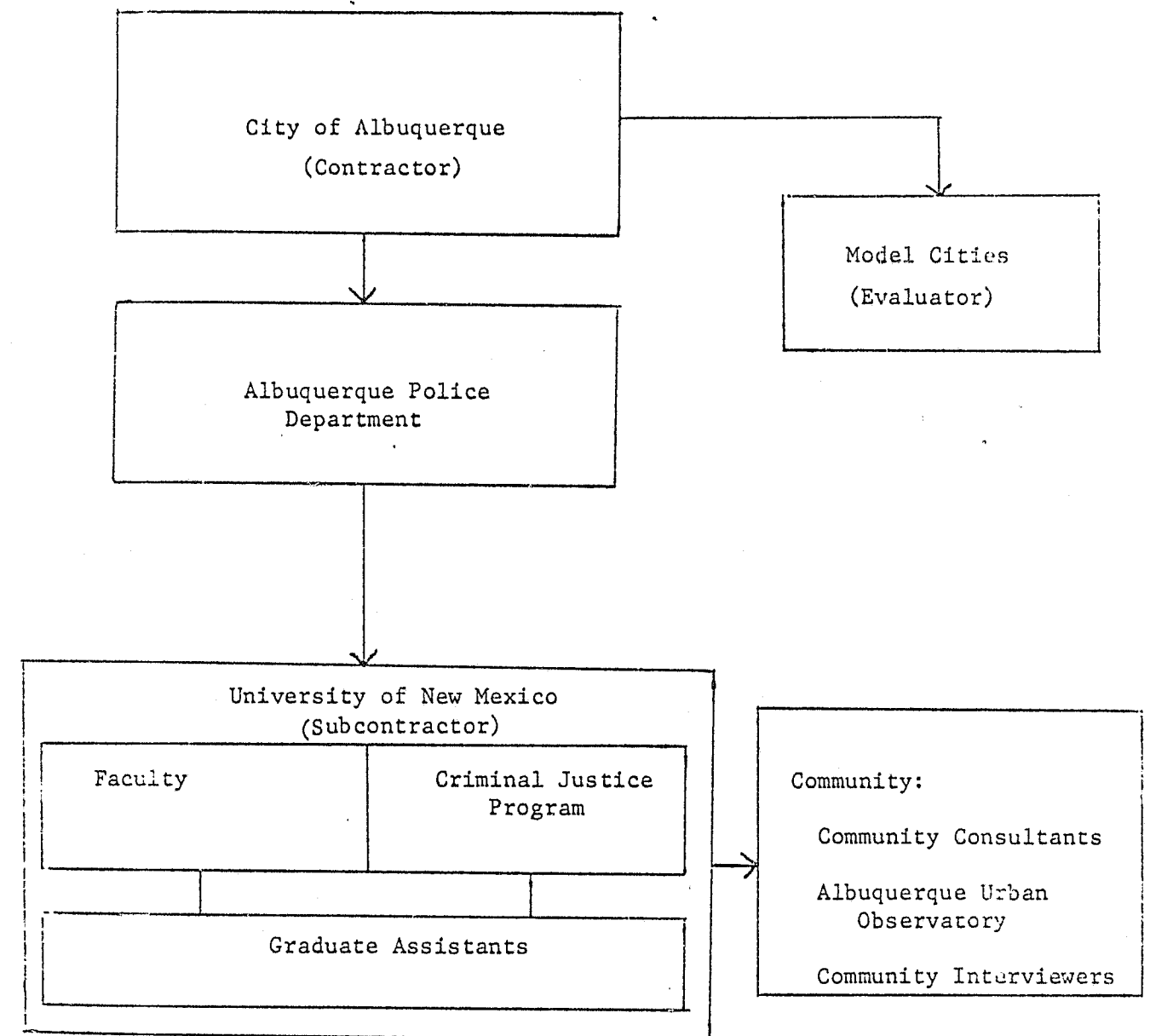


Figure 3. Overall Organization Chart



The Police/Community Cooperation and Understanding Evaluation Project resulted in the publication of a two volume report. Volume I: Survey Findings (CJP-72-2), by Stephany S. Wilson, Dr. Harold C. Meier, and Dr. William S. Peters, was published August 31, 1972. This report presents methodology and findings for the attitudinal surveys of Albuquerque residents and sworn officers of the Albuquerque Police Department. Program recommendations based on the survey, as well as a review of police/community relations efforts in other cities are presented in Volume II: Recommendations (CJP-72-3), by W.R. Partridge, Fred W. Koehne, Catherine A. Goldberg, and Stephany S. Wilson, published November 7, 1972.

PROJECT MANAGEMENT PLAN

PROJECT TITLE: Criminal Justice Lecture/Seminar Series

PROJECT NUMBER: 72-02

PROJECT DURATION: March 13 to August 31, 1972 (6 months)

TYPE OF GRANT: Basic LEAA Contract with CJP (#NI 71-050-G)

IMPLEMENTING AGENCY: Criminal Justice Program  
Institute for Social Research and Development  
University of New Mexico  
1901 Las Lomas, N.E.  
Albuquerque, New Mexico 87106

PROJECT DIRECTOR: W. R. Partridge, Director  
Criminal Justice Program  
(505) 277-3422

PROJECT SUMMARY: This project consists of a series of lecture/seminars to be offered by the Criminal Justice Program primarily for the benefit of Albuquerque criminal justice agency heads and public officials. Five nationally recognized experts in specific criminal justice fields will be brought to Albuquerque (one a month from April through August) to: (1) give lectures to the public on their particular areas of expertise, (2) meet with select groups of agency heads and public officials in informal problem-solving seminars, and (3) visit criminal justice agencies to offer informal technical consultation. The project will be financed under existing LEAA grant funding to the Criminal Justice Program.

PROJECT BUDGET

Professional Services	\$2,500
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Travel	1,375
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Supplies and Other Operating Expenses	1,350
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TOTAL PROJECT COST	<u>\$5,225</u>
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DETAILED PROJECT BUDGET

A. Salaries and Fringe Benefits

None (covered under basic CJP contract)

B. Professional Services

Individual consultants	
5 @ 5 days each @ \$100/day	\$2,500
(2 days preparation, 3 days	
in Albuquerque)	

C. Travel

5 round trips air fare	
@ \$200/trip	\$1,000
3 days each per diem	
@ \$25/day	375

TOTAL TRAVEL	\$1,375
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D. Equipment

None

E. Supplies and Other Operating Expenses

a. Printing

Seminar pamphlet	\$ 100
Speeches and proceedings	150
Final report	100

b. Seminar meeting room and related expenses	300
--	-----

c. Postage	250
------------	-----

d. Tape recorder rental and tapes	150
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e. Miscellaneous (Xerox reproduction, seminar materials, long distance phone, etc.)	300
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TOTAL SUPPLIES	\$1,350
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F. Indirect Overhead

None (covered under basic contract)

TOTAL COST	\$5,225
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## PROJECT DESCRIPTION:

### 1. Goals

The primary goals of this project are:

- a. To contribute to the technical knowledge of those working, or interested, in specific areas of criminal justice.
- b. To make informal expert technical consultation on specific problems available to criminal justice agency heads at no cost to their agencies.
- c. To promote communication and cooperation among agency heads and public officials in solving problems related to their respective criminal justice fields.
- d. To foster an awareness among agency heads and public officials of techniques being used in other parts of the nation to solve problems similar to those encountered within Albuquerque's criminal justice system.

### 2. Impact and Results

Albuquerque's criminal justice agencies have little money available for obtaining expert technical consultation, nor do they have much opportunity to hear nationally recognized experts unless they travel to conferences elsewhere in the country. Further, criminal justice agency heads and officials have little opportunity to get together in groups of more than two or three to discuss their mutual problems in a relaxed "rap session" environment, away from the interruptions of their offices.

This project is designed to enable anyone interested in a specific criminal justice field (e.g., juvenile delinquency or law reform) to hear the views of a nationally recognized expert on the subject and to give a select group of agency heads and public officials working in that area the benefit of informal expert consultation. It would also give

agency heads and officials an opportunity to draw on the expert's knowledge in an informal seminar directed toward devising solutions for some of their more critical problems.

### 3. Methods and Timetable

#### a. Tasks

##### Task 1.0 Preliminary Planning (March 17-24)

##### Task 1.1 Selection of Tentative Topics and Dates

A tentative list of topics and dates will be devised by the CJP staff. A suggested listing covers the following topics:

April	Juvenile Delinquency
May	Juvenile Court
June	Diagnostic and Intake
July	Criminal Justice System Reform
August	Law Reform

##### Task 1.2 Format Design

The specific format for the lecture/seminar series will be designed. A tentative format is described below:

First Day--Speaker arrives at the Albuquerque airport in the afternoon or evening and is met by a CJP staff member assigned to assist him during his entire stay. This staff member takes the speaker to his hotel and to dinner, perhaps with other CJP staff members.

Second Day--Speaker is briefed on Albuquerque criminal justice agencies and general problems by CJP staff members at the CJP office (if not done the evening before). According to a flexible prearranged appointment schedule, the speaker and his CJP liaison spend the remainder

of the day visiting agency heads and public officials. That evening, he presents a lecture at UNM Law School for criminal justice agency personnel, public officials, Law School faculty and students, and any other interested persons.

Third Day--The speaker meets with 8 to 10 invited agency heads and public officials for an informal seminar on specific topics of interest to the group. The seminar is held in a meeting room at one of the newer hotels from 9 a.m. to 2 p.m. One of the agency heads or officials is asked to serve as moderator to keep the discussion moving and give everyone an opportunity to bring up special problems. After the seminar, the speaker is escorted to the airport for his return flight.

#### Task 1.3 Selection of Speakers

Each staff member will be assigned a specific lecture/seminar according to his own area of expertise. He will be responsible for drawing up a tentative list of lecture topics and speakers and for contacting appropriate public officials and agency heads concerned with that general area of criminal justice to get their views on the topic and speaker they prefer.

#### Task 2.0 Project Design (March 27-April 7)

##### Task 2.1 Confirmation of Schedule

As a result of interviews, the staff will devise a final schedule for the series, including specific dates, speakers, and lecture topics. Speakers will be contacted to see if they are willing to appear.

If they confirm an interest, a formal speaker's agreement will be obtained stipulating financial arrangements. Background material concerning conditions and problems in Albuquerque will be mailed to the speaker, and he will be asked to send a photograph and résumé for publicity purposes. Reservations will be made for the lecture hall, seminar meeting room, speakers' hotel accommodations, and airline flights.

#### Task 2.2 Seminar Design

Each staff member will be assigned responsibility for design of a specific seminar. He will be in charge of selecting those who should be invited, topics for discussion, and the moderator. He will coordinate general arrangements (invitations, reservations, arrangements for tape recorder and supplies, menu, etc.) with the staff assistant and the CJP secretary. He will also be responsible for personally contacting participants to generate interest in the seminar and encourage them to attend.

#### Task 3.0 Publicity (March 27-August 15)

##### Task 3.1 Lecture Series Brochure Design

A small brochure or pamphlet describing the lecture series will be printed and mailed prior to the first lecture to appropriate criminal justice agencies, general government agencies, UNM departments, and other organizations. The mailing list will be compiled from input by all staff members.

##### Task 3.2 News Releases

A series of news releases to newspapers and radio and television stations will precede each lecture in an effort to generate public interest.



Task 4.0 Project Implementation (April 15-August 31)

The lecture/seminar series will begin according to the format designed in Tasks 1 and 2. The format may change somewhat from month to month depending on response from local participants and special considerations dictated by the speaker or the subject matter.

Task 5.0 Documentation (April 30-August 31)

Each lecture will be taped as it is presented, and the tape transcription will later be sent to the speaker for editing. Proceedings of each seminar will be summarized in a brief report by the staff member responsible for that seminar. The speech and the seminar proceedings will then be combined into a small publication to be distributed to the speaker and the seminar participants. The speech itself will be distributed to other interested persons on request.

At the end of the lecture series, a final report will be written documenting the project, evaluating its success, and offering conclusions concerning its value to the community and recommendations for future educational projects of this nature. The report will be published with the speeches and seminar proceedings attached as an appendix.

b. Organization

The CJP project director will be in charge of overall project administration and will coordinate the efforts of the rest of the staff. Following is a listing of personnel who will participate in the project and the activities assigned to each:

- (1) W. R. Partridge (project director)--Overall direction and participation in all tasks.
- (2) Fred Koehne, Pedro David, C. B. Moya, Luis Juarez, Stephen Blake--Project planning, design, implementation, and documentation. (The degree of involvement of each person will depend on whether or not he is assigned responsibility for one or more seminars.)
- (3) Stephany Wilson--Publicity, general assistance, and documentation.
- (4) Alicia Aguilar--Assistance with general arrangements (correspondence, invitations, reservations, etc.)

A personnel schedule and organization chart for the project are shown in Table 1 and Figure 1.

Table 1  
PERSONNEL SCHEDULE

Task	1.0	2.0	3.0	4.0	5.0	Total Manhours	Rate	Total Cost
<u>Personnel</u>								
Partridge	10	20	5	90	20	145	Overhead	No Direct Cost
Koehne	10	20	5	90	20	145		
David	10	10	1	90	10	121		
Moya	10	10	1	90	10	121		
Blake	10	10	1	90	10	121		
Systems Analyst	--	--	--	50	5	55		
Juarez	3	5	1	50	5	64		
Wilson	10	20	100	40	100	270		
Aguilar	5	20	30	40	120	215		
<u>Consultants</u>								
5 @ 5 days each (2 days preparation 3 days in Albuquerque)				200		200	\$100/day	\$2,500
TOTAL	68	115	144	830	300	1,457		\$2,500

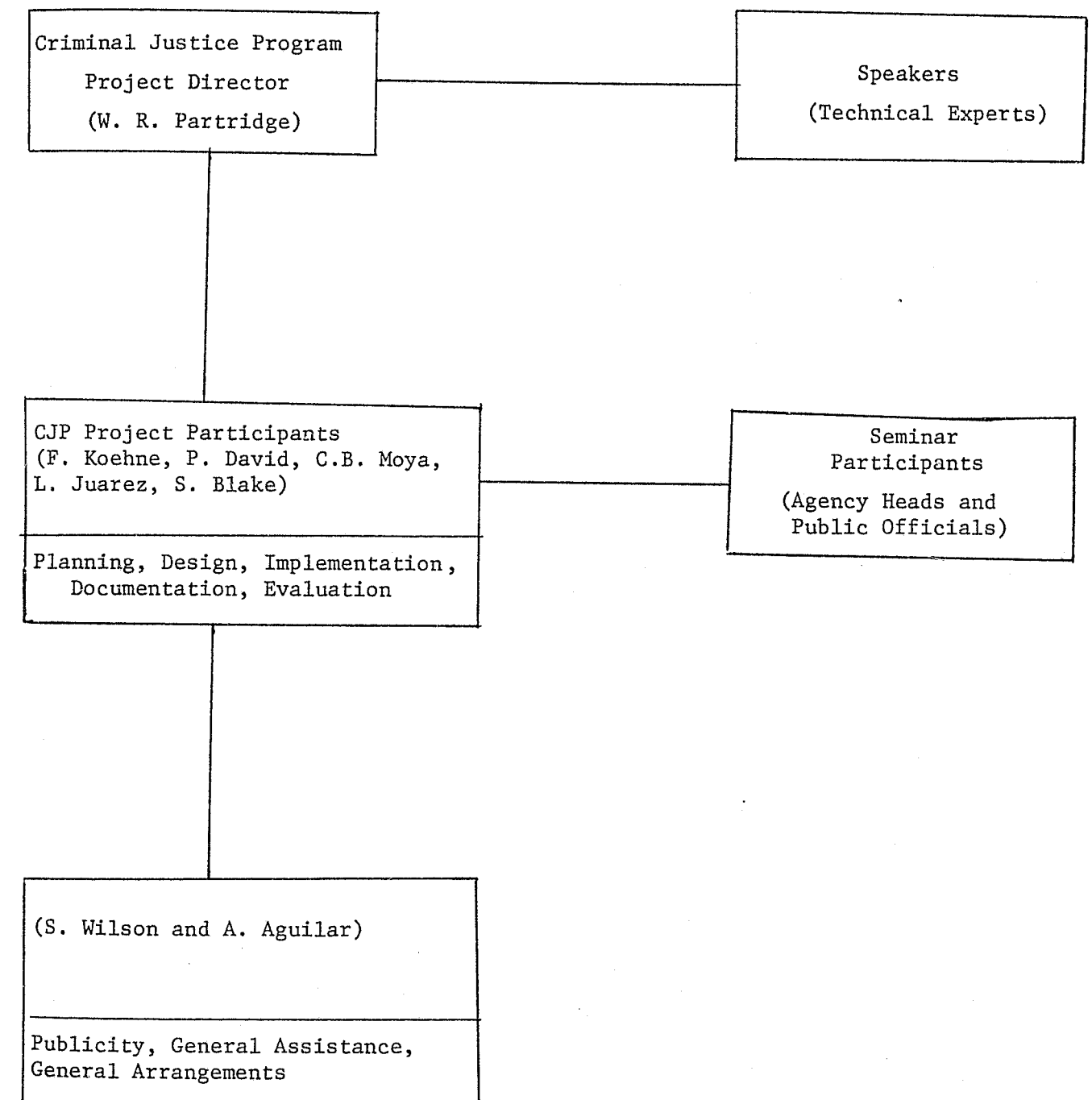


Figure 1. Project Organization Chart

c. Training

None

d. Documentation

See Task 5.0 for a description of documentation requirements.

Special documentation products resulting from the project include the published lectures and seminar proceedings.

e. Project Schedule

See Figure 2.

f. Cost Schedule

See Table 2.

4. Evaluation

After each lecture/seminar, a brief questionnaire will be mailed to seminar participants in an effort to gauge their feelings about the value of the speaker's visit and recommendations for project improvement. This questionnaire will be designed by the project director and mailed under a cover letter bearing his signature. The responses will be tabulated and analyzed by the staff member in charge of that seminar. He will summarize the evaluation (and other factors indicating success of the project, such as attendance at the lecture) in a memo to the project file. The content of this memo will be incorporated in the final report on the seminar. Responses to the questionnaire will also be used in determining whether changes should be made in the basic format as the series progresses.

5. Resources

This project will draw upon the resources of Albuquerque's criminal justice agencies, the UNM Law School, and the Criminal Justice Program, as

well as the nationally recognized experts who will appear. A chart showing the relationship of participating organizations is presented in Figure 3.

Task	Months					
	March	April	May	June	July	August
1.0 Preliminary Planning	—					
2.0 Project Design		—				
3.0 Publicity		—	—	—	—	—
4.0 Project Implementation		—	—	—	—	—
5.0 Documentation		—	—	—	—	—
Evaluation		▲	▲	▲	▲	▲
Documentation Delivery			▲	▲	▲	▲

Figure 2. Project Schedule

Table 2  
COST SCHEDULE

Task	Man Months	Labor \$ Fringe	Consultant Fees	Travel	Equipment	Supplies	Indirect Overhead	Task Cost
1.0 Preliminary Planning	.09	--	--	--	--	\$ 50	--	\$ 50
2.0 Project Design	.66	--	--	--	--	200	--	200
3.0 Publicity	.83	--	--	--	--	300	--	300
4.0 Project Implementation	4.80	--	\$2,500	\$1,375	--	400	--	\$4,275
5.0 Documentation	1.73	--	--	--	--	400	--	400
COST TOTALS	8.36	--	\$2,500	\$1,375	--	\$1,350	--	\$5,225



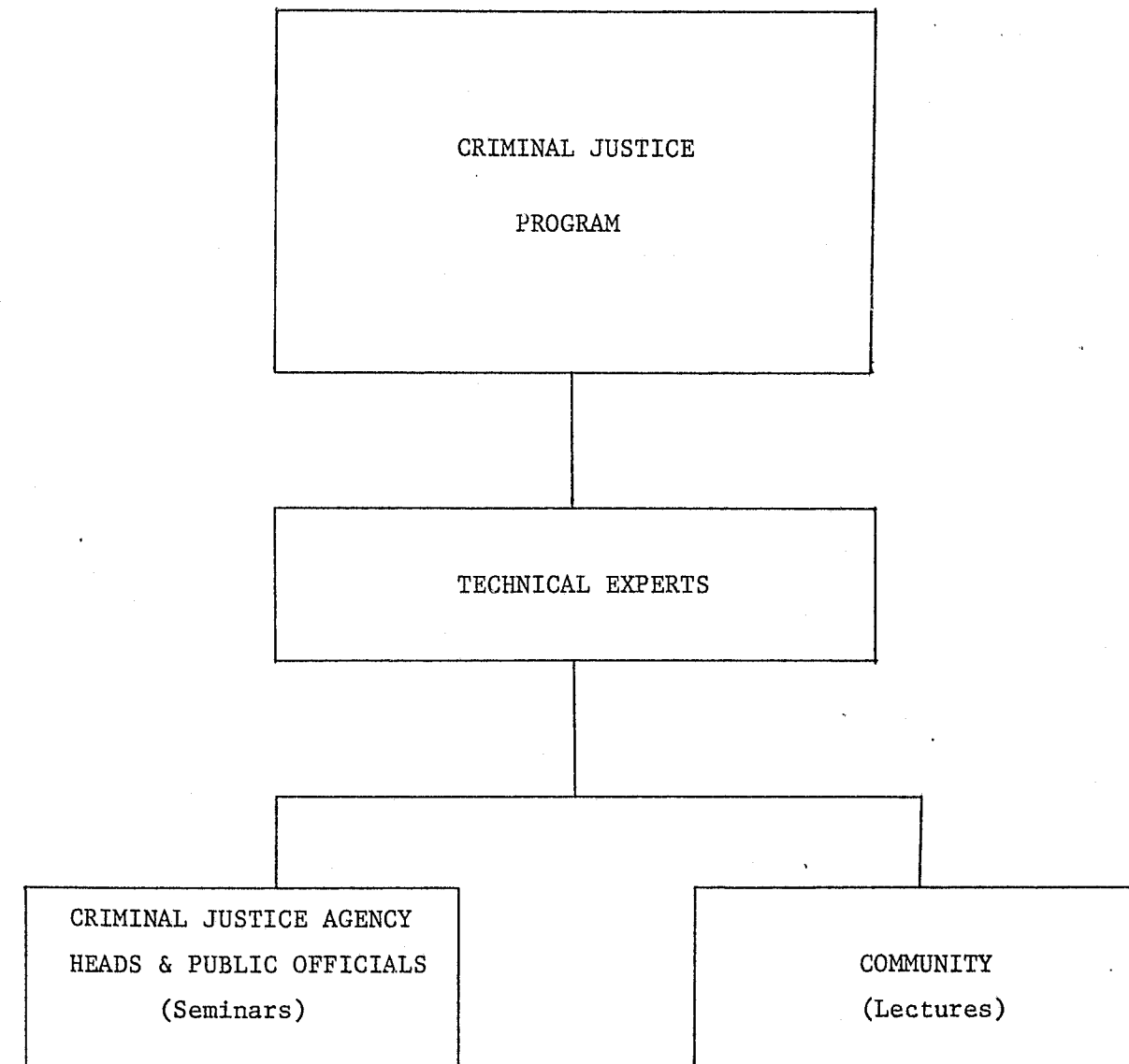


Figure 3. Overall Organization Chart

Five lecture/seminars were planned under this project. Of these, two were held. On May 8, 1972, Dr. Jerome Skolnick of the Center for the Study of Law and Society, University of California at Berkeley, presented a public lecture and a seminar for local agency personnel on possible social reforms in the criminal justice system. Dr. Robert DuPont, administrator of Washington D.C.'s Narcotics Treatment Administration, followed the same format speaking on the heroin epidemic. (Dr. DuPont later returned to Albuquerque to evaluate La Llave's drug rehabilitation program.) Due to financial difficulties within the Criminal Justice Program, the final three lectures were canceled.

PROJECT MANAGEMENT PLAN

PROJECT TITLE: Integrated Criminal Justice Management Information System

PROJECT NUMBER: 72-03

PROJECT DURATION: April 15 to September 30, 1972 (5 1/2 months)

TYPE OF GRANT: Basic LEAA Contract with CJP (#NI 71-050-G)

IMPLEMENTING AGENCY: Criminal Justice Program  
Institute for Social Research and Development  
University of New Mexico  
1901 Las Lomas, N.E.  
Albuquerque, New Mexico 87106

PROJECT DIRECTOR: Fred W. Koehne  
Assistant Director  
Criminal Justice Program  
(505) 277-3422

PROJECT SUMMARY: The project is designed to determine the feasibility of a subject-in-process oriented management information system to be shared by the several agencies of criminal justice in Albuquerque. A steering committee composed of criminal justice agency representatives will observe such a system in operation in San Jose, California. If their preliminary assessment is favorable, a technical consultant will be retained to develop a preliminary design, estimate the cost and implementation schedule, and develop a cost sharing model for local agencies. If the system proposed by the consultant appears feasible, the steering committee will then investigate funding sources for system implementation.

DETAILED PROJECT BUDGET

A. Salaries and Fringe Benefits

None (cost of CJP staff covered under basic contract)

B. Professional Services

Systems Design Firm \$15,000

C. Travel

Round-trip air fare to San Jose, California @ \$150 for 6 people	\$ 900
18 days @ \$25 per diem	450
Local travel (car rental in San Jose)	100

TOTAL TRAVEL 1,450

D. Equipment

None

E. Supplies and Other Operating Expenses

None

F. Indirect Overhead

None (covered under CJP basic contract)

TOTAL PROJECT COST \$16,450

## PROJECT DESCRIPTION

### 1. Goals

The objective of this project is to determine the feasibility of a subject-in-process oriented management information system to be shared by the several agencies of criminal justice.

### 2. Impact and Results

The full development of such a system would produce the following:

- More efficient overall system flow and schedule.
- Elimination of redundant records.
- More rapid retrieval of all critical information.
- Agency workload statistics and system research data as a by-product of the operational support system.

### 3. Methods and Timetable

#### a. Work Statement

Task 1.0 Organize steering committee

2.0 Provide conceptual indoctrination

3.0 On-site review of an operational system

4.0 Select contractor

5.0 Develop preliminary design

6.0 Develop cost and schedule

7.0 Develop cost-sharing model

8.0 Steering committee review

#### b. Organization

Project participants include: (1) CJP assistant director and systems analyst, (2) steering committee (composed of representatives of the Albuquerque Police Department, City Data Processing Department, District Court, District Attorney's Office, and Municipal Court), and (3) a systems design firm. Their participation is outlined in Table 1. Project organization is shown in Figure 1.

Table 1  
PERSONNEL SCHEDULE

Task	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	Total Manhours	Rate	Total Cost
<u>Personnel</u>											
Koehne	5	10	30	15	<---	20	---	20	100	N/A	None
Systems Analyst	--	--	--	--	<---	30	---	20	50		None
Steering Committee (5 members)	--	20	120	40	--	--	--	40	220	N/A	None
Contractor	--	--	--	--	<---	800	---	--	800	\$150/day (approx.)	\$15,000
TOTALS	5	30	150	55	<---	850	---	80	1,170		\$15,000

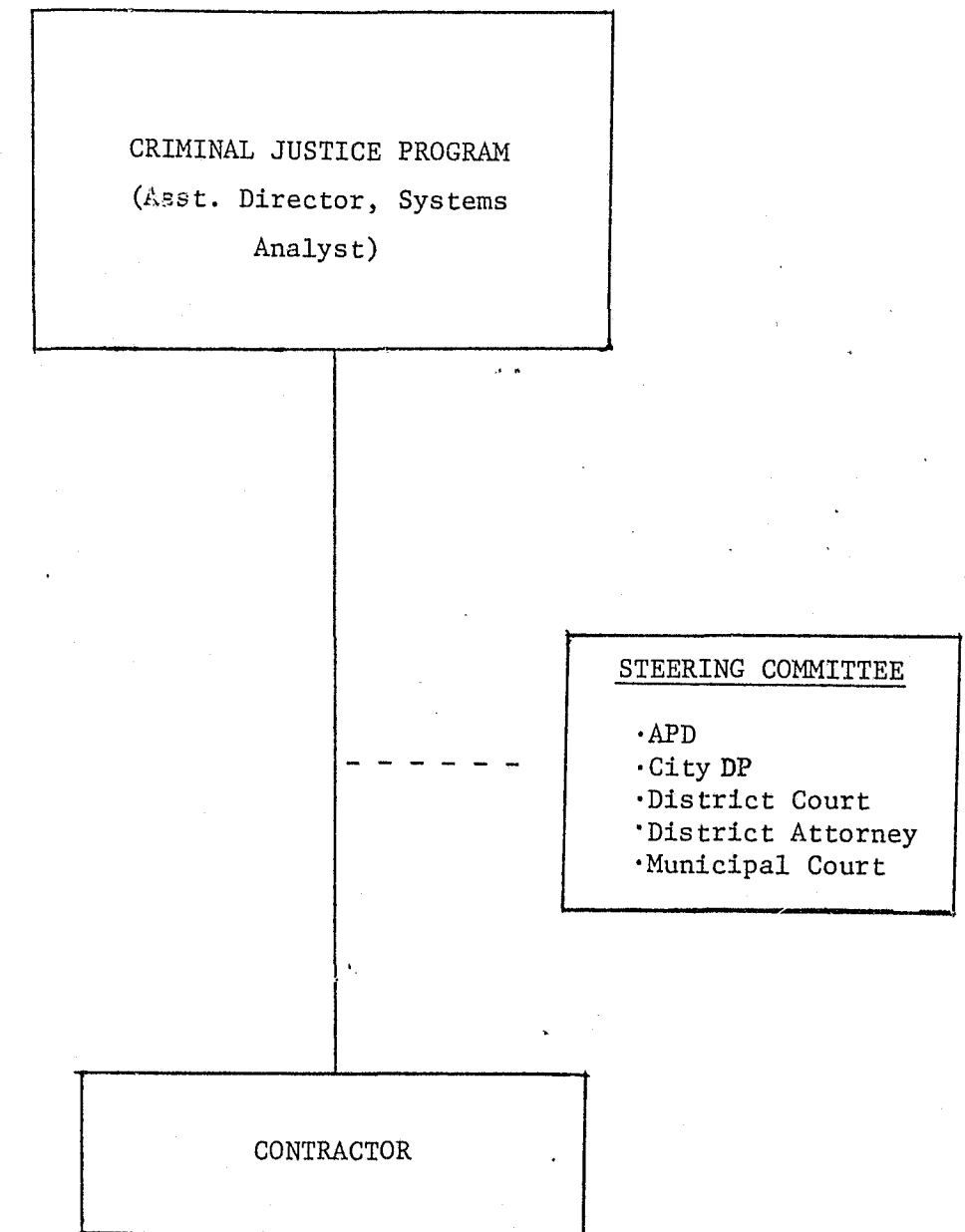


Figure 1. Project Organization Chart

c. Training

None

d. Documentation

A preliminary and final report will be required from the contractor. A grant application may be generated depending on the reaction of the steering committee.

e. Project Schedule

See Figure 2.

Task	Apr	May	June	July	Aug	Sept
1.0 Organize Committee						
2.0 Indoctrination						
3.0 On-Site Review						
4.0 Select Contractor						
5.0 Preliminary Description						
6.0 Cost and Schedule						
7.0 Cost Sharing Model						
8.0 Committee Review						
Preliminary Report						
Final Report						

Figure 2. Project Schedule

f. Cost Schedule

See Table 2.



**CONTINUED**

**1 OF 2**

Table 2

COST SCHEDULE

Task	Man Months	Labor Cost	Fringe Benefits	Consultant Fees	Travel	Equipment	Supplies	Indirect Overhead	Task Cost
1.0 Organize Steering Committee	.03								
2.0 Conceptual Indoctrination	.17	↑	↑			↑	↑	↑	
3.0 On-Site Review	.87				\$1,450				\$ 1,450
4.0 Select Contractor	.32								
5.0 Preliminary Design		NONE	NONE			NONE	NONE	NONE	
6.0 Cost and Schedule	4.91			\$15,000					15,000
7.0 Cost Sharing Model									
8.0 Steering Committee Review	.46	↓	↓			↓	↓	↓	
COST TOTALS	6.76			\$15,000	\$1,450				\$16,450

4. Evaluation

No evaluation component is planned.

5. Resources

See organization described under 3. Methods and Timetable.

The proposed information system was intentionally cancelled when it became obvious that implementation funding was not available.

PROJECT MANAGEMENT PLAN

PROJECT TITLE: Justice for the Indigent Criminal Defendant

PROJECT NUMBER: 72-04

PROJECT DURATION: September 1, 1972 to September 30, 1972  
(one month)

TYPE OF GRANT: Basic LEAA Contract with CJP (#NI 71-050-G)

IMPLEMENTING AGENCY: Criminal Justice Program  
Institute for Social Research and Development  
University of New Mexico  
1901 Las Lomas, N. E.  
Albuquerque, New Mexico 87106

PROJECT DIRECTOR: George H. Farrah  
Attorney at Law  
610 Solano, S.E.  
Albuquerque, New Mexico 87108  
(505) 266-0941

CJP COORDINATOR: C. B. Moya  
Legal Specialist  
Criminal Justice Program  
(505) 277-3422

PROJECT SUMMARY: This study is designed to examine the quality of justice presently afforded the indigent criminal defendant in the courts of New Mexico, to pinpoint the areas in need of corrective measures, and to develop proposals for improvement. The findings and proposals made by this study will depend to a large degree on the impact of the Supreme Court decision in the recent case of Argersinger v. Hamlin. Since this decision is so recent, many of the findings and proposals will be speculative and subjective in nature, since many necessary facts and statistics have not yet been compiled.

This is an addendum issued to the initial Project Management Plan. Under the original Plan, only \$344.00 was expended for one round trip to Washington, D.C. That \$344.00 plus the cost under this Plan of \$840.00 replaces the original total cost of \$2,099.00. Any ambiguities or contradictions shall be resolved in favor of this addendum.

DETAILED PROJECT BUDGET

A. Personnel

1. Salaries

Project Director \$800.00

CJP Coordinator - none (covered  
under basic CJP Contract)

2. Fringe Benefits

none

TOTAL SALARIES AND  
FRINGE BENEFITS \$800.00

B. Consultants

none

C. Travel

1. Out-of-state travel

none

2. In-state travel

400 miles at .10/mile \$40.00

TOTAL TRAVEL \$40.00

D. Equipment

none

E. Supplies

none

F. Indirect Overhead

none (covered under basic CJP Contract)

PROJECT DESCRIPTION:

1. Goals

The goals of this research project are to study the quality of justice presently afforded the indigent criminal defendant in the courts of New Mexico, to pinpoint the areas in need of corrective measures, and to develop proposals for improvement.

2. Impact and Results

The study should produce the following:

- a. an overview of related efforts by agencies and institutions presently working in the criminal justice area.
- b. an analysis of priorities in problem areas of justice for the indigent accused.
- c. determination of appropriate methods of correction for problem areas.
- d. formulation of concrete proposals based on the conclusions derived from the detailed research.

3. Methods and Timetable

a. Work Statement

- Task 1.0 Criminal Justice System Review (September 1 - 11)  
2.0 Analysis of Priorities (September 11 - 12)  
3.0 Determination of Correction Methods (September 13 - 19)  
4.0 Formulation of Proposals (September 20 - 29)

b. Organization

George H. Farrah will direct the project. Liaison with the Criminal Justice Program will be coordinated by C. B. Moya. Their participation is described in Table 1.

c. Training

none

d. Documentation

none - work product will be completed and submitted on September 29, 1972.

e. Project Schedule

See Figure 1

Table 1

PERSONNEL SCHEDULE

Task		1.0	2.0	3.0	4.0	Total Manhours
<u>Personnel</u>						
	C. B. Moya	2	1	2	2	7
	G. H. Farrah	48	16	40	56	160
	TOTALS	50	17	42	58	167



Task	September, 1972
1.0 Criminal Justice System Review	-----
2.0 Analysis of Priorities	-----
3.0 Determination of Correction Methods	-----
4.0 Formulation of Proposals	-----
Final Report	X

Figure 1. Project Schedule

f. Cost Schedule

See Table 2

4. Evaluation

No evaluation component is planned.

5. Resources

University of New Mexico School of Law and the Criminal Justice Program.

Table 2

COST SCHEDULE

Task	Man Months	Labor Cost	Fringe Benefits	Consultant Fees	Travel	Equipment	Supplies	Indirect Overhead	Task Cost
1.0 Criminal Justice System Review	.30 .23	\$240	↑	↑	\$40	↑	↑	↑	\$280
2.0 Analysis of Priorities	.10 .06	\$80	↑	↑		↑	↑	↑	\$80
3.0 Determination of Correction Method	.25 .61	\$200	None	None		None	None	None	\$200
4.0 Formulation of Proposals	.35 .43	\$280	↓	↓		↓	↓	↓	\$280
COST TOTALS	1.00	\$800	↓	↓	\$40	↓	↓	↓	\$840

On November 27, 1972, the final report The Impact of the Argersinger Decision: Providing Counsel for Indigent Misdemeanants (CJP-72-5) was published. The authors were Stephen F. Blake and George Farrah. The study found that the need for counsel for indigents is greatest in the already underfunded Municipal and Magistrate Courts. In New Mexico, where a large segment of the population can be classified as "indigent," the problem is compounded. Several solutions are suggested, including use of law students, a system of appointed counsel, and a public defender service.

PROJECT MANAGEMENT PLAN

PROJECT TITLE: Criminal Justice Information Exchange Project

PROJECT NUMBER: 72-05

PROJECT DURATION: January 17 to June 16, 1972 ( 5 months)

TYPE OF GRANT: Basic LEAA Contract with CJP (#NI 71-050-G)

IMPLEMENTING AGENCY: Criminal Justice Program  
Institute for Social Research and Development  
University of New Mexico  
1901 Las Lomas, N.E.  
Albuquerque, New Mexico 87106

PROJECT DIRECTOR: Thomas H. McCorkill  
Assistant County Manager  
Bernalillo County Courthouse  
415 Tijeras, N.W.  
Albuquerque, New Mexico 87101  
(505) 247-4291

CJP COORDINATOR: W. R. Partridge  
Director  
Criminal Justice Program  
(505) 277-3422

PROJECT SUMMARY: The purpose of this project is to examine the current process of information exchange within and among criminal justice agencies and with other governmental agencies and the public. The examination will result in recommendations on methods by which the information exchange process may be improved. This project is necessary because there is evidence that the current extent of information exchange is not sufficient to provide agencies with adequate knowledge of the nature of the duties and activities of other agencies.

DETAILED PROJECT BUDGET

A. Salaries and Fringe Benefits

CJP Coordinator--None  
(covered under CJP basic contract)

B. Professional Services

Project Director (250 hrs. @ \$6/hr.) \$1,500  
research services (billing to be presented  
with each progress report and payable within  
5 days of that date)

C. Travel

None

D. Equipment

None

E. Supplies and Other Operating Expenses

None

F. Indirect Overhead

None (covered under CJP basic contract)

TOTAL PROJECT COST \$1,500

PROJECT DESCRIPTION:

1. Goals

a. The Problem. Too frequently criminal justice agencies operate in a mode that denies access to information of need and interest to other agencies, groups, and individuals. So far, no one has fully investigated nor detailed the extent to which this exchange of information occurs, or should occur.

The problem of information exchange is complex in that it involves several levels of need. First is the need for exchange of information within the agency. This internal information involves such things as policies and procedures, statistical data, instructions on job performance, and new ideas and developments. Second is the problem of exchanging information between agencies of the criminal justice system. This exchange should involve such things as organization and mission statements, along with accounting for activity and the feedback of information from one agency to another preceding it in the chain. The inadequacy of this type of information exchange becomes evident every time charges and countercharges of inefficiency, leniency, bargaining, and so forth, appear. Third is the problem of the relationship of criminal justice agencies to other governmental departments and agencies. One need look no further than the matters of salary and space to identify this problem as one of major significance. Fourth is the matter of the exchange of information with policymakers--commissioners, boards, or legislators--and the parallel exchange with other superior-level administrators. Finally is the matter of the relationship of agencies to the many publics they serve. This includes the press, the legal associations, and the general public. It manifests itself in day-to-day exchanges, but must also include some form of periodic formal reporting.

b. Objectives. If improvement in the overall system is to be achieved, it must include improved communication of information. This research will focus first on the heads of each agency, both internally and externally. Personnel will be interviewed to determine what information currently exists and what communication is occurring. Based on the findings from the interviews, a preliminary design of information exchange needs will be developed. This preliminary design will then be tested by further interviews with agency personnel and refined to produce final recommendations. The outcome will hopefully be a recommendation for a comprehensive information program to diminish the problems of interchange of information, thus generating better understanding among the agencies and individuals involved.

c. Preliminary Views on Information Needs

(1) Intra-Agency Needs

- (a) Police Statements
- (b) Procedure Manuals
- (c) Performance and Activity Studies
- (d) New Ideas and Developments

(2) Inter-Agency Needs

- (a) Organization, Mission, Legal Status
- (b) Policies and Procedures
- (c) Activities
- (d) Internal Reports
- (e) Training
- (f) Feedback

(3) Intra-Governmental Needs

Similar to inter-agency needs.

(4) Public Needs

- (a) Mission, Organization
- (b) Meaningful, Periodic Activities Reports
- (c) Accurate, Timely Reports
- (d) Personal Contact

## 2. Impact and Results

This project will impact upon the entire community, but particularly upon the criminal justice agencies. Providing more adequate channels of communication will enhance their effectiveness in reduction of crime and case processing time.

For the community at large, the project should result in a better knowledge of the performance of criminal justice agencies and a more positive attitude toward their role in society.

It should also reduce the barriers hindering cooperation among criminal justice agencies and between those agencies and other governmental organizations.

## 3. Methods and Timetable

### a. Tasks

#### 1.0 Project Design (January 17 - February 14)

The first phase of this project will involve determining the scope of research to be performed and translating this into a program design.

#### 2.0 Preliminary Interviews (February 7 - March 22)

Once the scope of the project has been determined, a list of interview questions will be prepared. The persons to be interviewed will be representatives of criminal justice agencies and other governmental and private activities with special knowledge of information exchange requirements.

#### 3.0 Preliminary Interview Analysis (March 23 - April 7)

After interviews are completed, it will be necessary to analyze the information obtained to determine the applicability of its content to the project and additional information still required.



#### 4.0 Final Interviews (April 10 - April 24)

On completion of the first-round interview analysis, it will be necessary to re-interview certain key persons to test the validity of findings and to fill in missing information.

#### 5.0 Final Interview Analysis (April 25 - May 10)

Interview material will be analyzed again to determine whether all pertinent information has been obtained. Any additional data required must then be developed.

#### 6.0 Report Preparation (May 11 - June 16)

Results of the interviews and analyses will be translated into findings and recommendations to be incorporated in a final project report.

##### b. Organization

The project will be performed by a consulting project director who is a member of local government, familiar with all aspects of the criminal justice community. The project will be supervised by the CJP staff, and the CJP will provide technical support.

##### c. Documentation

Interim progress reports will be provided in accordance with the project schedule. Documentation will be maintained and prepared by the consultant.

##### d. Project Schedule

See Figure 1.

##### e. Cost Schedule

See Table 1.

#### 4. Evaluation

No evaluation will be required, except that performed by the CJP coordinator. The final document will be designed for use as a guide for developing specific programs to improve information exchange.

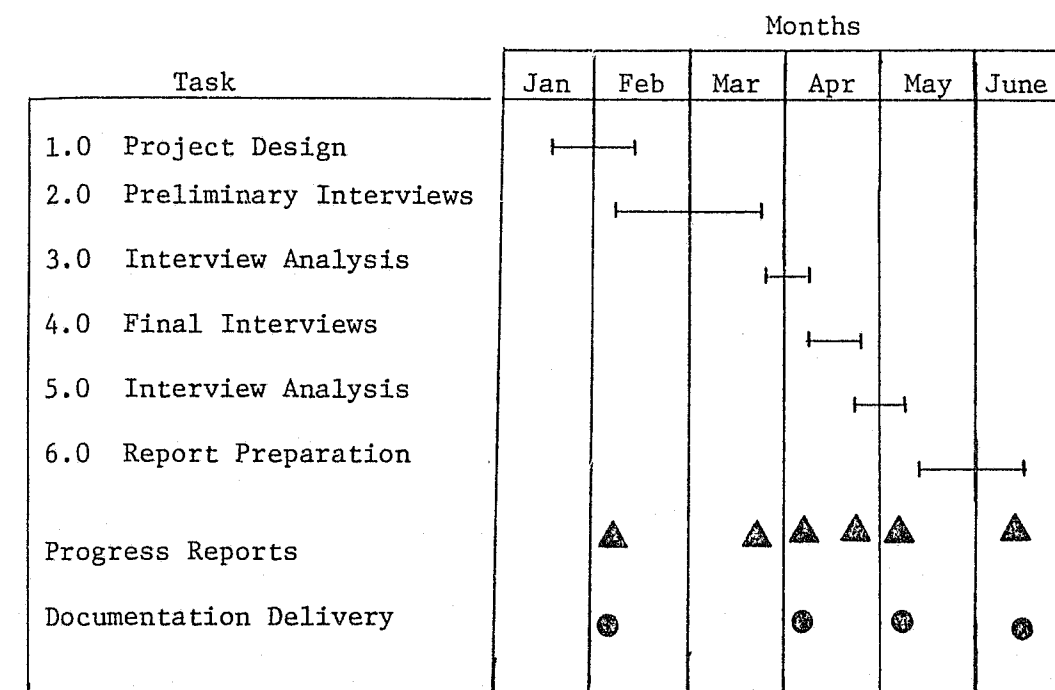


Figure 1. Project Schedule

Table 1

COST SCHEDULE

Task	CJP Coordinator		Project Director		Task Cost	
	Manhours	Cost	Manhours	Cost		
1.0 Project Design	5	<div>↑</div> <div>NONE</div> <div>↓</div>	29	\$ 174	\$ 174	4 Weeks
2.0 Preliminary Interviews	4		43	258	258	6 Weeks
3.0 Preliminary Interview Analysis	8		32	192	192	2 Weeks
4.0 Final Interviews	4		33	198	198	2 Weeks
5.0 Final Interview Analysis	8		33	198	198	2 Weeks
6.0 Report Preparation	8		80	480	480	5 Weeks
COST TOTALS	37		250	\$1,500	\$1,500	

## 5. Resources

In addition to the consultant and the Criminal Justice Program, resources include persons who will be interviewed. A suggested list of interviewees includes:

### APD

Chief Byrd  
Deputy Chief Chappell  
Deputy Chief Romero  
Deputy Chief Daniel

### Municipal Court

Judge Robins  
Judge Mowrer

### Municipal Attornies

Ed Ziegler

F. Horan

### BCSD

S. Baca

### Magistrate Court

Judge Blackhurst  
Judge Kilbourne  
Judge Davis

### Public

Legislators  
Public

### District Attorney's Office

A. Sceresse  
Lt. Martin  
Bill Riordan  
Don Wilson

### District Court

Judge Payne  
Judge Fowlie  
Judge Stowers  
Judge Walters  
L. Coughenour

### City

Norma Manson  
John Todd

### Other

Joe Donahue  
Bob Brown  
Jim Brandenburg  
Judge Moise

### Corrections/Probation

Jesse Cassaus  
George Gargoura  
Nestor Baca  
Walt Winslow

The study of criminal justice agencies for the Information Exchange Project yielded perceptions and ideas from personnel within the agencies and a series of specific recommendations made by the project director, Thomas McCorkill. The working paper, Measures for Improving Information Exchange among Albuquerque/Bernalillo County Criminal Justice Agencies (CJP-WP-72-4, December 19, 1972) also includes five levels of local and state government which require information from other areas (e.g., need for information within agencies and need for information among agencies).

PROJECT MANAGEMENT PLAN

PROJECT TITLE: Study of Five Criminal Careers

PROJECT NUMBER: 72-06

PROJECT DURATION: February 1, 1972 to September 30, 1972 (8 months)

TYPE OF GRANT: Basic LEAA Contract with CJP (NI 71-050-G)

IMPLEMENTING AGENCY: Criminal Justice Program  
Institute for Social Research and Development  
University of New Mexico  
1901 Las Lomas, N.E.  
Albuquerque, New Mexico 87106

PROJECT DIRECTOR: Dr. Pedro R. David  
Research Director  
Criminal Justice Program  
(505) 277-3422

PROJECT SUMMARY: This study is designed to follow five basic examples of criminal careers in the Albuquerque area and to develop an overview of problems inherent in the Albuquerque/Bernalillo County criminal justice system as seen by the typical criminal offender.

DETAILED PROJECT BUDGET

A. Personnel

1. Salaries

CJP Project Director--None (covered under basic  
CJP contract)

2. Fringe Benefits

None

B. Consultants

Juvenile Detention Home

Director (167 hrs. @ \$6/hr.)

\$1,002

Clerk-typist (160 hrs. @ \$2.50/hr.)

400

TOTAL CONSULTANTS

\$1,402

C. Travel

Local travel (1100 miles @ 10¢/mile for travel to  
Santa Fe Penitentiary, Detention Home, etc.)

\$ 110

2 days in-state per diem @ \$20/day (for travel  
to Santa Fe)

40

TOTAL TRAVEL

\$ 150

D. Equipment

Tape recorder rental for interviews (2 months  
@ \$50/month)

\$ 100

TOTAL EQUIPMENT

\$ 100

E. Materials and Services

Printing final report

\$ 300

TOTAL MATERIALS AND SERVICES

\$ 300

F. Indirect Overhead

None (covered under basic CJP contract)

TOTAL PROJECT COST

\$1,952

## PROJECT DESCRIPTION

### 1. Goals

The goal of this research project is to explore the criminal justice system from the point of view of the offender, to focus on problems of the criminal justice system and of community life that tend to motivate a potential offender to pursue a career of crime, and the role of law enforcement agencies, courts, and corrections in rehabilitating the offender.

### 2. Impact and Results

The rationale for this study was developed as a result of a planning conference of key criminal justice agency representatives in November 1971. At this conference, officials specified two areas in need of immediate improvement: (1) reduction of property crime, and (2) provision of equal justice. Examining these problems from the offender's point of view will enable the Criminal Justice Program to identify some of the causative factors associated with property crime and related drug crime, and to expose some of the factors inherent in the criminal justice system that tend to obstruct equal justice.

The study should produce the following:

- a. Detailed interviews describing the careers of five criminal offenders who appear to be typical of various ethnic groups in the Albuquerque area. This description will include:
  - (1) Causative factors--Socioeconomic conditions, family relationships, community environment, cultural values, educational experiences, etc., and
  - (2) Treatment factors--Experience with law enforcement agencies, courts, corrections, probation and parole officers, as well as problems in adapting to community life after release.



- b. An overview of the patterns apparent in the careers of these individuals as they relate to current theories of criminology and sociology and current policies and practices within the criminal justice system.
- c. Recommendations for criminal justice system improvement.

### 3. Methods and Timetable

#### a. Work Statement

Task 1.0 Case preselection (February 1 - March 31)

Task 2.0 Interviewing (April 1 - May 15)

Task 3.0 Transcription (May 1 - September 15)

Task 4.0 Documentation (June 1 - September 30)

#### b. Organization

Dr. Pedro R. David, research director of the Criminal Justice Program, will conduct the project. He will be assisted by Nestor Baca, director of the Bernalillo County Juvenile Detention Home, who will be a consultant on an after-hours basis upon approval of the County Manager. Because of his familiarity with offenders who have been through the system, Mr. Baca will help obtain participation of those offenders whose careers will be described, will assist with the interviewing, and will check the transcriptions against the tapes to ensure their fidelity with the interviews. In addition, the services of a clerk-typist who is fluent in Spanish will be required. The participation of these individuals is described in Table 1.

#### c. Training

None

Table 1

PERSONNEL SCHEDULE

<u>Personnel</u>	Task					Total
		1.0	2.0	3.0	4.0	Manhours
P. David		80	120	50	100	350
N. Baca		20	50	77	20	167
S. Miller		--	--	80	80	160
TOTALS		100	170	207	200	677

d. Documentation

Progress will be documented by transcription of each set of interviews and by a final report. It is anticipated that each tape will be transcribed, checked to ensure fidelity, corrected where necessary, and typed in final form. The actual transcriptions will comprise the bulk of the final report.

Once the transcriptions are completed, the project director will analyze them and write an overview of patterns apparent in the criminal careers, as well as recommendations for systemwide improvement.

e. Project Schedule

See Figure 1.

Task	Months							
	February	March	April	May	June	July	August	September
1.0 Case Preselection								
2.0 Interviewing								
3.0 Transcription								
4.0 Documentation								
Final Report								

Figure 1. Project Schedule

f. Cost Schedule

See Table 2.

4. Evaluation

No evaluation component is planned.

5. Resources

Second Judicial District Probation Office (for case preselection),  
Juvenile Detention Home, New Mexico State Penitentiary, and the UNM Criminal  
Justice Program.

Table 2

COST SCHEDULE

Task	Man Months	Labor Cost	Fringe Benefits	Consultant Fees	Travel	Equipment	Supplies	Indirect Overhead	Task Cost
1.0 Case Preselection	.58	↑	↑	\$ 120	\$ 30			↑	\$ 150
2.0 Interviewing	.98	↑	↑	300	100	\$100		↑	500
3.0 Transcription	1.20	↑	↑	662	20			↑	682
4.0 Documentation	1.16	↓	↓	320	--		\$300	↓	620
COST TOTALS	3.92	--	--	\$1,402	\$150	\$100	\$300	--	\$1,952

Dr. David's work on this project proved to be much more extensive than anticipated. A very limited supply of Burglary, Addiction, and Society: Five Life Histories (CJP-WP-72-3) was printed in December 1972 and disseminated only to those immediately involved with the project. Because of the sensitivity and possible controversial aspects of the subject, legal advice was sought before mass publication. The University of New Mexico Press will publish this report in May 1974 under the title of The World of the Burglar, Five Criminal Lives.

PROJECT MANAGEMENT PLAN

PROJECT TITLE: Organizational Work for Centro Legal

PROJECT NUMBER: 72-07

PROJECT DURATION: June 28, 1972 - September 1, 1972 (2 months)

TYPE OF GRANT: Basic LEAA Contract with CJP

IMPLEMENTING AGENCY: Criminal Justice Program  
Institute for Social Research and Development  
University of New Mexico  
1901 Las Lomas, N. E.  
Albuquerque, New Mexico 87106

PROJECT DIRECTOR: Benito Sanchez, President  
Mexican-American Law Student Association  
University of New Mexico School of Law  
Albuquerque, New Mexico 87106

CJP COORDINATOR: C. B. Moya  
Legal Specialist  
Criminal Justice Program  
(505) 277-3738

PROJECT SUMMARY: Considerable research and organizational work must be done prior to the opening of "Centro Legal," an indigent criminal defense and counseling service office that will be staffed largely by law students from the University of New Mexico School of Law. Present plans provide for the opening of this office on September 1, 1972. The office will be supported by a variety of public and private funds. There are many different ways of setting up an office such as this. In the interest of ensuring the best possible structure and preparation, the president of the Mexican-American Law Student Association will, under the supervision of the CJP legal specialist, draft the necessary contractual forms and do other preparatory work in anticipation of the opening of the office. The project will be funded under LEAA's basic contract with the Criminal Justice Program.

DETAILED PROJECT BUDGET

A. Personnel

1. Salaries

CJP Coordinator - None (covered under basic  
CJP contract)

UNM Law School student

\$1,050

2. Fringe Benefits

none

TOTAL SALARIES AND  
FRINGE BENEFITS

\$1,050

B. Consultants

None

C. Travel

1. Out-of-State Travel

2 trips to Denver - air fare

\$ 120

10 days @ \$25 per diem

250

2. In-State Travel

200 miles @ .10/mile

20

TOTAL TRAVEL

\$ 390

D. Equipment

None

E. Supplies and Other Operation Expenses

None

F. Indirect Overhead

None (covered under basic CJP contract)

TOTAL PROJECT COST

\$1,440



PROJECT DESCRIPTION:

1. Goals

The goal of this project is to research the best method of structuring and organizing Centro Legal and to accomplish necessary preparatory tasks in anticipation of the opening of Centro Legal.

2. Impact and Results

The project should produce the following:

- a. A recommendation as to the desirability of incorporation of Centro Legal and, if not, then suggested alternatives.
- b. A format for the direction of Centro Legal to include recommendations concerning the nature and composition of the governing body.
- c. A contract or set of contracts that delineate the responsibilities of the various interest groups and contributors and their relationship with each other.
- d. A search for office space, secretarial help, office equipment and other items necessary for the physical setup of the office.
- e. A set of forms on which the data necessary to evaluate Centro Legal can be recorded.
- f. A "public relations" effort with the various agencies that will recommend clients to Centro Legal and with the agencies of criminal justice that will eventually work with Centro Legal.
- g. A "public relations" effort among potential clients to advise them of the prospective opening of the office and the services that will thereby be made available.
- h. An opportunity for two students from the UNM Law School to spend a week in Denver where a similar program is being run by the University of Denver School of Law in an effort to better prepare these students for leadership roles when the office opens in Albuquerque. The students who go to Denver will, in turn, train the others who will work in the project.

### 3. Methods and Timetable

#### a. Work Statement

- Task 1.0 Incorporation research
- 2.0 Setup of governing body
- 3.0 Preparation of contracts
- 4.0 Physical setup of office
- 5.0 Preparation of forms
- 6.0 Public relations with agencies
- 7.0 Public relations with potential clients
- 8.0 Training of students

#### b. Organization

Benito Sanchez, of the Mexican-American Law Student Association at the University of New Mexico School of Law, will direct the project. He will be assisted by the volunteer services of other UNM Law School students. He will rely to a large extent on the proffered assistance, on a voluntary basis, of certain members of the faculties of the UNM and Denver Schools of Law and the staff members of the Mexican-American Legal Defense and Education Fund.

Liaison with the CJP will be coordinated by C. B. Moya. (The personal schedule is shown in Table 1.)

#### c. Training

Training will consist largely of advice from those who have volunteered their services and from the trip to Denver mentioned in paragraph 2 h.

#### d. Documentation

Progress will be documented by the project director in a weekly memo to the CJP coordinator which will be submitted during a weekly meeting between the two. In addition, the project director will submit all the written products of his efforts to include the documents of incorporation, if this takes place, the contracts, the forms and other written records.

Table 1

PERSONNEL SCHEDULE

Personnel	Task	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	Total
		Manhours								
A. B. Moya		3	2	10	2	5	10	2	6	40
Benito Sanchez		40	15	65	25	20	40	30	65	300
TOTALS		43	17	75	27	25	50	32	71	340

e. Project Schedule

See Figure 1

		Weeks									
		1	2	3	4	5	6	7	8	9	10
1.0	Incorporation Research	30	10								
2.0	Set up of Governing Body		10	5							
3.0	Preparation of Contracts		10	25	20			10			
4.0	Physical Setup of Office						10	5	10		
5.0	Preparation of Forms					5			5	5	5
6.0	Public Relations with Agencies						10	10	10	5	5
7.0	Public Relations with Potential Clients						10	5	5	5	5
8.0	Training of Students					35				15	15
Memo Reports		▲	▲	▲	▲	▲	▲	▲	▲	▲	▲

Figure 1

f. Cost Schedule

See Table 2

4. Evaluation

None

5. Resources

University of New Mexico School of Law and Criminal Justice Program

Mexican-American Legal Defense and Education Fund

Mexican-American Law Student Association

Table 2  
COST SCHEDULE

Task	Man Hours	Labor Cost	Fringe Benefits	Consultants Fees	Travel	Equipment	Supplies	Indirect Overhead	Task Cost
1.0 Incorporation Research	40	\$ 140.00			\$ 5.00				\$ 145.00
2.0 Setup of Governing Body	15	52.50			5.00				52.50
3.0 Preparation of Contracts	65	227.50			5.00				232.50
4.0 Physical Setup of Office	25	87.50							87.50
5.0 Preparation of Forms	20	70.00							70.00
6.0 Public Relations with Agencies	40	140.00			5.00				145.00
7.0 Public Relations with Potential Clients	30	105.00			5.00				110.00
8.0 Training of Students	65	227.50			370.00				597.50
COST TOTALS	300	\$1050.00			\$390.00				\$1440.00

The Centro Legal Indigent Defense Project opened its doors in December 1972 under Pilot Cities funding through LEAA Discretionary Grant Number 72-DF-06-0046. The program utilizes the University of New Mexico Law School as a source of third-year law students and supervising attorneys (professors). Offices are near the courthouse and police building -- students attend arraignment court to "find" clients as well as operating on a walk-in basis. In November, 1973, a positive evaluation was made by the University of Denver College of Law in which the following statement was made:

The three strongest elements assuring continued success of the project are: one, student participation and availability at arraignments; two, the neighborhood clinic location; three, the use of bi-lingual students and director.

A high degree of success is reported with a caseload of approximately 60 cases per month and a largely bi-lingual staff to serve Spanish-speaking clients (80%). Funding ended in December 1973. Continuation monies are currently being sought from LEAA.

PROJECT MANAGEMENT PLAN

PROJECT TITLE: An Examination of the Albuquerque/Bernalillo County Juvenile Justice System

PROJECT NUMBER: 72-08

PROJECT DURATION: July 1972 to July 1973 (12 months)

IMPLEMENTING AGENCY: Criminal Justice Program  
Institute for Social Research and Development  
University of New Mexico  
1901 Las Lomas, N. E.  
Albuquerque, New Mexico 87106

PROJECT DIRECTOR: Stephen F. Blake  
Corrections Specialist  
Criminal Justice Program  
(505) 277-3422

PROJECT SUMMARY: Little is known about the juvenile justice system and its various components in Albuquerque/Bernalillo County. This project is designed to discover, from a systemic point of view, how juvenile law violators are now being processed by the various components of the system (police, courts, corrections) and how these components interface with each other. Extensive literature search, interviews with practitioners and academicians in the juvenile justice field, and original thinking will lead to the recommendation of meaningful changes to the Albuquerque/Bernalillo County juvenile justice system. Network and schematic diagrams of the system will be developed as a principal planning tool to illustrate the flow of juvenile law violators in terms of time, cost, and allocation of resources. Viable solution alternatives identified will be documented and proposed to agencies for implementation as experimental programs.

DETAILED PROJECT BUDGET

A. Personnel

1. Salaries

CJP staff members--None (covered under basic CJP contract)

2. Fringe Benefits

None

B. Consultants

Seven (7) consultants

(840 hours @ \$5.00/hr.) \$4,200

TOTAL CONSULTANTS \$4,200

C. Travel

None

D. Equipment

None

E. Materials and Service

Computer Services \$2,000

Publication Costs 1,900

TOTAL MATERIALS AND SERVICES \$3,900

F. Indirect Overhead

None (covered under basic CJP contract)

TOTAL PROJECT COST \$8,100



## PROJECT DESCRIPTION

The project will:

1. Develop a schematic and network diagram and data on the present system.
2. Identify problem areas.
3. Identify and recommend meaningful changes.
4. Document the process of change experienced in conjunction with this project.

### A. Goals

Its goal is the improvement of services to juvenile law violators and the citizens of Albuquerque/Bernalillo County. These goals will be more explicitly stated in relation to each proposed research sub-program.

### B. Impact and Results

Short range goals are: a scientific identification of needed resources, improved allocation of existing resources, and improved interfacing of the components of the system.

These will lead to the intermediate goal of improved systemic planning, designed to reduce juvenile crime and to reduce juvenile referrals by 30 percent.

### C. Methods and Timetable

The first phase of the project will involve a detailed investigation of the agencies within the Albuquerque/Bernalillo County juvenile justice system. Interviews will be conducted with the supervisors, staff, and juvenile offenders. An examination of records will be conducted. Court hearings will be observed. Flow charts will be developed and review with the agencies. It is expected that this phase will take approximately three

months and will reveal the scope of the workload, the management philosophy of the agencies, and the possible strengths and weaknesses of the system.

The second phase will involve extensive literature search and examinations of other juvenile justice systems. This will broaden our base of knowledge allowing for a better comparison of the Albuquerque system and a better identification of Albuquerque's strengths and weaknesses. Current trends in the field will be identified and weighed with an eye toward implementation in Albuquerque. This phase will take approximately six months.

The third phase will be documentation. The system as it now exists will be explained. Recommendations, supported by documentation, will be presented. Research programs will be suggested and efforts will be made to encourage implementation. This phase will take approximately four months.

#### D. Resources

The following agencies are directly involved:

1. UNM Criminal Justice Program
2. Albuquerque Police Department
3. Bernalillo County Sheriff's Department
4. Juvenile Probation Office - Second Judicial District
5. Juvenile Court - Second Judicial District
6. Detention Home
7. Department of Corrections

The following agencies are indirectly involved:

1. Albuquerque Public Schools
2. All Faiths Home
3. Health and Social Services Department for Bernalillo County
4. Bernalillo County Mental Health Center
5. New Mexico State Police

The following resources will be utilized as required:

1. UNM faculty and computer facilities
2. Consultants (such as NCCD, etc.)

TABLE 1  
EVALUATION OF THE JUVENILE JUSTICE SYSTEM

Task	1972						1973						Responsible Personnel
	J	A	S	O	N	D	J	F	M	A	M	J	
1.0 Preliminary System Definition													Blake, Riley, Butler Butler, Blake, Riley, Wilson, CJP Team
1.1 Interview with agencies													
1.2 Schematic and Network Diagramming													
2.0 Data Collection													Butler, Blake Butler, Blake, agencies Butler, consultants, Blake, Riley Butler, Riley, Blake, Koehne
2.1 Data needs identified													
2.2 Data collection guide													
2.3 Data gathering													
2.4 Data analysis													
3.0 Definition of Problems													Blake, Koehne, Riley, Butler
3.1 Preliminary													
3.2 Final													
4.0 Analysis and Definition of Alternatives													Blake Blake, CJP
4.1 Preliminary Identification of Alternatives													
4.2 Final Selection of Alternatives													
5.0 Final Report													Blake, Butler, Riley, Wilson CJP Team

TABLE 2

Task	Man hrs.	Consultant Fees	Materials & Service	
1.1 Blake	160			CJP STAFF MEMBER
Riley	50			
Butler	50			CJP STAFF MEMBER
1.2 Butler	50			CJP STAFF MEMBER
Blake	50			CJP STAFF MEMBER
Riley	360	\$1800		
Wilson	24		\$ 500 <sup>a</sup>	CJP STAFF MEMBER
CJP staff	8		100 <sup>b</sup>	
2.1 Butler	60			
Blake	30			
2.2 Butler	48			
Blake	32			
Agency	16			
2.3 Butler	32		250 <sup>a</sup>	
Consultants-6	480	2400		
Blake	480		100 <sup>b</sup>	
Riley	240		250 <sup>a</sup>	
2.4 Butler	80			
Riley	64			
Blake	48			
Koehne			1000 <sup>a</sup>	CJP STAFF MEMBER
3.1 Blake	80			
Koehne	64			
Riley	64			
Butler	64			
3.2 Blake	48			
Koehne	32			
Riley	32			
Butler	32		200 <sup>b</sup>	

<sup>a</sup>Computer Costs<sup>b</sup>Publication Costs

TABLE 2 (Continued)

Task	Man Hrs.	Consultant Fees	Materials & Services
4.1 Blake	240		
4.2 Blake	80		
CJP staff	48		
5.0 Blake	240		
Butler	120		
Riley	120		
Wilson	120		
CJP staff	80		\$1500 <sup>b</sup>
TOTALS	3760	<u>\$4200</u>	<u>\$3900</u>

This study resulted in two published manuscripts. The first, Bernalillo County Juvenile Justice System: Preliminary Description and Analysis (CJP-WP-72-2, September 1972) documented initial findings and reactions of the research team. Juvenile Justice in Albuquerque/Bernalillo County, by Stephen Blake (CJP-73-10, September 1973), analyzed juvenile crime in Albuquerque with emphasis on trends and current situations within the area. Agencies involved with juveniles cooperated with the research team in an attempt to (1) identify the scope of the juvenile crime problem in Albuquerque/Bernalillo County, (2) describe the local juvenile justice system, and (3) explain how it identifies, processes, and corrects juvenile offenders. The local system is also briefly compared with other systems within the nation.

PROJECT MANAGEMENT PLAN

PROJECT TITLE: Public Awareness and Motivation Study

PROJECT NUMBER: 72-10

PROJECT DURATION: February 1, 1973 to November 30, 1973 (10 months)

IMPLEMENTING AGENCY: Criminal Justice Program  
Institute for Social Research and Development  
University of New Mexico  
1901 Las Lomas, N.E.  
Albuquerque, New Mexico 87106

PROJECT DIRECTOR Stephany S. Wilson  
Staff Assistant  
Criminal Justice Program  
(505) 277-3422

PROJECT SUMMARY: No real progress toward genuine improvement in the criminal justice process can be achieved without the pressure associated with community demands for improvement. Citizens' demands for action, however, are rarely based on accurate perceptions of the causes of crime or the intricate interactions of the criminal justice system. This project is designed to attempt to find ways to communicate a more accurate understanding of criminal justice problems to the public and to identify the types of approaches that are likely to have greatest success in motivating target sectors of the public to contribute to problem solutions. A four-phase study is proposed: (1) an extensive search of literature concerning (a) motivation of human behavior, and (b) approaches being tried elsewhere to improve public understanding of criminal justice problems; (2) assessment of current public awareness in Albuquerque (through interviews with community leaders, news media representatives, etc.); (3) analysis of the success potential of various approaches; and (4) design of experimental programs to improve public awareness and understanding in areas of critical need.

DETAILED PROJECT BUDGET

A. Personnel

1. Salaries

CJP staff assistant 2 days/week for 10 months--  
None (covered under basic contract)

2. Fringe Benefits--None

B. Consultants

None

C. Travel

None

D. Equipment

None

E. Materials and Services

Purchase of documents	
(for literature search)	\$200
Publication costs	500

TOTAL MATERIALS AND SERVICES

\$700

F. Indirect Overhead

None

TOTAL PROJECT COST

\$700



## PROJECT DESCRIPTION

### A. Goals

The primary goal of this project is to identify approaches that are likely to have greatest success potential in improving citizen awareness and understanding of criminal justice problems and ways in which the public can contribute to solutions.

### B. Impact and Results

The long-range impact of this project is anticipated as that of effecting improvements in the criminal justice system through citizen demands for, and participation in, improvement programs based on accurate perceptions of need. The short-range impact will be to provide a more concrete basis for identifying the relative effectiveness of various types of citizen awareness programs, depending on the type of system change being sought.

### C. Methods and Timetable

#### Task 1.0 Literature Search

The first task will be an extensive literature search, beginning with information concerning motivation of human behavior and methods for improving communications. This will enable the researcher to more effectively evaluate the potential of various programs being tried elsewhere to improve citizen awareness and motivation during the second phase of the literature search. Because of the broad nature of these subject areas, it is expected that a detailed literature examination will take at least four months.

**CONTINUED**

**2 OF 3**

#### Task 2.0 Assessment of Current Conditions

This task involves an assessment of existing channels of communication with Albuquerque citizens and identification of those areas where public awareness and motivation are in greatest need of improvement. This will be accomplished primarily through interviews with leaders of citizen groups, news media representatives, and public officials. This assessment should enable the researcher to pinpoint current communication channels that can be used to broaden public understanding, as well as areas where new channels must be established. This phase is expected to take two months.

#### Task 3.0 Factor Analysis

This task will require a detailed analysis of factors linked to the success potential of various approaches designed to improve public understanding. It is expected that the potential success of a particular approach (e.g., volunteerism) is closely associated with the type of problem being addressed (e.g., improvement of juvenile probation services). It is hoped that such an analysis will enable public officials and community leaders to implement citizen awareness programs specifically designed for maximum impact on the problem area being addressed. This phase is expected to take two months.

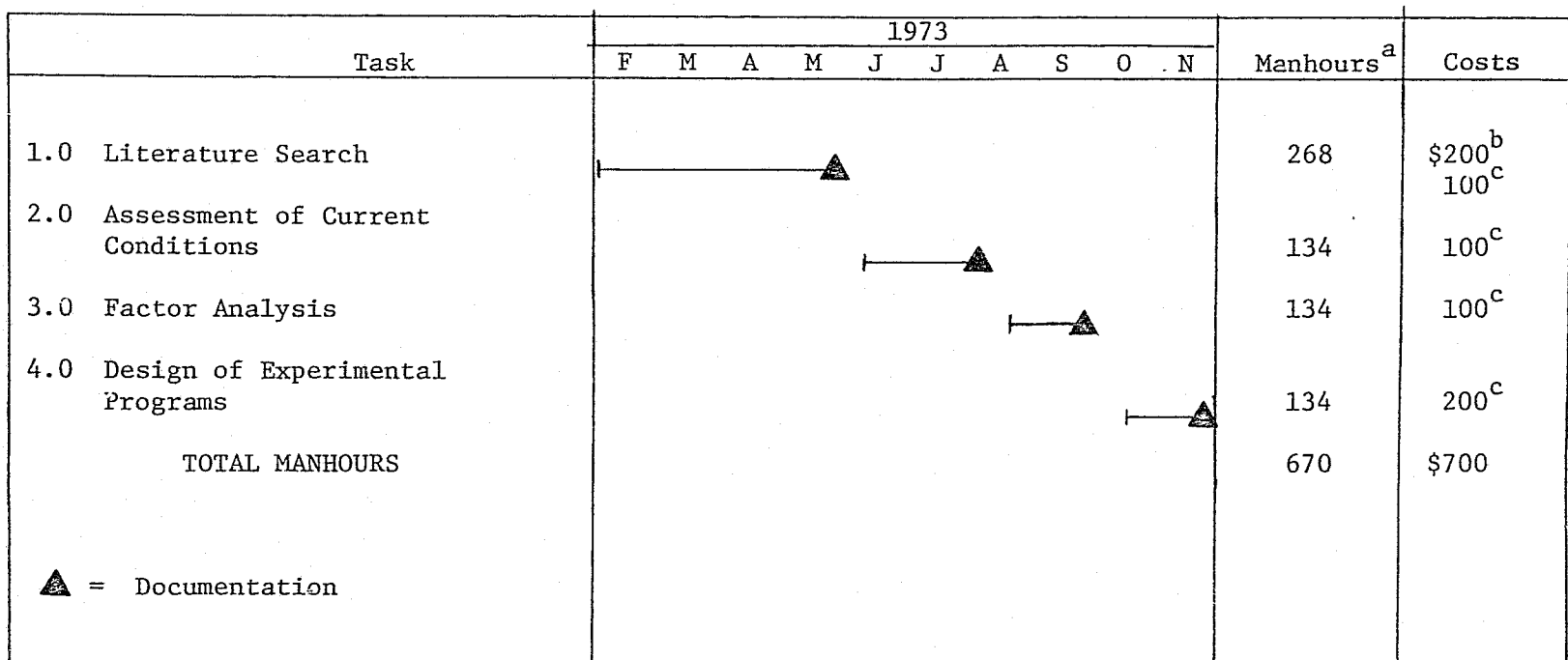
#### Task 4.0 Design of Experimental Programs

During the final stage of this project, two or three experimental programs will be designed to improve citizen awareness and involvement in those criminal justice problem areas where the need has been identified (through this and other Pilot Cities research projects) as most critical. These projects will be proposed to local officials and community

leaders for possible implementation. This phase is expected to take two months. A tentative project schedule is shown in Figure 1.

D. Resources

Because of the broad scope of this project, input will be sought from a wide spectrum of government and community agencies.



<sup>a</sup>Staff Assistant 2 days/week for 10-month period.

<sup>b</sup>Purchase of reports, articles, etc.

<sup>c</sup>Publishing costs.

Figure 1. Project Schedule

This project was allowed to lapse due to internal financial problems followed by the departure of the project director. The Project Management Plan was revised in August, 1973, under the direction of Susan B. Craig. The project is continuing at present.

APPENDIX

PROJECT MANAGEMENT PLAN

PROJECT TITLE: Ten words or less.

PROJECT NUMBER: To be assigned by CJP staff assistant.

PROJECT DURATION: Start date to finish date (and total months).

TYPE OF GRANT: CJP contract with LEAA (and contract number) or Pilot Cities Grant, Large Cities Special Grant, Discretionary Grant, or Block Grant.

AMOUNT OF GRANT: Funds appropriated by LEAA.

IMPLEMENTING AGENCY: CJP, City of Albuquerque, Bernalillo County, etc.

PROJECT DIRECTOR: Name, title, address, and phone number.

PROJECT COORDINATOR: Name, title, address, and phone number of person who will do most of administrative work (if other than project director).

CJP COORDINATOR: Name and title of CJP specialist who will be working with outside agencies on the project (if other than project director or coordinator).

PROJECT SUMMARY: Brief description of project (200 words or less).

PROJECT BUDGET: As detailed as possible (in LEAA format).

PROJECT DESCRIPTION: As brief as possible, emphasizing major points, especially with respect to methodology.

1. Goals: Brief statement of problem and how this project will help alleviate it.
2. Impact and Results: Exactly what project will accomplish (e.g., number of persons to receive a specific type of training), what groups or agencies will benefit from the project, and any ultimate impact expected (e.g., in crime reduction, increased law enforcement effectiveness, etc.).



3. Methods and Timetable: How project will be executed and what design or methods will be used in carrying it out (this is the core of the management plan).

- a. Tasks: Description of various steps or tasks of the project. Each task should represent a tangible piece of work (e.g., test instrument design, interviewing, or data interpretation). During project implementation, completion of each task should be documented in some manner (e.g., a memo, short report, or copy of a final questionnaire format), and this documentation should become part of the permanent CJP project file.
- b. Organization: How work will be organized and who will handle each element. What functions consultants will perform, and names of consultants selected. Include a chart itemizing hours allocated to the project by task for each staff member and consultant, hourly (or other) rate for each, and funds allocated to each (by task) for salaries and fees (see sample format, Appendix B). If UNM faculty members or outside consultants are to be used in the project, follow the procedures outlined in Appendix C and attach copies of signed agreements with those persons to the management plan. Also, include an organization chart showing lines of CJP project responsibility.
- c. Training: For projects involving training, "methods" description should include (1) type of training proposed, (2) outline of curriculum, (3) estimated number of trainees and course presentations to be involved, and (4) teaching methods and materials contemplated.
- d. Documentation: Indicate how the project is to be documented (monthly progress reports, interim working papers, final report, etc.) and who is responsible for documentation. Also, indicate any special documentation "products" (e.g., teaching materials, attitude survey instruments, etc.) expected to result from the project.
- e. Project Schedule: A schedule showing time intervals for completing each task and for meeting documentation and evaluation requirements (see Appendix B for sample format). This schedule should include milestones indicating completion dates for each task. Each milestone should represent a tangible piece of work, deliverable to CJP in some form of documentation.

4. Evaluation: Indicate what arrangements will be made to evaluate project results and performance (criteria to be used, who will perform evaluation and when, what evaluation documentation will be provided and by whom--as attachment to final report, as separate document, etc.).

5. Resources: List the agencies that will be directly or indirectly involved. Include an overall organization chart showing relationship of CJP to other agencies involved, lines of decision, and policy or advisory bodies concerned with project execution.

**END**

7-11-54