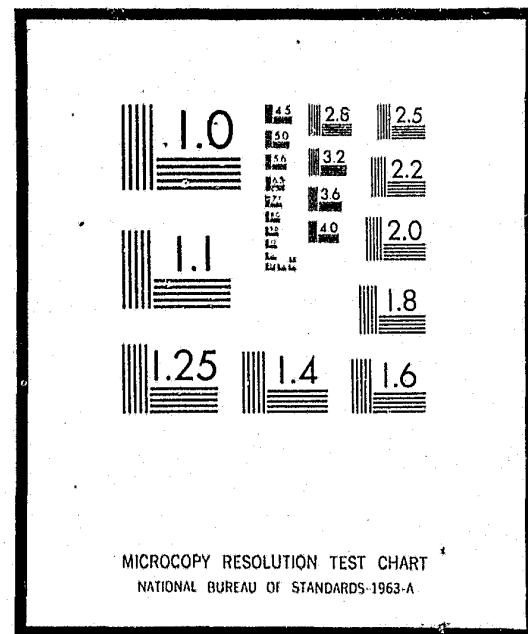


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LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
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PHILADELPHIA - MAYOR'S CRIMINAL JUSTICE IMPROVEMENT TEAM
FINAL EVALUATION REPORT, 2ND YEAR

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EXECUTIVE SUMMARY OF MCJIT
SECOND YEAR EVALUATION REPORT
CONDUCTED BY
BARTELL ASSOCIATES, INC.

The final second year evaluation report of the Mayor's Criminal Justice Improvement Team (MCJIT) is the result of four months of review and analysis of the MCJIT by Bartell Associates, Inc. The report provides an analysis of all data collected concentrating on four major areas: 1) the need for MCJIT presently and in the future, 2) the internal operations of MCJIT, 3) the outputs of MCJIT and 4) the impacts of MCJIT on the Philadelphia Criminal Justice System.

The need for an agency such as MCJIT was viewed as an important part of the Criminal Justice System in Philadelphia. Due to a number of factors, it is recommended that the focus of the team should be maintained in a planning capacity and on-line advisory, evaluation and implementation catalyst for criminal justice programs in the City of Philadelphia. This report also indicates that there is presently no agency, other than MCJIT, able to provide these types of services in the City of Philadelphia.

The internal operations analysis indicated that the organization was hampered by a weak organizational structure and a radical personnel turnover. The output analysis showed that MCJIT did indeed have some very meaningful outputs especially in terms of the Acts I, II, III and IV and other on-line assistance to clients. However, loss of personnel has resulted in the delay of the Crime Specific Plan that was being rewritten. The plan will be completed in the Spring of 1975.

Lastly, impact analysis indicated that through MCJIT staff efforts, program development was streamlined, and a better quality level of grantsmanship was provided to the City of Philadelphia.

In conclusion, this evaluation report indicated that the City of Philadelphia needs an agency with goals and objectives similar to MCJIT. Recommendations were made for the City of Philadelphia to take over the funding of the project contingent upon its reorganization to provide for increased effectiveness of MCJIT. It is recommended that the role MCJIT should take should be one of a staff function providing on-line assistance to city agencies in criminal justice planning and project implementation.

I INTRODUCTION

This document represents the end of a four month second year evaluation of the Mayor's Criminal Justice Improvement Team (MCJIT) of the City of Philadelphia. The interim report of this year's evaluation provided information on the progress and activities of MCJIT since its inception, therefore, this report will not repeat that information. Rather, this report will provide an analysis of all data collected concentrating on four major areas:

- The need for MCJIT presently and in the future.
- The internal operations of MCJIT.
- The outputs of MCJIT.
- The impacts of MCJIT.

It is recommended, however, that the interim report be read before this final report because the interim report places the activities of MCJIT into perspective for the past three years. This is important, since much of the analysis in the report uses data from previous years in an attempt to evaluate not only the third year's operations, but MCJIT's operations for the past three years. Emphasis is placed, however, on the past year's operation of MCJIT.

It is hoped that through reading this document, decision makers will be supplied with enough information upon which to base their decisions on the future operations of MCJIT.

II NEEDS ANALYSIS

In order to analyze need, it is first necessary to provide a short description of what type of goals MCJIT has and what types of services it provides. In order to obtain this information, the grant applications to LEAA for funding of MCJIT were analyzed in terms of the stated goals and objectives of MCJIT for over the past three years. The following presents this information.

In 1972, the MCJIT primary goal was to impact on the prevention of crime and apprehension of criminals through the development of a "crime specific plan." Crime specific planning as defined by MCJIT attempts to achieve a consolidated crime reduction effort in a specified geographic area.

The objectives of the MCJIT the first year of funding were concise but unspecific. They include the following:

- . to provide assistance to city agencies and community groups. This aid was mostly in the preparation and review of requests for funding.
- . the establishment of a computer assisted ongoing data collection system.
- . after data is collected, evaluated and proposed programs suggested, MCJIT will determine which programs should be considered for implementation.

The goal for 1973 was the same as in 1972, the reduction of specific crimes namely robbery and burglary, through crime specific planning. MCJIT divided this goal into three interfacing parts.

- reducing the opportunity for the crime (target hardening).
- increasing the risk of the crime by improving detection and apprehension or alleviating the underlying conditions which cause the crime.
- applying intervention techniques by encouraging behavioral change or providing useful alternatives.

During this second year of operation MCJIT set forth the following as its objectives.

- completion and partial implementation of the first phase of a crime specific plan for robbery and burglary.
- advocate implementation of crime specific programs to effect a reduction in the number of robberies and burglaries.
- more efficient administration of federal and state grants relating to the criminal justice system by recommending improved fiscal and operational procedures in city government.
- improved coordination and planning among public and private agencies involved with crime prevention and the administration of justice.

In 1974, the goal of the MCJIT was still the overall decrease in crime, especially a reduction in street crime and burglary. However, the objectives and responsibilities for the team were expanded to make it the city's criminal justice system agency with the responsibility for planning to meet the increased demands upon the criminal justice system anticipated during the Bicentennial. The objectives set forth in the 1974 request for funding were similar to those in 1972.

- to plan for a total system response to specific crimes.

- to work within the city's framework for dealing with a growing crime rate.
- to work with the varied component agencies of the criminal justice system.
- increase contact with criminal justice agencies and community groups.

As is evident from the above descriptions, the goal and objectives of MCJIT for the past three years have changed very minimally. The major change came in the past year of the program with the addition of Bicentennial Planning for the Criminal Justice System. The MCJIT also added the responsibility of reviewing all Criminal Justice Grant Applications and making recommendations before submission to the Managing Director's Office.

Based upon the stated Goals and Objectives of MCJIT, the question becomes one of whether or not there is a need for such an agency as MCJIT with the above goals and objectives. The need for MCJIT can be substantiated through the following points:

- A large amount of LEAA funds are applied for by community and city agencies within the City of Philadelphia which require matching funds by the city.
- There is presently no other city agency available to review grant applications and make recommendations to city decision makers as to the relative worth of proposed projects; and whether the proposed project would complement the criminal justice operation in the city or result in sub-optimization of the entire system.

There is presently no city agency charged with the responsibility of crime specific planning in a total criminal justice sense.

Based upon the above points, there is a definite need for an agency with the present goals and objectives of the Mayor's Criminal Justice Improvement Team.

III INTERNAL OPERATIONS ANALYSIS

The rationale for analyzing the Internal Operations of MCJIT, as stated in a previous report, follows the proposition that good organization, enlightened management, and administrative orderliness and control will result in efficient outputs from the organization. The internal operations were analyzed irrespective of the outputs or impacts of the organization but rather whether the organization as administered could produce efficient outputs.

As mentioned in the previous section on needs of MCJIT, it was stated that a need does exist for an organization with the goals and objectives of MCJIT. This does not mean, however that MCJIT is carrying out those goals and objectives as efficiently as it should. It also does not preclude the possibility of another city agency assuming the goals and objectives of the MCJIT. This section will attempt to answer this question by looking at a number of internal operation sections including the following:

- Organizational arrangement
- Personnel
- Personnel time allocation
- MCJIT budget
- Other internal management and supervisor practices

The organizational arrangement of the MCJIT staff has remained relatively unchanged since its inception.

The Project Director is in charge of the entire MCJIT. He reports problems and progress of the MCJIT staff to the Managing

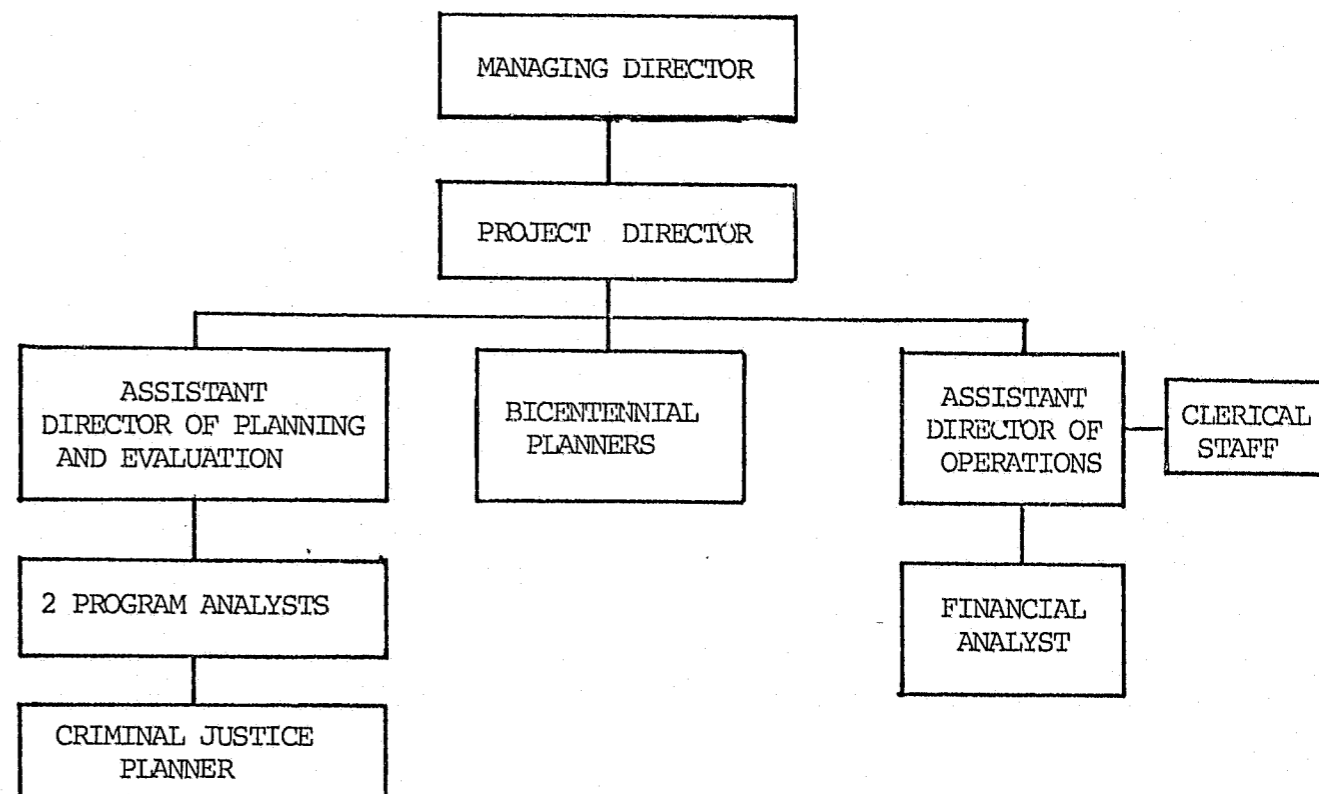
Director. The Assistant Director of Planning is in charge of two program analysts and a criminal justice planner. The Assistant Director of Operations is in charge of the clerical staff and the financial analyst. An organizational chart depicting this arrangement may be found on the following page.

In the final evaluation report of last year it was recommended that another organization structure be implemented to improve the line of authority and equalize work responsibilities.

The recommended structure would have brought major changes in the organizational arrangement. The Assistant Director of Planning would have been elevated from the position of Assistant Director of Planning to Information and Staff Development Specialist. The Assistant Director of Operations would then have been in charge of the three planning consultants. The planning consultants were formerly the two program analysts and the Criminal Justice Planner. The planning consultants would then have been assigned criminal justice functional areas which include: police; courts - corrections; and juvenile delinquency - welfare - education, to provide for a direct assignment of responsibility. This structure is shown on page 10.

There were several important considerations in making these recommendations:

- 1) MCJIT would have had to make a change in focus to an action organization when the Crime Specific Plan was implemented. The planning consultants would have benefited from the direction given by the Assistant Director of Operations.



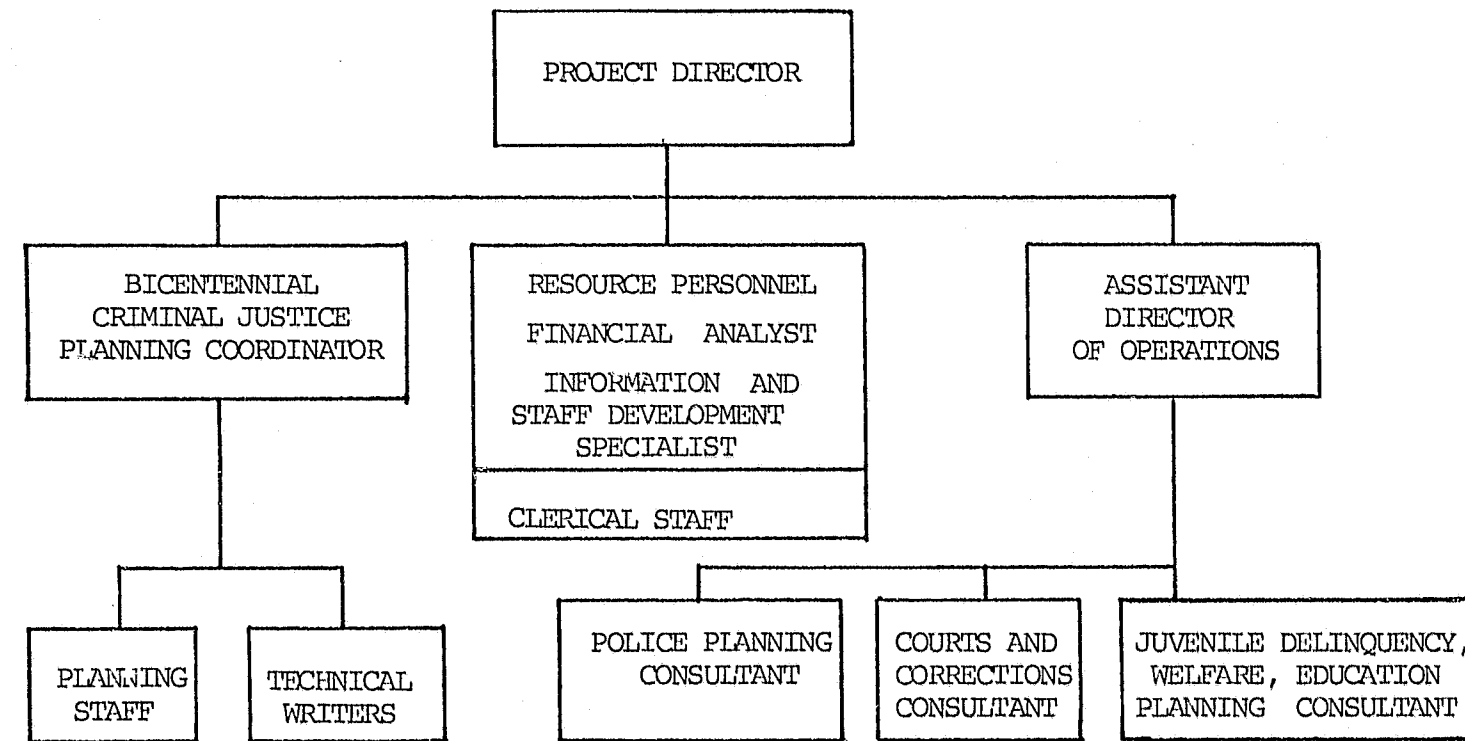
2) As mentioned in a previous report, the Criminal Justice Planner had the same responsibilities and duties in terms of skill, effort and job conditioning as the two program analysts. The Criminal Justice Planner would have risen to an equal level with the two program analysts as planning consultant for police.

3) It was felt that by elevating the Assistant Director of Planning to the position of Information and Staff Development Specialist as a support person to the entire agency would have greatly improved his worth and maximized his abilities in the planning field. The financial analyst would also have been included in a support capacity to the rest of the staff.

The recommended structure was not implemented by the staff and the present structure has been continued throughout the project. Therefore, the lack of assigned responsibilities has continued, and has resulted in staff frustration, inefficient and/or non-programmed outputs.

The most severe problem faced by the MCJIT staff was the attrition rate of its staff. The reason for the loss of these core persons is multi-faceted. However, most importantly, the staff realized the project was coming to an end, and accepted new positions before the project was completed.

The first to leave the MCJIT staff were the program analysts. Neither of those positions have yet been filled. The project director was promoted and reassigned to a position with the Philadelphia Police Department. His position was filled shortly by the person formerly in charge of grants management at the police department. The fourth person to leave the project was the Assistant Director for Planning and Evaluation. The two Bicentennial Planners were hired to begin that phase of the



plan and shortly thereafter, one of them was promoted to fill the vacancy of the Assistant Director of Planning and Evaluation. The position open for a Bicentennial Planner was filled. The fifth person to leave the project was the Financial Analyst and the position was subsequently filled.

Therefore since its inception, five of the seven of the original staff members left the project, all during the third year. A personnel turnover of this degree would severely impede the work flow and efficiency of any project. The staff questionnaires distributed show that in the opinion of the staff it would take an average of ten months time for a new person to adapt to a position and understand fully the goals and objectives of MCJIT. The duration of the project cannot tolerate the majority of its staff being replaced without a negative affect on the outputs and impact of the project. Closely related to the organizational structure is the amount of time spent on different tasks for each position. As stated in a previous report the percentage time distribution should relate to the position held. For example, a management position should have a higher percentage of Policy, Administrative, Public Relations time, and a planner should have more project time. The percentage time distribution for MCJIT positions for a sample period of time during last year is as follows:

PERCENTAGE TIME DISTRIBUTION*

	Policy, Administrative, Public Relations	Creative and Developmental Work	Project Work
Project Director	50%	50%	0
Assistant Dir. of Operations	35%	30%	35%
Assistant Dir. of Planning	10%	57%	33%
Financial Analyst	37%	25%	38%
Program Analyst	22%	30%	48%
Criminal Justice Planner	22%	30%	48%

*Percentages obtained from questionnaires completed by each staff member.

As the table indicates the percentage of Policy, Creative, and Project time optimally corresponds to each position except for that of Assistant Director of Planning which had a low percentage of Policy Time although formally a management position. This was one of the indicators used to justify the change in the organizational arrangement.

The time sheets for September 1974, were analyzed and found to differ significantly from previous years. Only four of the time sheets were submitted preventing a more extensive analysis. It should be taken into consideration that one of the Bicentennial Planners was promoted to Assistant Director for Planning and Evaluation halfway through the month. This information, presented below, divides the time of each position into policy, creative, and project work.

	Policy, Administrative Public Relations	Creative Development	Project Work
Assistant Director for Operations	37%	27%	36%
Criminal Justice Planner	20%	8%	72%
Bicentennial Planner	6%	19%	74%
Bicentennial Planner	20%	8%	72%

The fact that these time percentage were obtained from a single month must be taken into consideration, however, the Assistant Director of Operations is performing a disproportionate amount of project work considering his position. This is probably due to the resignation of the two program analysts, placing more responsibility on the Assistant Director for project activities. When the percentages for the three categories are averaged, the result is 20% of the time is spent administratively, 15% is spent in creative work, and 65% is spent in project work. This is not negative and reflects that on an organizational wide basis, MCJIT's time is proportioned properly.

The budget for the MCJIT did not fluctuate extensively over the three year period. The total LEAA support requested dropped the second year because the initial cost of equipment was born the first year of operation. The rise in total personnel salaries in the third year is due to the addition of two Bicentennial planners, and a yearly increase in individual salaries. The table below presents MCJIT budgetary information for the three year period from 1972 to 1974.

	<u>1972</u>	<u>1973</u>	<u>1974</u>
LEAA Support Sought	200,000	183,818	254,509
Personnel Salaries	122,467	127,258	161,250
Fringe Benefits	31,330	34,093	35,242
Travel	2,000	2,000	2,500
Equipment	6,731	500	840
Supplies	35,289	24,475	2,000
Contractual			63,700
Other			18,016

The large amount included in the contractual category for 1974 was due to a study on estimated population influx for the 1976 Bicentennial required by the Bicentennial planners.

The personnel questionnaires administered in 1974 revealed few changes in response. The types of activities reported differed with the addition of the responsibility in 1974 to review all funding applications for the city be reviewed before submission to the G.J.C. for accuracy and completeness. One of the most important findings is in response to the question "Do you think the MCJIT staff has a common goal orientation"? The majority of the respondents answered no. The lack of a common goal has been a serious problem with MCJIT and caused floundering for direction when definite decisions are needed for action.

The greatest change from one year to the next was found in the question titled Task Content of Position. "What percentage of time you spent in each of the following categories in the performance of your job: Administrative, Project, Public Relations, Development"? The percentage of time spent in each category fluctuated for each individual substantially. If position responsibilities and lines of authority were established, this fluctuation would not exist and readjustment time would not be required.

In conclusion, the two major intraorganizational problems faced by the MCJIT were the lack of organizational direction and

the attrition rate of the staff. An action organization like the MCJIT does not function well without distinct lines of authority and active direction toward realization of the agency's objectives. If the MCJIT had considered this in the beginning and had not permitted each professional to act upon his or her own judgment, a common goal orientation would have been realized permitting a more efficient and stable organization to emerge with definite and efficient outputs.

IV OUTPUT ANALYSIS

Services provided to the clients of the MCJIT involved preparing funding applications, reviewing funding applications, submitting information to those clients or evaluating proposed programs. In each instance the services provided could have been supplied only by a system oriented agency such as the Mayor's Criminal Justice Improvement Team.

Through these services, agencies of the City of Philadelphia, as well as its citizens were benefited. Approximately fifteen new programs were implemented which include the Acts for the Police Department, CODAAP, and youth related programs. Confidential detailed interviews with a random sample of the clients indicated, although subjectively, that the clients were unanimously satisfied with the energy, information, concern, and general assistance the MCJIT staff provided. In all cases the clients spoke of MCJIT as highly professional experts in grants development.

The funding applications represented well over ten million dollars in financial assistance made available to the criminal justice system in Philadelphia. The extremely high rate of approval due to the services of the MCJIT shows conclusively that an agency of this type is required in the City of Philadelphia.

A list of the clients assisted, and funding applications

processed by the MCJIT appear in Appendix A.

Other activities of the MCJIT staff during its operation include the following:

- Provided technical assistance to city officials for the presentation of information relating to the impact Philadelphia City Council is having on the Criminal Justice System in Philadelphia.
- Reviewed and evaluated a Philadelphia School District Proposal for a system-wide internal security system.
- Prepared a preliminary proposal designed to improve the performance of the police department.
- Critiqued a proposal made by the Clerk of Quarter Sessions for a special unit to handle the legal requests of prisoners.
- Prepared interim evaluation reports of Acts I and II.
- Provided quarterly financial reports of the Mayor's Criminal Justice Improvement Team.

Early in 1974, the role of the MCJIT expanded with the new regulation that all funding applications submitted to the Governor's Justice Commission within 90 days or automatic funding would occur. Therefore all applications submitted by the city had to be reviewed before submission for accuracy and completeness. MCJIT assumed this responsibility and has provided on-going review and recommendations for the Managing Directors Office.

Additionally, two planners have been added to the staff charged with the responsibility of planning for the increased

demands that will be placed on the Criminal Justice System in the city with the large amount of people coming to the city during the 1976 Bicentennial celebration. The planning stages have proceeded on schedule and the planners are now preparing proposals designed to alleviate the stress that will be placed on the Criminal Justice System of Philadelphia during this time.

Another major effort of MCJIT is the Crime Specific Plan for Robbery and Burglary for the City of Philadelphia. The staff has been unable, at the time of this report, to complete the plan. The staff is continuing to work on the plan, however, and should have it finished by the spring of 1975. The completion of the plan has been hampered by personnel changes in the last several months. It was recommended by Bartell Associates, Inc. in the first year final report that the plan be revised to be operationally feasible. This is presently what is occurring with the Crime Specific Plan.

V IMPACT ANALYSIS

In light of the original goals and objectives, and the additional responsibilities given to the MCJIT staff, it has been shown that program development was improved and a higher quality level of grantsmanship was provided to the City of Philadelphia. Interviews conducted with various client agencies showed that MCJIT provided much needed technical assistance which resulted in increased efficiency in the processing of funding applications. MCJIT not only provided grantsmanship assistance, but also provided a service that client agencies may have had to develop internally. This would have resulted in a duplication of effort for the client agencies. Additionally, MCJIT had developed an expertise in various areas of the Criminal Justice System and established a data base for further planning and development. This has resulted in MCJIT having a perspective pertaining to what is fundable, and what are the real constraints of the Criminal Justice System in Philadelphia.

The need for an agency like MCJIT in a city the size of Philadelphia is apparent. To date, the MCJIT staff has improved the coordination of effort in the programs being devised to aid the Criminal Justice System. The data base gathered by the MCJIT staff is an excellent tool itself in the improvement of the Criminal Justice System in Philadelphia.

In addition, the crime problem in Philadelphia is not likely to decrease, without some type of scientific and effective planning. Crime reduction does not come from haphazard programs but from careful long range planning similar to what the MCJIT staff is charged to do.

A need for an agency such as MCJIT is apparent in order to provide scientific planning for the Criminal Justice System of Philadelphia. Although, the MCJIT staff has had both accomplishments and failures, the overall impact of the Mayor's Criminal Justice Team has been the coordination of programs and monies directed to the improvement of the Criminal Justice System in Philadelphia.

As mentioned in the interim report, MCJIT basically has three alternatives for the future. They are as follows:

- 1) MCJIT can continue with the current activities and structure as in the past, but Federal discretionary funding is unavailable for such an effort. Therefore, if MCJIT intends to move in this direction, one of the following funding sources would have to be approached:
 - 1 State of Pennsylvania
 - a) Sennett excess funds
 - b) State Discretionary funds
 - c) State block/action funds
 - 2 City of Philadelphia
 - 3 A federal agency other than LEAA
- 2) MCJIT can continue in the same activities, but become an integral part of the City Administration. If this action is taken, the project personnel would have to emphasize their individual and collective technological skills in a staff type of operation to a line department.

- 3) MCJIT can change from its current activities and adjust its structure, and institute a new project. The project would study the problem of, and propose solutions to municipal cost detrimental abuses. The project would not investigate employee pilferage on the basis of eventual prosecution but rather attempt to identify abusive practices that have and do exist, and determine practical methods of eliminating or inhibiting such practices. The project would seek funding at the federal and state level.

In conclusion it is recommended that with the obvious benefits derived from the MCJIT it would be disfunctional to be dissolved given the expertise and data base it has developed to date. Bartell Associates, Inc. believes that an agency such as MCJIT would provide an extremely valuable tool in scientific planning for the Criminal Justice System of Philadelphia. It is therefore recommended that the City of Philadelphia assume the funding for this type of agency and alternative two listed above be instituted with the following considerations:

- Define the goal of the agency clearly and concisely so that a common goal orientation can be obtained and management direction can be given.
- Define attainable objectives of the agency considering its limitations and priority of impact on the Criminal Justice System of Philadelphia. These internal objectives should be quantified so as to determine successes and failures as best as possible.
- Develop organizational structure taking work load responsibility into consideration. Even though MCJIT is a "professional organization," lines of authority must be clear and direct.

- Develop detailed job specifications for each position so that individual staff direction can be attained.
- Assume that the program is a long range planning agency to assure job security and superior staff qualifications.
- Provide for management directions for staff employees so that mis-direction and eventual frustration will not occur.
- Institute internal management and supervisory practices such as staff evaluation procedures, staff training and development procedures, etc. so that a truly professional and expert criminal justice staff can be attained.
- Continue activities in crime specific planning in order to develop evaluative criteria for funding as well as funding priorities.
- Continue to review funding applications for the Managing Directors so that funded programs build the criminal justice system in the City of Philadelphia.
- Act in a staff capacity to all city departments and agencies providing technical assistance in their planning efforts for criminal justice in the City of Philadelphia as well as assistance in developing Criminal Justice Grant Applications.

With these considerations in mind, MCJIT can continue as well as increase their benefits to the City of Philadelphia. Analysis of Position Descriptions and salaries for similar positions in the City of Philadelphia has shown that the conversion cost of staff salaries will not increase the present MCJIT budget. Therefore, if the City of Philadelphia did assume the financial responsibility of MCJIT, the cost would be approximately \$185,000. This would include a staff of eight including one Director, one Assistant Director for Operations, one Assistant Director for Planning and Evaluation,

one Financial Analyst, three Program Analysts, and two Secretaries. The total budget also includes indirect cost of fringe benefits, travel, supplies, and other operating expenses. If the City of Philadelphia can absorb this cost, it is recommended that they do so and therefore, continue to be provided with the services of MCJIT. If this situation occurs, however, it is highly recommended that positive steps be taken to restructure and reorientate the MCJIT staff so that a professional action organization is fully developed and instituted. If this is not done, funding would be difficult to justify. If funding does occur within the city, the following should be completed:

- Completion of the Crime Specific Plan.
- Development of goals and specific objectives of MCJIT. These should be reviewed by the Managing Director, Mayor, and other pertinent city officials to insure they reflect the most useful role to the city.
- Develop personnel requirements, job descriptions, and pay plans within the Civil Service System of the city to develop a basis for a solid organization that will appeal to career development in a long term sense.
- Develop standard operating procedures, a staff training program, and a staff evaluation program. These should be geared toward meeting the goals and objectives of MCJIT.
- Maintain continuous feedback with the Managing Director and other pertinent city officials as to the quality, and efficiency of services being provided.

It should be kept in mind that the concept of MCJIT is philosophically sound and could be justified for the City of Philadelphia. With proper operational modification as listed throughout this report, the expenditure of funds for MCJIT could also be justified and are recommended.



APPENDIX A

Appendix A

The Mayor's Criminal Justice Improvement Team wrote and/or assisted in the development of applications for:

- Acts I, II, III and IV.
- Purchase of Service Contract with the State Department of Public Welfare.
- Regional Training Program for Forensic Services.
- Housing Abandonment Program.
- Intensive Area Youth Working Proposal.
- Youth Activities Program.
- Youth Services Commission.
- Abbottsford Homes.
- MCJIT Re-application.
- Social Security Welfare Contract.
- Youth Conservation Services Intensive Area Youth Worker.
- Model Cities Foot Patrol.
- CODAAP Central Medical Intake.
- CODAAP Re-application.
- West Philadelphia Security Guard Academy.
- Comprehensive Program for the Identification Detoxification Aftercure of Drug Addicts.
- Methodical External Program.
- Tioga Youth Council - three separate proposals.
- Operation Town Watch.
- Germantown YMCA Outreach Program Proposal.

The following is a list of funding applications reviewed by MCJIT for the Managing Director's Office to date.

- Consumer Education Program.
- Correctional Group Counseling - Family Court.
- COJINT.
- Crime Prevention Association.
- Juvenile Drug Identification on Referral.
- Operation Peaceful Neighborhood.
- ARD (Court/DA).
- Americans United Against Crime, Inc.
- Arbitration (Courts).
- Area Youth Worker.
- Educational Self-Help Center, Inc.
- Services for Women (Probation Department).
- Youth Paradisio House.
- Special Services Officer of Family Court.
- Cantun Behavioral Incentive Program.
- Community Related Institutional Probation.
- ROR.
- All Sports Boys and Services Club.
- Defenders Association - Law Student Interns.
- Prosecutors Office - Law Student Interns.
- Lighthouse.
- Prisons - Organizational Development Program.
- Our Neighbors.

- North Central Youth Academy.
- Police Human Relations.
- Girls Club of Philadelphia, Inc.
- Investigation and Warrant Service Unit.
- Philadelphia Standards and Goals Exemplary Court Project.
- Youth In Conflict Cooperative Service Project.
- Teen-Aid.
- Teen Council.
- Tioga Specialized Learning Center.
- St. Elizabeths Community Service Center.
- West Philadelphia Town Watch.
- YMCA Outreach Program.
- Closed Circuit Television (Police)
- CRS.
- Court Micro-Film Project.
- Discovery Group Homes.
- Diversified Community Services.
- Fellowship House and Farm-Woodrock Project.
- Northwest Community Involvement, Inc.
- Safe Streets.
- Appeals Support Project.
- North Central Youth Academy.
- Anti-Poverty Auto Training Program.
- "Sword".
- Intensive Area Youth Workers - Supplemental.
- Inmate Rehabilitation Projects Program.

- High Intensity Unit Probation.
- Management Planning Unit - Clerk of Quarter Sessions.
- District Attorney - Poles XXII Seminar.
- Pre-Hearing Intensive Supervision - Family Court.
- NAB.
- Research and Development Unit.
- Model Classification Program/Records Supplement.
- District Attorney - Paralegal Training.

END