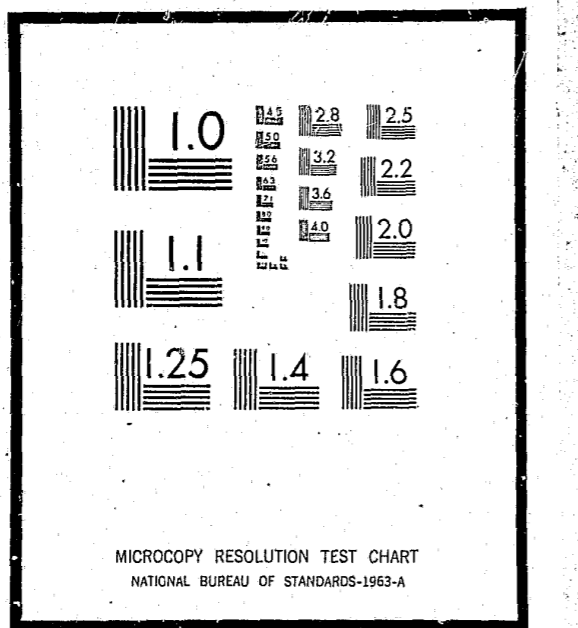


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12/31/75

Action Planning Associates

610-A Delaware Avenue, Wilmington, Delaware 19801 (302) 654-5211

February 28, 1975

Dr. Kenneth J. Reichstein
Evaluation and Monitoring Unit
Governor's Justice Commission
21 South 12th Street, Room 218
Philadelphia, Pennsylvania 19107

Dear Dr. Reichstein:

Enclosed is our Re-Funding Evaluation Report of the Special Services Office (Volunteer Services Project) of the Family Court Division of the Common Pleas Court of Philadelphia.

Sincerely yours,
Richard V. Fryor
Richard V. Fryor
Executive Vice-President

RVP:pe
Enclosure
CC: Ms. Susan Ellis

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EVALUATION

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GOVERNOR'S JUSTICE COMMISSION
PROJECT EVALUATION SUMMARY

EVALUATION INITIATED BY: Philadelphia Region, G.J.C.
PROJECT: SPECIAL SERVICES OFFICE (Volunteer Services) CONTINUATION NO.: _____
SUBGRANTEE: Phila. Court of Common Pleas CURRENT NO.: PH-74-C-CO2-5-266
EVALUATION CONDUCTED BY: NAME: ACTION PLANNING ASSOCIATES, INC.
ADDRESS: 610 Delaware Avenue, Wilmington, Delaware 19801 (Tel: 302/654-5211)
DURATION OF PROJECT: 7/ 1/74 TO: 6/30/75
DURATION OF EVALUATION: 7/ 1/74 TO: 6/30/75
DATE OF REFUNDING REPORT: February 28, 1975

RE-FUNDING EVALUATION REPORT

on the
PHILADELPHIA - COMMON PLEAS COURT - FAMILY COURT DIVISION
SPECIAL SERVICES OFFICE
of the

Family Court Division
Common Pleas Court of Philadelphia

FOR THE
Philadelphia Regional Planning Council
GOVERNOR'S JUSTICE COMMISSION

Prepared By:
Action Planning Associates, Inc.
Wilmington, Delaware 19801

February 1975

RE-FUNDING EVALUATION REPORT

on the

SPECIAL SERVICES OFFICE

of the

Family Court Division
Common Pleas Court of Philadelphia

SECTION I: EXECUTIVE SUMMARY

A. Project Objectives and Major Activities

The major goal of the Special Services Office of the Family Court Division of the Philadelphia Court of Common Pleas is to involve citizen-volunteers in enhancing critical areas of Family Court services and in expanding public understanding and support of the role, function, client needs, and services of the Philadelphia Family Court.

The principal operational objectives of the Special Services Office are to: (1) provide concrete information on resources useful to clients, judicial officers, and other Court personnel in effecting case dispositions, especially dispositions of a non-incarcerating nature; (2) provide vocational skill-development and job placement services for juveniles; (3) provide individualized attention to selected juvenile offenders as additional treatment facets to probation and other counseling services of the Court; and (4) provide selected supplementary services to other Court units as needed and as compatible with the major goal of the Project.

The major activities of the Special Services Office during the period evaluated (July 1974 to February 1975) include:

- (1) INFORMATION CENTER UNIT: This unit provides constantly updated information on available community resources which may be used by Court staff and other agencies serving troubled youth in meeting client needs. Such information would include data on the availability, costs, and various criteria for summer camp placements,

special educational programs, alternative group home programs, tutoring, specialized vocational training, drug counseling, and so forth.

- (2) YOUTH EMPLOYMENT UNIT: This unit provides employment and vocational-skills counseling and training for selected Court-referred youth as well as job-development and placement assistance.
- (3) STEPS UNIT: This unit provides highly individualized attention to Court-referred youth through a stable, culturally compatible one-to-one youth-volunteer relationship, as well as through ongoing group counseling services and common interest activities to referred youth awaiting their senior volunteer "match-up."
- (4) SUPPLEMENTARY SERVICES: The Special Services Office also provides additional services as needed and feasible to other Court units or clients. Such services this year have included the placement of Intake Assistants in the Court Intake Unit at the Youth Study Center, Probation Interns in various probation offices, and Research Aides under the direction of the Court Programs Analyst, as well as the development and staffing of a Remedial Reading Tutoring Program in conjunction with Temple University and a Detention Area Activities Project for youth awaiting court hearings.
- (5) ADMINISTRATION: This involves the overall coordination of Office activities with additional attention given to the generation, screening, and orientation of volunteers, continuing public interpretation activities related to the function of the Office, and usual administrative procedures.

B. Evaluation Activities and Data Sources

Most of the evaluation activities took place in November, December, and February, with the most intensive work occurring in February. These activities have involved a careful analysis of monthly reports, verified and expanded by access to raw data stored in the Office files, internal program analyses of special areas (such as the Follow-up Study on uses made of Information Center services, remedial reading, screening of Youth Employment referrals, etc.), and case records on randomly selected clients. The general accuracy and frankness of these records are particularly noteworthy.

Additional evaluation activities have also involved on-site observations of client services being delivered, staff-volunteer meetings, and direct feedback from volunteers and clients in all units of the program. This feedback was based on confidential interviews with 26 volunteers, written survey responses from another 22 volunteers, and interviews with 15 generally representative youth receiving services through the Youth Employment and STEPS units. Numerous interviews with Office staff, especially the Coordinator, took place throughout. The period evaluated covered the first seven-and-a-half months of the second program grant period, representing activities achieved through the first fifteen months of the Project's actual existence.

C. Findings and Recommendations

The evaluators' overall assessment of the operation and progress of the Special Services Office is decidedly positive. General administration is strong and very responsive to and energetic in dealing with both expected and unexpected difficulties. The complex process of volunteer recruitment, placement, scheduling, and moral and professional support is admirably directed by the Coordinator, with strong and effective support by most of the paid staff. With one possible exception (to be noted subsequently), all paid staff seem appropriately placed and more than adequately competent for their responsibilities.

Staff-volunteer relations are generally outstanding, with volunteers overwhelmingly appreciative of the respect and substantive responsibility given them by paid staff. Certain inevitable confusion and resulting frustrations occasionally occur because of the complex task of marshalling a varied army of volunteers to meet the varied needs of clients, Court staff, and the volunteers themselves. The openness and responsible flexibility with which the Coordinator seeks to deal with such difficulties ensures the continuing creativity and enthusiasm of the Project and helps to safeguard it from complacency or rigidity.

The mobilization of volunteers and volunteer hours has increased beyond expectations for all but the STEPS unit, where high and very selective standards for the recruitment of senior one-on-one members have, appropriately, not been compromised. Even here, however, the rate of progress in recruiting volunteers for this sensitive function has increased steadily during the first six months of this evaluation period and much more sharply during January and February of this year. For the six-month period through December 1974, an SSO total of 164 new volunteers were recruited and placed while 94 were deactivated (mostly because of previously anticipated academic schedule requirements). Together with the 38 volunteers carried over from June 1974, this means 108 active volunteers have been carried into January 1975. For the six months ending December 1974, there was an average of 2,490 volunteer hours per month, compared to a monthly average in June 1974 of approximately 900 hours. Projecting the December monthly average over the next six months at a conservative valuation of \$2.50 per hour, we conclude the value of this program year's voluntary services to be in the vicinity of \$75,000.

The Information Center Unit has reached 96% of its anticipated volunteer mobilization, with a one-year projected mobilization of 72 new volunteers. Information requests are increasing rather steadily as is the Unit's efficiency: 23% of requests were handled the same day this year compared to 19% last year, while the percentage of requests requiring over 10 days to handle dropped from 38% last February to 19% by this October. Follow-up studies reveal some non-utilization by clients of transmitted information. Indications suggest inadequate referral techniques by other Court staff. Volunteer morale is good. Unit is effective, well run, and responsive, developing significant new resources including a major reading tutoring program with Temple.

The Youth Employment Unit is the SSO unit most in demand by other Court staff. The Unit has mobilized 150% of its anticipated volunteer level projected for the year. In this year's first six months, 369 referrals were made to job openings. One hundred seven (107) client youth were hired after Unit counseling, 38 as a result of direct Unit referrals, 69 on their own. A new clinic program has been developed to improve client preparation for world-of-work and to cut down on lag between job openings and clients hired. Supervision within the Unit is unsteady with some resulting morale problem among volunteers. Participating client satisfaction is high.

The STEPS Unit has achieved only about one-half of what were essentially unrealistic anticipated results concerning the number of Senior-Junior matches, although quality of service provided is excellent. As of the end of February, there are 42 Senior Members and 51 Junior Members--of which there are 24 matches. Recruitment is concentrating heavily in lower-middle to middle income Black areas in order to provide effective matches, areas hard hit by the economy. Also, some lingering but now dispersed confusion by Court staff on the STEPS role had curtailed Junior referrals. Group programs for those unmatched appear effective and especially valued by Juniors awaiting their match. Client satisfaction is enthusiastic. Volunteer morale is very high, especially among Senior Members. The Unit is well-supervised and effective in dealing with its clients. Recruitment perspective is now more realistic.

Other ancillary volunteer services benefited from a volunteer mobilization rate more than double the anticipated 20 for the year. Results have been more than satisfactory as far as other Court personnel are concerned.

In general, Special Services Office is very well run. Morale is generally high among both paid and non-paid staff, with uniquely positive inter-relations between both groups. Volunteers are appropriately assigned and effective. Some desire for more cross-unit contacts and understanding was expressed, an appropriate request. The feelings of clients are overwhelmingly positive, with a firm belief in almost all cases that they had been helped in one specific way or another. Overall quality of SSO planning, administration, and budgetary control is excellent and highly responsible.

RECOMMENDATIONS: Immediate

- (1) (Practicality of Objectives) Scale down STEPS Unit Objectives to react and maintain between 75 and 100 matches by December 31, 1975.
- (2) (Project Operations) An in-house assessment of the Youth Employment Unit supervisory situation by the Special Services Office and the Family Court with firm plans to alleviate the situation drawn up and submitted.
- (3) (Project Operations) Design an interim plan to ensure the opportunity for every Youth Employment Unit volunteer to participate in a group staff meeting with the Supervisor at least once a week, with volunteers rotating responsibility for establishing the meeting agenda, to be added to the Supervisor's own agenda.
- (4) Assign two or three Information Center Unit volunteers to follow up with the requesting party within three days all directly client-related information transmitted in order to determine whether additional assistance may be needed in helping the client utilize the information. Assist caseworker in planning further short-term follow-up, and log results for future review.
- (5) (Project Operations) Arrange a Special Services Office inter-unit volunteer staff meeting at least once every three weeks. Two sessions may be required so that all can attend at least one, such sessions to run one to two hours and to review Unit objectives and progress, as well as to discuss common concerns and issues related to the Office's goals and objectives.

RECOMMENDATIONS: Intermediate

- (1) (Operations and Costs) Allocate approximately an additional \$1,000 to \$1,500 to STEPS and Youth Employment Units in order to provide transportation and program subsidies for participating clients (and Senior Members).
- (2) (Project Costs) Allocate additional funds or, alternately, require Court of Common Pleas to allocate additional space in the Special Services Office headquarters so as to provide at least three or four additional interview rooms, one equipped with a telephone, in which confidential counseling and discussions can be undertaken in an atmosphere of privacy.

RECOMMENDATIONS: Project Continuation

- (1) We find the Special Services Office Project to be performing a unique service in a very well above average fashion.
- (2) We recommend full refunding of this Project contingent upon the implementation of the Immediate Recommendations noted above.

SECTION II: PROJECT ACTIVITIES

A. Goals and Objectives

The original goals and objectives of the Project and the problem that the Project was to alleviate can best be described by excerpting from the original proposal:

The Problem:

"The administration of justice is the concern and responsibility of all of our citizens. Court volunteer programs enable the citizen to become involved in a meaningful direct service role. In turn, the court can capitalize on a diverse array of skills in support of its services. The public is often unaware of progressive movement taking place in the justice system. By bringing citizens into the Philadelphia Family Court through a volunteer program, public knowledge and understanding of the administration of justice will be enhanced. Open participation in attaining constructive ends increases public confidence in the court system, a basic ingredient in the success of our judicial system. Goodwill is spread by volunteers who learn about the court and its goals and see firsthand the dedication of people working within it and become acquainted with the problems involved.

"Lay people, desiring to provide service, often feel that they have no opportunity to involve themselves in a service that directly affects the community at large. They may have scanty knowledge of how to offer their services or how they will be welcomed.

"The proposed Special Services Office of the Family Court provides the mechanism which will give citizens the opportunity to be part of a program that will bring help to the individual offender, assistance to Court Personnel, personal gratification to the volunteer and the potential to contribute constructively to lessening the problems of crime and delinquency in our city. The proposal has a sound experiential base in the court's past use of volunteers. The projected program, by a broad and imaginative use of volunteers, will enable Philadelphia to continue its leadership in initiating innovative treatment programs.

"In light of the costs of comprehensive court services and the magnitude of the problem, volunteer help, whether in a one-to-one service or in any of the manifold support

possibilities, is a welcome contribution. Volunteers are not a substitute for trained professional staff, rather they provide a supplementary facet to treatment, otherwise unavailable. They give the Court the invaluable resource of time; the opportunity to concentrate on a necessary task for the time it takes to effect change or arrive at a solution. The Court client immediately recognizes that here, at last, is an individual prepared to demonstrate continuing concern with his problems."

The Results Anticipated:

"Three major results are anticipated:

(1) The program, almost by definition, will involve citizens in the Philadelphia justice system. This should result in a new and healthy public relations movement, with information on services and innovations spreading throughout the community. Citizen volunteers should be able to create a new impression of the court as an institution attempting to serve the community and welcoming constructive citizen involvement. In measurable terms, the following numbers of volunteers are anticipated:

- (a) In the second project year, approximately 150 one-to-one volunteers should be trained and assigned.
- (b) In the second project year, the Information Center should involve a minimum of 75 volunteers.
- (c) In the second project year, the Vocational Skills [Youth Employment] Unit should involve at least 50 volunteers;
- (d) In the second project year, the Special Services Office should involve at least 20 other volunteers in assorted ancillary services to Court staff or clients.

(2) The Volunteer Program should prove beneficial to Court staff in several ways. Top examples are:

- (a) Providing concrete information on resources useful to clients, and to judges for dispositions.
- (b) Providing concrete job placement services for juveniles.
- (c) Providing volunteers to give individualized attention to selected offenders as additional treatment facets to the probation experience.

(3) The Volunteer Program should aid in prevention of delinquency and reduce recidivism. It will test the theory that personal interest in and time devoted to individual offenders provide support and motivation toward positive actions."

B. Project Activities

1. Central Administration

Administration of a project using large numbers of volunteers with widely varying time commitments, competencies, functional objectives, cultural or professional backgrounds, and personal goals is an extremely complex task. Besides the obvious general administrative responsibilities of staff supervision, program planning, maintenance of appropriate records and reports, and public and community relations, the Coordinator of the Special Services Office (hereinafter, SSO) has also undertaken general volunteer recruitment and orientation, intra-Court liaison and education as to SSO services, college liaison relative to student-volunteer field placements, specialized fund-raising for selected needs, and the ever-important role of morale booster for paid and non-paid staff alike.

The Coordinator has continually interpreted the SSO's function both within and outside the Court while remaining responsive to new needs and requests for services from throughout the Court system. Her continued and regular publication of the INSIDER newsletter as well as her succinctly prepared monthly reports are also invaluable sources of information on the role and operation of the Office. Under her immediate direction there is a Coordinator Aide and Secretary, who round out the Central Administrative Unit. Besides assisting the Coordinator (and STEPS Supervisor) in various administrative, planning, and liaison functions, the Coordinator Aide also supervises the volunteers in the Intake Assistance Project noted below. The Secretary discharges full clerical and stenographic responsibilities while supervising a number of Office Aides who assist with filing, typing, flyer preparations, and general office work.

Also operating out of the Central Administrative Unit are several supportive services distinct from the three major service units and not large enough in themselves to merit separate supervision. Most of these services have been developed in response to requests from various Court personnel. The Intake Assistance Project, newly developed in July, places and supervises volunteers in the Intake Unit of the Youth Study Center, where they provide invaluable reception and information services to clients waiting for interviews, as well as background data verification, 8:30 a.m. to 4:30 p.m. five days a week. The central unit also recruits, screens, places, and monitors

Research Aides who work with Court Program Analysts in the Court's Correctional Group Counseling and Counseling and Referral Service offices, gathering and analyzing a wide variety of statistical data. As the SSO is administratively responsible for all non-paid volunteers anywhere in Family Court, the central unit also recruits, screens, and assigns Interns to sophisticated counseling responsibilities in probation and other Court branches, where they receive all necessary day-to-day supervision. Still another new activity of the SSO's central unit, just getting underway in early February in response to Court pleas, is the Detention Areas Activity Project, in which skilled volunteers conduct assorted activities to constructively occupy detained youths while awaiting Court hearings. Finally, the central unit engages a number of volunteer Library Aides and Artists to assist the SSO and certain other Court branches in information organization, design, and communication.

One highly significant activity this current program year which was jointly undertaken by all SSO staff and about 50 available volunteers from all units was the conduct of "Redefinition Day" in mid-December, an all-day seminar devoted to the clarification of purpose, goals, problems, and proposed solutions for the Office and each unit.

2. Information Center

The Information Center has continued to expand and update its information resource file on a mind-boggling range of subjects covering such areas as summer camps, pregnancy service, counseling for teenage alcoholism, tutorial services, procuring eyeglasses, and so on almost ad infinitum. Many of its services are rendered the same day they are requested and often within the same phone call, while others require an investigation of several days.

One of the most frequent requests has been the location of remedial reading services for client youth. As a result, the Information Center developed a pilot Tutorial Remedial Reading Project this fall in conjunction with the Secondary Education Department of Temple University. Eighteen Temple students were matched through the Information Center with eighteen Court-referred youth in need of basic reading skills. Fourteen of the matches continued until the end of the semester in December, after which the Information Center initiated an extensive evaluation of the effort.

Finally, an important ongoing activity of the Unit has involved the periodic conduct of follow-up studies to determine the end result of the information services provided and ways in which such services can be more effectively utilized in the future.

3. Youth Employment Unit

The Youth Employment Unit concentrated the bulk of its activities on job development and counseling. Job development activities have continued to involve considerable personal canvassing by phone or face-to-face of various businesses identified by the want ads, word-of-mouth tips, previous contacts, or simply the yellow pages. While some organizational approaches, such as through the Chamber of Commerce and similar groups, have been moderately helpful, the direct-approach has been found to be more productive though very time consuming as well.

Counseling activities involve screening and motivating referred youth prior to sending them out for job interviews. This is a critical and difficult task in most cases. And, it is complicated by an extremely heavy flow of referrals to the Unit from the various Court branches. Locating the youth and succeeding in getting him to come down to the Unit for counseling can be very frustrating and doubly so when apparent job openings identified or generated through the Unit are being filled by non-Court-referred youth.

In recognition of these difficulties, the Unit redesigned its focus in late 1974 to concentrate less on immediate job development and more on intensively preparing client youth for the whole world-of-work milieu, with additional emphasis given to handling the whole application process. In late January, an eight-part series of clinics designed to meet these critical needs began, with a slowly mushrooming rate of attendance on the part of the client youth. Intensive follow-up activities have also been initiated to ensure increased youth participation, while individual counseling sessions were continuing in certain cases. One related activity of considerable significance has also been the design, development, and pre-testing of a more discriminating Work Motivational Inventory by one of the student volunteers which is expected to ensure a more appropriate employment match when implemented in March.

4. STEPS

The STEPS Unit of SSO is designed to provide highly individualized attention to Court-referred youth through a stable, culturally compatible one-to-one relationship with a volunteer adult. As the recruitment of such selectively screened adult volunteers has been slower than expected, the STEPS Unit has introduced various group counseling programs and activity workshops, covering such topics as auto mechanics and a Sports Rap Session with two Philadelphia Eagles football players followed by dinner. Junior and Senior Members, both matched and unmatched, share in these common activities which foster social awareness, positive self-feelings, and the beginning of alternative group identification.

However, much of the STEPS Unit's activity has focused on careful, persistent efforts to recruit neighborhood men who can empathize with the

referred youth while still providing a positive adult model and a dependable friendly relationship. As most of the referred youth are Black, there is a special effort to recruit Black men to work with them. Besides recruitment, a careful study of both Junior and Senior Member pools is needed before the process of effecting a "match" can be completed. There are several unmatched Juniors and Seniors, who are still waiting for the appropriate "opposite number" to come along, in terms of locale, compatibility, needs-resources, and mutuality of interest. Thus, in addition to recruiting and matching processes, a third major area of activity has been the stepped up efforts to encourage more Court staff referrals of youth to STEPS so as to enlarge the pool from which potential "matchable" Juniors might be drawn.

Other important STEPS activities have included the publication of a newsletter, The Stepping Stone, to assist in recruitment, illustrate encouraging STEPS matches, provide notice of events and activities of potential interest to Junior and Senior Members, and facilitate the ongoing cultivation of recreational and cultural resources willing to donate passes, facilities, or meals for STEPS members to use together.

SECTION III: EVALUATION ACTIVITIES

A. Nature, Extent, and Timing of Evaluation Activities

As already noted, evaluation activities took place in November, December, and February, with the most intensive work occurring in February. These activities have involved a careful analysis of monthly reports, verified and expanded by access to and use of SSO raw data files, SSO internal program analyses, randomly selected client case records, and numerous structured interviews and surveys of volunteers and clients, as well as frequent conversations with paid staff and extensive on-site observations.

Our approach for this Re-Funding Evaluation Report has been essentially to determine trends in the delivery of services and the mobilization of volunteer resources, as well as to broadly construe the client impact of these services and to assess general management performance and overall interaction of Project components. More detailed inquiries into impact on Court operations, community understanding of Court role and function, and preliminary impact on juvenile delinquency recidivism will be addressed in the final Follow-Up Report due during the final month of the Project.

The time expended on evaluation activities to this point has been 16 professional days, of which ten were on-site, leaving approximately six days to complete the Follow-Up Report.

B. Data and Information Used

As noted previously, our information has been drawn largely from data in various stages of organization on hand in the SSO files. Additionally, we constructed certain information blocks of our own from various log books and unit counts available throughout the office. All SSO statistical data on file were current for the last six months of 1974, and there were additional reservoirs of unprocessed statistical data for January and part of February that we have reviewed in forming our narrative on Project analysis. Cross-checking and other attempts at verification suggested overall accuracy of SSO information, although a few minor anomalies did occur. In general, for our limited purposes, we found SSO information accurate and reliable (in the non-statistical sense of that word).

As indicated in the Executive Summary, we also utilized extensive on-site observation and contacts with staff, volunteers, and clients. Structured interviews of a confidential nature with 26 volunteers were conducted in February (see Form I), while written questionnaires were administered to another 22 volunteers in December (see Form II). Finally,

brief interviews, also of a confidential nature, were held with 15 volunteers (see Form III) as available through the Youth Employment and STEPS Units. Innumerable efforts to reach client youth either in person or by phone were met with repeated frustration and failure. As a result, we managed personal interviews with several clients as they came in to SSO for the World-of-Work Clinics. It is not inconceivable that this grouping might, by virtue of its domination by youth motivated enough to attend the clinics, not be entirely representative of Youth Employment Unit clients as a whole. STEPS clients, however, were called from a list of every third Junior Member, although interviews were only held with those at home or those who returned the call. In addition to clients and volunteers, numerous unstructured interviews were conducted with Project staff, especially the Coordinator.

The cooperation of Project staff and volunteers in obtaining this subjective but rich feedback was critical.

Feedback from November and December on-site visits was given to the Coordinator at the time of the visit. In both cases, the subject matter was primarily concerned with planning for and digesting the mid-December Redefinition Day referred to earlier, and Project reaction was open, responsive, and positive. Feedback during the two weeks of intensive February on-site investigations was provided almost daily. This stage of the evaluation started to reveal to the evaluators administrative problems in one particular unit. The Coordinator's response to this input was appropriately decisive, resulting in special supervisory conferences and unit meetings to deal with some of the issues raised (although it should be noted here that the evaluators' perceptions of the situation served mainly to confirm and crystallize a judgment of the Coordinator which she had raised in the past with her superiors). The evaluators are confident that further decisive actions on this matter by the Coordinator will be forthcoming as soon as more specific recommendations can be formulated which are supportive of the total SSO operations over the medium and longer term.

SECTION IV: PROJECT RESULTS AND ANALYSIS

A. Information Center Unit

1. Results

The Information Center Unit mobilized 36 new volunteers during the last six months of 1974, which represents 96% of its anticipated results when projected over a year's time. As no numerical measures were given to define the other relevant anticipated result of "providing concrete information on resources useful to clients, and to judges for dispositions," it is not difficult to say that this anticipated result too was achieved. However, let's take a closer look at some of the activities of the Center.

Table 1 shows the combined monthly and six-month totals for Information Center services as well as requests by source. Though January and February data is not included in the totals, their upsurge seems to indicate the impact of the January series of intensive and repeated liaison sessions conducted with Court staff by the Coordinator and her unit supervisors in order to acquaint Court personnel of SSO resources.

Table 1 also shows us that about 23% of the requests were handled the same day. It is interesting to compare the first quarter of this Project period (July-August-September) with January-February-March of 1974 with respect to turnaround time. The average number of requests taking over 10 days to handle ran about 38% in last year's sample period as compared to only 19% during the first quarter of this Project year. The Information Center appears not only to be increasing its information services in response to more requests but increasing its efficiency as well at least as far as turnaround time is concerned.

There is a small cloud in this picture which emerges when one analyzes the follow-up studies performed by the Unit to determine the use that is made of the information actually forwarded to the other Court personnel. In cases where the information requires a response by the client, only a small proportion (about 20%) actually gets utilized by the juvenile clients themselves. The reasons vary, but most often they are due to insufficient information given to the Unit by the Court person in the first place, lack of motivation by the juveniles themselves in following up the information, and poor referral techniques (without encouragement or check-back) by the Court person in "passing on" the information. Our investigation of the raw data from these follow-up studies does confirm a degree of waste by some Court personnel of some of the outstanding efforts of the Information Center volunteers. The SSO is aware of this problem, and steps are being explored to see how SSO can help other Court personnel make not only more use of the Center's resources but more appropriate use as well, particularly when it involves the needs of juvenile clients.

2. Impact and General Comments on Unit

In trying to gauge the impact of the Information Center on the "problem" stated at the outset, we have chosen to rely on the expressed views of its volunteers, especially with respect to their enhanced knowledge of the Court system and their own assessment of and satisfaction with their work as part of the Information Center. A careful review of the Written Survey (Form II) for Information Center volunteers does suggest a decided sense of satisfaction on their part as well as a sense of learning more about the way the Court and community agencies work. Clearly, the impact on the "problem" of this Unit cannot be definitively gauged at this early date, although there are clear signs of positive movement toward such impact.

In general, the Information Center Unit appears, in the evaluators' judgment, to be a well-run operation with effective leadership. Volunteer morale is good, though there are occasional expressions of boredom with some of the tedious aspects of resource development. Steady progress toward increased, more efficient, and relevant service is apparent.

B. Youth Employment Unit

1. Results

The Youth Employment Unit must deal with many factors beyond its control in an era when general unemployment is growing ever more widespread. Court referrals to this Unit are understandably the highest of all Units, while the aptitude and motivation of those referred is seriously impaired. The situation has built-in opportunities for frustration on the part of all concerned: youth, volunteers, staff, businesses, and referring Court personnel.

Nevertheless, the largest problem for this Unit was not in finding enough job openings but in adequately preparing client youth for the job and the job application process itself. Table 2 shows that during the six-month period in question, there were 369 referrals made to job openings generated through the Unit. A total of 107 client youth were hired during the same period subsequent to counseling, although only 38 were hired as a result of a direct referral to the above-mentioned openings. The other 69 obtained employment on their own, although it must be noted, usually after receiving a substantial amount of job counseling and orientation through the Unit.

Moreover, with respect to "anticipated results" as far as volunteer mobilization is concerned, the Youth Employment Unit is well ahead of target objectives, having activated 39 volunteers or 150% of the originally projected number (50) for the whole year. The average competence and skill level of this Unit's volunteer corps is also impressive.

2. Impact and General Comments on Unit

With respect to the placement difficulties encountered in the Unit's activities, analysis by administrative staff and many of the volunteers themselves seems correctly to have indicated a four-fold problem: (1) indiscriminate acceptance of Court referrals to the Unit, causing unfocused attention on a caseload growing out of control of the limited number and skills of the volunteers available (451 cases without jobs were carried into January from December); (2) indiscriminate retention of cases inappropriate for continued service; (3) the mistaken assumption that probation staff would be providing substantial motivational support, with the result that there was insufficient counseling, orientation, and preparation of clients for the job world in general and the application process in particular; and (4) inappropriate referral of clients to particular jobs and job settings.

Accordingly, considerable redirection was initiated late last year and has begun to crest during January and February of this year. Specifically, the following processes to deal with these difficulties are underway:

- (1) Reduction of active caseload to about 200 by March 1st:
This is being accomplished by aggressively weeding out through transfer or closure, inappropriate, disinterested, or unresponsive youth and by a two-month (January-February) shut-down of all intake into the Unit, per an agreement with appropriate Court personnel.
- (2) More intensive outreach and individual counseling with active cases.
- (3) The development and implementation of an eight-part series of clinics on the world-of-work and preparation for entry therein. These clinics began operations in late January and feature a wide-ranging orientation to all aspects of employment, utilizing intensive practice, role-playing, and trial-and-error approaches.
- (4) The development of tests for more appropriately screening, matching, and placing client youth in compatible and realistic employment settings. A revised Work Motivation Inventory was developed by one of the college volunteers with the consultation of a number of clinical and vocational professionals within and outside the Court. Pre-testing has been successfully completed and it is expected to go into operation in early March.

The built-in difficulties of the Youth Employment Unit have been complicated by the uneven supervision provided to the Unit by the Vocational Skills Supervisor. Through in-depth interviews with ten of the Unit's volunteers, an overwhelming dissatisfaction with the supervisory assistance and training was revealed to the evaluators. Careful probing, observations, and analysis of Unit records have convinced the evaluators that this dissatisfaction and the generally poor morale noted uniquely among Youth Employment Unit volunteers is not due solely to the external difficulties besetting job placement efforts in these times. Unit supervision has been hesitant and sometimes slow to respond to obvious difficulties. A significant number of volunteers feel "at sea" from time to time and frustrated that their substantive concerns and questions are not always dealt with meaningfully or forthrightly.

These supervisory difficulties, while real, are by no means fatal to the Unit's work. A review of its accomplishments in the face of uncommon obstacles attests to that. But, it is precisely because of such inherent obstacles that aggressive, confident supervision is so important. The nascent redirection of the Unit as described earlier is entirely appropriate, but there is reason to believe that such redirection would have been implemented sooner had there been more consistent supervision.

It is recognized that there have also been some extenuating circumstances which have affected the quality of the Unit's supervision, including the Supervisor's month-long illness this past fall. However, discreet inquiries have indicated that this situation has not gone unnoticed nor unreported by the Project Coordinator. Varying preoccupations and perceptions by other branches of the Court have not facilitated the necessary intervention in the situation up to this point. In the meantime, the Coordinator has had to spend a disproportionate amount of her time providing back-up support to the Unit Supervisor. Clearly, this is an area in an otherwise positive picture which needs decisive intervention in the next several weeks and months.

C. STEPS Unit

1. Results

The STEPS Unit mobilized 35 new volunteers during the last six months of 1974, of which 20 were new Senior Member Volunteers. Together with the 21 Senior Members carried over from June 1974 and five who were terminated (three because of job relocation), this means there were 36 active Senior Members at the end of 1974--of which 24 are now matched. Junior Member recruitment likewise has built steadily though slowly through the first half of the current Project year. During the last half of 1974, 32 new Junior Members joined the 11 carried over from June, resulting in 41 active Junior Members at the end of 1974 (two Juniors terminated, one because he was no longer

interested, the other as a result of finding employment outside the Philadelphia area making his STEPS membership, which is voluntary, difficult to continue).

Table 3 illustrates the Senior and Junior recruitment and match activity through January. The table does not indicate pending applicants who still must complete a series of careful screening interviews before they are accepted into the pool of active members, from which matches can subsequently be made. As a result of increased recruitment activities, both organized and informal, both Senior applicants and Junior referrals have increased sharply during 1975 with the result that approximately 35* new applicants and referrals were pending completion of the screening process at the end of February, of which 17 are new Senior Member applicants. This suggests a continuing increase in the rate of Juniors and Seniors being matched in the weeks and months ahead.

With respect to the "anticipated results" of having 150 one-to-one volunteers "assigned" (matched) by July 1975, the STEPS unit is clearly behind schedule. In the light of current progress and intensified recruitment procedures within both Court and community, the evaluators project an approximate total of 75 matches by the end of the current program year--about one-half of the anticipated results. There are, however, considerations which, in the evaluators' view, downplay the significance of this log. These considerations will be discussed in the sub-section immediately following.

With respect to the other, more general anticipated result of giving "individualized attention to selected offenders as additional treatment facets to the probation experience," the STEPS Unit appears to be on target. From a review of case records of Junior Members, matched and unmatched, as well as probing interviews with several Junior and Senior Members supplemented by specific case discussions with the Unit Supervisor and the chief volunteer caseworker, the evaluators' judgment is that the quality of the service being rendered is of a high calibre.

Matches are not rushed into. Once they are made, there is continuing tangible support from the Unit through such items as tickets to various public events and programs and meal vouchers at popularly priced restaurants. These resources are generated through active solicitation by the "in-house" STEPS Unit Volunteers of larger community contacts and resources.

*There is some confusion in the evaluators' data on the exact number of pending Junior Members. In seeking the most up-to-date statistics on this matter, we were dealing with a good bit of raw cumulating data not yet tabulated for February. Our notes indicate a current range of from 13 to 25 pending Junior applicants as of the end of February.

Moreover, matches have received continuing follow-up and consulting support of the STEPS staff, both individually and in group programs as well. The implementation of the evaluators' first-year recommendations concerning regularity of STEPS contact and procedures for ongoing monitoring and reporting of the relationships has paid off. While many of the relationships "hit it off" right from the start, a number have had to weather some strains and mutual testing--and have done so successfully. Only one match has been terminated because of a breakdown in the relationship, and this one was due to the nearly complete failure of the Senior Member to meet his time commitment to the Junior Member. The Junior Member has asked to be assigned a new Senior and remains active as an unmatched participant in the meantime.

Expressed satisfaction on the part of both Senior and Junior Members was high. All four Seniors interviewed were emphatic in their resolve to continue and to volunteer again when their current commitment is completed, and two of these were involved in relationships that had encountered difficulty in their earlier stages. Their perceptions of the problem, their patient long-range view of things, and their use of STEPS resources reflected favorably on their STEPS orientation, training, and continuing support. Junior Members were likewise enthusiastic. Even one Junior who has been waiting about four months for a match was delighted with the group activities and the sense of concern he experienced at STEPS, comparing it with what he considered to be the alternately disinterested and "hassling" attention he perceived he got from his probation officer. Or, as another Junior summed it up: "STEPS is good: not too loose and not too strict. They really care about me."

It appears to the evaluators that surely, if slowly, the recruitment of the special type of adult needed is developing momentum. Appropriately, most of the recruits are Black, and most of them are working at blue collar jobs. A few have recently become unemployed and still maintained their commitment. Participation for most of the Senior Members does involve a considerable economic and leisure time sacrifice, a factor which has inhibited a larger recruitment so far. (Especially with respect to the current economic strains generally, this sacrifice is all the more impressive, although it does suggest an area where additional programmatic financial resources for such things as transportation and joint activities might be brought to bear as a means of spurring participation and mitigating some of the hardship involved.) But, it is clear that careful preparation is beginning to pay off with increasing numbers of both Junior and Senior applicants to the program in recent weeks. We feel this is a situation where success will breed success, both in the communities where participants originate and among Court staff who see concrete results in the juveniles on their caseload.

2. Factors Leading to Different Results

Our judgment is that over-optimistic projections during the planning process, together with external events and situations, are the major factors underlying the lag behind "results anticipated" for the STEPS Unit. Reviewing early records and documents and discussing the situation with staff reveal that difficulty in recruiting from a primarily Black male population of a broadly bridgeable background and similar geographical residency was expected. However, the difficulties involved were even more pervasive than expected. Furthermore, they were complicated by a drastically contracting economy which has hit first and most tellingly on the very community base the Project has sought to tap.

External to the SSO Project but within the Court structure itself, there has been a lingering, though gradually diminishing, confusion as to how STEPS services actually differed from ongoing probation and other Court services. This confusion has been exacerbated by the fact that STEPS matches have been predicated on a 12-month relationship basis, while most juvenile probationary periods in Family Court are for six months. Consequently, a number of probation officers were reluctant to refer cases, fearing this represented an extension of the probation commitment. STEPS has reiterated the voluntary nature of its service, and in recent months the message seems to be getting through. In addition, STEPS has begun to reassess some of its cases and is now projecting some of the matches on a six-month period. Continuing interpretation of its service as well as flexibility in making necessary adjustments has begun to ease the Junior referral problem, not to mention the growing positive impact which Court staff are beginning to notice with respect to their cases that are also in STEPS.

The STEPS staff have attacked these difficulties with thoughtful persistence, yet without panic and without sacrifice of program quality or objectives. The difficulties are real, but, in the evaluators' view, they are about what one might have expected in a unit which is not yet 12 months old. The STEPS staff, concept, and basic approach are sound and should be continued.

3. Impact

Again, in dealing with a unit which is even younger than an already young Project, impact is a conjectural commodity. The next 12 months should give stronger indications as to the community response and the relative "performance" of STEPS youth when compared to non-STEPS youth of an otherwise similar status.

By the spring of 1976, follow-up studies should be able to develop rather telling indications of the respective legal and coping behaviors of all youth ever serviced in STEPS and an appropriately controlled group of non-STEPS youth. As for community impact, summer 1975 should give us some more

reliable basis on which to judge some of the Unit's impact, using stability of Senior Member commitment and accelerating recruitment rates as key indicators.

Preliminarily, however, the Unit's impact appears positive and encouraging.

D. Other SSO Volunteer Services: Results and Impact

Table 4 indicates the mobilization of all other volunteers in assorted ancillary services to Court staff or clients. There was a net mobilization (i.e., less terminations) of 24 volunteers, of which 22 were under direct SSO supervision and two were supervised by other Court branches. Overall, there were 42 new volunteers placed in such services during the period. Projected over a one-year period, we can anticipate a net mobilization of close to 50 volunteers, which is more than double the anticipated result of 20 such volunteers.

These volunteers perform valuable services, especially the Intake Assistants and Interns, who provide direct-service to Court clients in the Intake and Probation Departments, respectively. Independent evaluator assessment of this performance and impact was not feasible for this report, but a review of the related correspondence indicates considerable satisfaction, after some initial false starts, all around.

E. Overall SSO Results and Analysis

1. Results and Impact

Overall, with the exceptions and concerns already noted above, the SSO is achieving a more than satisfactory portion of its anticipated results. Overall impact on the problem stated is difficult to measure statistically at this still young stage of the Project, although sufficient numbers are beginning to emerge to allow preliminary assessments in this area. The evaluators expect to focus most of the final Follow-Up Report in this area, with only an updating on management performance questions being provided. Based on assorted subjective input of a rather consistent nature, as well as some very limited data now beginning to emerge, it is quite safe, in the evaluators' view, however, to expect a more demonstrably positive impact to emerge during the balance of this calendar year.

2. Other General Considerations

Besides the foregoing, there are a few additional considerations on the nature and satisfaction of the volunteers, the views of clients themselves, and general administration which merit some attention.

(a) Volunteer Feelings

By and large, the volunteers average slightly younger than last year, although file information in some respects was not easily discernible because of multiple assignments or transfers and occasionally missing data. We do not see the age trend as particularly significant one way or another at this point. It does reflect a continuing reliance on students, especially in the non-STEPS units where an intensely personal client relationship is not essential as in STEPS matches. The racial structure of the volunteer group as a whole almost evenly divided between Black and White, with slightly more than 50% Black. While this does not correspond to the heavily Black majority among juvenile Family Court clients, it is nonetheless an excellent achievement in the evaluators' view. Moreover, the placement and concentration of Black volunteers takes into proper consideration the particular kinds of services being rendered by different units. It is recognized, however, that recruitment of Spanish-speaking volunteers still lags behind the need which the Family Court clientele would seem to indicate.

With respect to volunteer satisfaction, there was overwhelming approval of the spirit in which SSO paid staff related to them. In only two out of 24 cases did volunteers indicate they felt they were treated with any less respect or accorded any appropriately less responsibility than paid staff. A similarly high percentage spoke of the effective general orientation they received, and a smaller majority noted how much better they understood the workings of Family Court as a result of their experience. Volunteer dissatisfaction only reached significant levels (in this case, somewhat over 50%) with respect to the training and supervision they received in the Youth Employment Unit. In general, however, volunteer satisfaction was decidedly positive.

A significant though minority number of volunteers did express mild dismay with the occasional tedium of their assignments, particularly the resource developers in the Information Center and the job developers in the Youth Employment Unit. Also noteworthy were the requests of a number of volunteers in the SSO offices to have more inter-unit meetings, communications, and understanding of developments throughout the whole office.

In general, the volunteers feel needed by the SSO, expressed more delight as more responsibility was placed on them, and seemed genuinely appreciative of the relations and spirit conveyed by the Office as a whole. The overwhelming majority would, if given the opportunity again and if money were not a factor, volunteer again.

(b) Client Feelings

The major impression that stands out from client interviews in both Youth Employment and STEPS is the strong feeling of genuine care and concern

which nearly everyone experienced from staff and volunteers. Clients perceive counseling sessions at SSO to be much more relaxed and "real" than in other Court settings. It seems clear that the absence of time and authority-image pressures pleases the youth; yet three also commented on the fact that SSO persons don't make easy promises and "follow up on what they say." Most of the volunteers do not clearly perceive SSO as an integral function of the Court, but most do correctly perceive their participation in SSO programs as voluntary. These are the reactions of primarily participating youth, but they do nevertheless indicate the positive attitudes which a setting of concerned, time-available counselors can effect.

(c) General Administration

The administrative structure and functioning of the SSO as a whole is sound. While the Coordinator is an energetic leader, she has been careful to seek to regularize procedures, operations, and liaisons so that organizational relationships will mature and not become dependent on one individual or person-ality.

A solid base of achievement and progress is being established in the SSO, with the result that more and more non-Court, community-based calls for information or to offer help are coming in each month. A positive impact on the "problem" stated by the overall SSO seems to be emerging as it becomes more and more the nerve center for citizens interested in Court involvement.

3. Efficiency of Results

It is the firm position of the evaluators that the results achieved could not have been achieved through any non-volunteer alternative allocation of resources. With approximately 30,000 volunteer hours of service expected this Project year, we doubt that anything near similar results could have been achieved had the Project allocated its \$82,000 budget to a non-volunteer special services program.

4. Comparative Efficiency

The SSO has achieved comparable or better results than programs using similar volunteer methods in all of its aspects, except possibly the Youth Employment Unit. The results of the Youth Employment Unit cannot yet be adequately compared given the extremely unfavorable job market of this past year or so. However, it is our judgment that its results are sufficiently comparable and promising of significant improvement, through its new clinic approach and its establishment of more aggressive outreach and follow-up services to clients and their probation officers, to compare favorably. We think all units of the SSO should be continued.

In the absence of the SSO Project, we think the Family Court would have missed a significant opportunity to demonstrate sensitive and effective intervention in the lives of troubled youth, while beginning to deal with the gaps and fears that exist between Court and community. The Project is clearly beneficial to Court, community, and client--all of whom would be worse off without it.

6. Budget Critique

(a) Personnel

Over 90% of the budget covers assorted personnel costs. The Project personnel are qualified and are performing according to application requirements, with the possible exception of the Vocational Skills Supervisor. We recommend an early inquiry into this situation by the SSO and the Family Court Division to see what specific actions might be taken. Firm steps to shore up the quality of that Unit's supervision are essential if the promising new direction described previously is to take hold in the difficult months ahead.

(b) Personnel Positions and Salaries

All positions provided for in the budget appear necessary to Project performance, and all positions have been filled during the whole period of the current Project year. All salaries are appropriate and in scale with Court practices as well as other similar projects in the community, with the Coordinator's budgeted salary appearing slightly lower than competitive rates if anything.

(c) Other Expenditures

The other expenditures appear not only necessary to the Project, but in some cases insufficient. We are particularly concerned that not enough funds seem available to reimburse client and Senior Member transportation costs, to defray some of the activity costs involved in STEPS matches, and to subsidize program activities for both the Youth Employment and STEPS Units.

(d) Unit Cost

The projected cost for this current Project year is \$2.75 per unit-hour of volunteer time (\$82,670 divided by 30,000 volunteer hours).

SECTION V: RECOMMENDATIONS

A. Project Objectives

We recommend a more realistic scaling down of STEPS objectives to a maintenance level of between 75 and 100 matches per year by December 31, 1975. Once that figure is reached, to go beyond would seem to require additional paid staff to effectively administer all the added responsibilities and supportive services involved.

B. Project Operations (Short Term)

1. Youth Employment Unit (#1)

An in-house assessment of the Youth Employment Unit supervisory situation by the Special Services Office and the Family Court with firm plans to alleviate the situation drawn up and submitted.

2. Youth Employment Unit (#2)

Design an interim plan to ensure the opportunity for every Youth Employment Unit volunteer to participate in a group staff meeting with the Supervisor at least once a week, with volunteers rotating responsibility for establishing the meeting agenda, to be added to the Supervisor's own agenda.

3. Information Center Follow-Up on Service Utilization

Assign two or three Information Center Unit volunteers to follow up with the requesting party within three days all directly client-related information transmitted in order to determine whether additional assistance may be needed in helping the client utilize the information. Assist caseworker in planning further short-term follow-up, and log results for future review.

4. Inter-Unit Volunteer Staff Meetings

Arrange a Special Services Office inter-unit volunteer staff meeting at least once every three weeks. Two sessions may be required so that all can attend at least one, such sessions to run one to two hours and to review Unit objectives and progress, as well as to discuss common concerns and issues related to the Office's goals and objectives.

C. Project Operations and Costs (Intermediate)

1. Program Subsidy Monies

Allocate approximately an additional \$1,000 to \$1,500 to STEPS and Youth Employment Units in order to provide transportation and program subsidies for participating clients (and Senior Members).

2. Office Space Increase

Allocate additional funds or, alternately, require Court of Common Pleas to allocate additional space in the Special Services Office headquarters so as to provide at least three or four additional interview rooms, one equipped with a telephone, in which confidential counseling and discussions can be undertaken in an atmosphere of privacy.

D. Project Evaluation and Continuation

We find the Special Services Office Project of the Family Court Division to be performing a unique service in a very well above average manner.

Accordingly, we recommend full refunding of this Project, contingent upon the implementation of the Short-Term Recommendations noted above.

E. Implications for Governor's Justice Commission Policy

This Project and our positive evaluation of it reinforce the Governor's Justice Commission's goal of seeking to develop a whole range of juvenile justice alternatives both within and outside of the formal justice system. This Project and its continuation would also seem consistent with Commission policy of involving citizens in the development, improvement, and safeguarding of their local law enforcement and criminal justice processes, and ultimately in the reduction of crime itself.

February 1975

Table 1

INFORMATION CENTER UNIT CASE ACTIVITY

Monthly and Cumulatively, July through December 1974

| | July | Aug. | Sept. | Oct. | Nov. | Dec. | TOTAL | % | (Incomplete) | |
|-------------------------------|------|------|-------|------|------|------|-------|---------|--------------|------|
| | | | | | | | | | Jan. | Feb. |
| New Resources Added to File | 85 | 88 | 58 | 45 | 53 | 41 | 312 | | (60) | (--) |
| Requests for Service | 51 | 34 | 39 | 52 | 37 | 39 | 252 | (100%) | (70) | (85) |
| Requests Handled Same Day | 16 | 1 | 4 | 10 | 17 | 11 | 59 | (23.4%) | | |
| Source of Requests: | | | | | | | | | | |
| Probation | 17 | 16 | 21 | 14 | 12 | 22 | 102 | (40.4%) | | |
| Counseling & Referral Service | 17 | 4 | 5 | 11 | 12 | 5 | 554 | (21.5%) | | |
| Other Court Staff | 8 | 11 | 11 | 20 | 9 | 3 | 62 | (24.5%) | | |
| Court Administration | 0 | 0 | 0 | 3 | 1 | 1 | 5 | (2.0%) | | |
| Judges | 3 | 0 | 0 | 1 | 0 | 0 | 4 | (1.5%) | | |
| Community | 6 | 3 | 2 | 3 | 3 | 8 | 25 | (10.0%) | | |

Table 2

YOUTH EMPLOYMENT UNIT CASE ACTIVITY

July 1, 1974 through December 31, 1974

| | |
|--|-----|
| Cases Continued from June | 310 |
| New Cases Accepted | 382 |
| Referrals to Job Openings | 369 |
| Clients Hired: | 107 |
| (Hired through direct Unit referral: 38) | |
| (Hired on own after Unit counseling: 69) | |
| Clients Losing Jobs | 6 |
| Cases Closed or Withdrawn | 192 |
| Cases Continued into January: | 490 |
| (Holding jobs: 39) | |
| (Awaiting jobs: 451) | |
| New Businesses Contacted by Phone or in Person | 312 |

Table 3

STEPS SENIOR AND JUNIOR RECRUITMENT AND MATCH ACTIVITY

Monthly and Cumulatively, July 1974 through January 1975*

| | Carried Over from 6/74 | July | Aug. | Sept. | Oct. | Nov. | Dec. | Six- Month TOTAL | Cumulative Net** TOTAL (12/31/75) | Jan. | Cumulative Net** TOTAL (1/31/75) |
|---|---------------------------------|------|------|-------|------|------|------|------------------------|--|------|---|
| Senior STEPS Members (volunteers) | 21 | 1 | 0 | 9 | 0 | 5 | 5 | 20 | 36 | 6 | 42 |
| Junior STEPS Members (Court referrals) | 11 | 7 | 0 | 7 | 5 | 6 | 7 | 32 | 41 | 10 | 51 |
| MATCHED Members (Senior and Junior) | 2 | 3 | 2 | 5 | 4 | 3 | 2 | 19 | 21 | 7 | 24 |

* Note inclusion of January totals.

** "Net" totals reflect terminations.

Table 4

SSO VOLUNTEER MOBILIZATION IN OTHER SERVICES*

Monthly and Cumulatively, July through December 1974

(terminations indicated in parenthesis)

| | (Carried over from June) | July | August | September | October | November | December | 6-Month TOTALS |
|---|--------------------------------|-------|--------|-----------|---------|----------|----------|-------------------|
| Under Direct SSO Supervision | [2] | 5 (2) | 0 (3) | 23 (0) | 4 (1) | 2 (0) | 0 (6) | 34 (12) |
| Under Supervision of Other Court Personnel | [1] | 0 (1) | 0 (0) | 6 (2) | 1 (0) | 0 (1) | 1 (2) | 8 (6) |
| TOTAL OTHER VOLUNTEERS | [3] | 5 (3) | 0 (3) | 29 (2) | 5 (1) | 2 (1) | 1 (8) | 42 (18) |

FORM I

INTERVIEW GUIDE FOR VOLUNTEERS

1. How long have you been with the Special Services Office?
2. How long do you plan to stay, and what was the length of your commitment?
3. What were some of the job assignments that you handled?
4. What kind of training assistance and orientation did you receive?
5. Do you feel that the program was explained thoroughly?
6. How did you happen to hear about the program, and what convinced you to volunteer?
7. What were your reasons for volunteering for this program?
8. Is the program satisfying these reasons?
9. How do you feel you are treated by the staff, and what is your reaction to and observation of the other volunteers?
10. What has been your greatest personal satisfaction since being with the program?
11. Are you getting the supervisory support that you need?
12. What are the particular problems and difficulties that you have encountered?
13. What were your perceptions to the Court prior to joining the program, and have they changed?
14. Do you have any specific suggestions or recommendations?
15. What is your overall evaluation of the program?
16. Would you volunteer again for this program?

February 1975

FORM II

WRITTEN SURVEY OF SPECIAL SERVICES OFFICE VOLUNTEERS

1. How long have you worked at the Special Services Office?
2. How did you learn of this program?
3. In which unit do you work primarily?
4. What is (are) your principal assignment(s)?
5. Do you find your assignments satisfying? Yes ___; Somewhat ___; No ___.
Please explain your response: _____

6. In what ways have you benefited from your association with the Special Services Office? _____

7. Would you please rate the quality of services being provided by the Special Services Office on the scale below and use the following space to explain your answer:
Very Good ___; Good ___; Average ___; Poor ___; Very Poor ___.

8. Regardless of your previous answer, could you suggest ways in which the services of this Office could be improved? _____

(Use other side as needed.)

December 1974

FORM III

INTERVIEW QUESTIONNAIRE FOR CLIENT YOUTH

- 1. Name: _____
- 2. Age: _____
- 3. Sex: 1) Male 2) Female
- 4. Race: 1) Black 2) White 3) Other: _____
- 5. Date Referred to SSO: _____
- 6. Referral Made by: 1) Probation Officer 2) Court Psychologist
3) Judge 4) CRS
5) Defenders 6) Other: _____
9) Don't know
- 7. Date of First Contact with SSO: _____

Now I am going to ask you some questions about the SSO (Unit name) and its staff. In the first question, I would like you to pick one of four answers.

- 8. Would you say the staff you worked with at SSO (Unit name) were very concerned and interested in you and your problem, only somewhat concerned (just doing their job), or not really concerned at all?
1) Very concerned
2) Only somewhat concerned
3) Not really concerned
9) Don't know

FOR STEPS ONLY

Would you say the Senior STEPS Member you worked with was very concerned and interested in you and your problem, only somewhat concerned (just doing his job), or not really concerned at all?

- 1) Very concerned
- 2) Only somewhat concerned
- 3) Not really concerned
- 9) Don't know

FORM III (cont.)

- 9. Why do you say that? In what ways did they show this (concern) (unconcern)?

- 10. Do you think the staff at SSO were helpful to you in a real way?
1) Yes 2) No 3) Neither 9) Don't know
- 11. Why do you say that? In what ways were they helpful to you in a real way?

Now I would like to ask you about the Family Court.

- 12. Do you think the SSO is a part of Family Court or a separate program?
1) Part of Family Court 2) Separate Program
9) Don't know
- 13. Were you treated any differently here than in Family Court? (In what ways?)

- 14. Could you drop out of the SSO (Unit name) program if you wanted?
1) Yes 2) No 9) Don't know
- 15. Is there anything you'd like to see done to improve the SSO (Unit name)?

February 1975

END