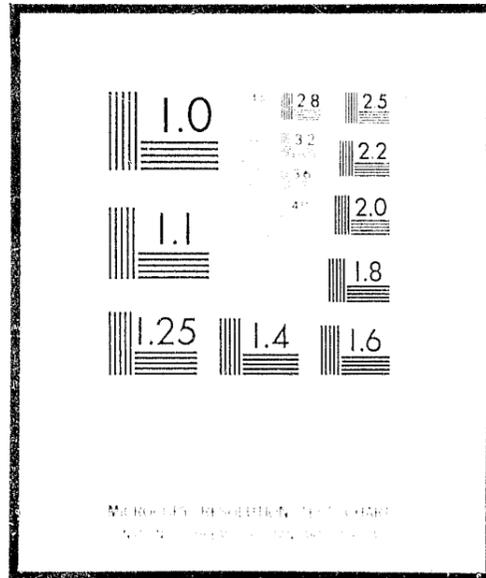


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COMMONWEALTH OF VIRGINIA
DEPARTMENT OF CORRECTIONS
DIVISION OF PROBATION AND PAROLE SERVICES

District #10 Program Evaluation

May 15, 1976

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DIVISION OF PROBATION AND PAROLE SERVICES

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INTRODUCTION

In recent years the number of individuals referred to probation and parole agencies has increased dramatically, particularly in large urban areas. Urban growth seems to be accompanied by rising crime rates. Rising crime rates, coupled with the contemporary emphasis on community-based correctional programs as alternatives to incarceration, have swamped many probation and parole offices with client referrals and investigative requests.

District #10, within the Division of Probation and Parole Services of the Virginia Department of Corrections, exemplifies the plight of urban probation and parole offices. This district is located in Northern Virginia, and borders the District of Columbia and the state of Maryland. Being so close to Washington, D.C., this area exhibits the greatest degree of both industrial and population growth in Virginia. In January 1965, six officers in District #10 supervised 334 persons, and conducted 47 investigative reports. In January 1976, 29 officers in this District supervised 1,392 clients and conducted 182 investigations. As of April 1, 1976, the total number of clients under supervision had risen to 1,676; and, in March 1976, the officers conducted 217 investigative reports.

In order to adequately meet the needs of the rising number of cases being referred, District #10 has been the recipient of LEAA funding. The main objective in the LEAA grant has been to employ 15 probation and parole officers to supplement the State positions serving the Northern Virginia area in order to reduce the workload per officer to 60 units. Officer units are computed by multiplying investigations by 3 and adding the number of cases under supervision to the weighted investigation units. The obtained figure is then divided by the total number of officers. This method differs slightly from the method the Division of Probation and Parole uses, which entails multiplying pre-sentence reports by 5, and other investigations by 3. However, the reporting procedures used in the '60's differ from those in current use. For comparable data, all reports are weighted the same. By slightly altering the formula, projections of officer units are under-estimated!

Other specific objectives of this grant have been to establish a Community Supportive Services Coordinator, to establish an ex-offender who would serve as a Parole Aide and to utilize student interns as para-professionals. Each program objective is assessed by both qualitative and quantitative data collected and compiled for this report.

The evaluation design, questionnaire format, data collection, and all analyses contained in this report were done by Ms. Bonnie Koontz of this agency's Program Development Services component.

The reader of this report is cautioned that generalizations to other districts in Virginia cannot be made from the data herein presented.

R. J. Polisky
Assistant Director

ABSTRACT

District #10, which serves the Northern Virginia area for the Division of Probation and Parole Services of the Virginia Department of Corrections, has been the recipient of LEAA funding since March 1972. The specific objectives of Action Grant #75-A2988 were to employ 15 probation and parole officers in order to reduce the workload per officer to 60 units, to establish a Community Services Coordinator, and to utilize students as probation and parole aides. Each program objective is assessed by both qualitative and quantitative data. The results are summarized below:

Office workload reduction should impact two specific areas: indirect services or reporting services for the courts and the Parole Board; and direct services to clients, supervision and counseling services. In order to assess whether the extra positions specified in the grant award have affected the quality and the quantity of direct and indirect services to clients, questionnaires were devised and distributed to judges presiding over the circuit courts in the Northern Virginia area, the Parole Board, and the officers employed in the District #10 office. Each questionnaire relates to that particular group's perception of the quality and quantity of client services.

The data compiled suggest that the quality and quantity of both direct and indirect services to clients increased as a result of the personnel augmentation provided for in the grant award. The circuit court judges indicated that both the quantity and quality of pre-sentence reports have increased since March 1972. The Parole Board indicates that the quantity of reports submitted to them has been greater, though they perceive no increase in the quality and accuracy of the information contained in the reports since March 1972. Finally, though no direct comparisons between indicators of service delivery can be ascertained from the officers between the two time periods, the indicators utilized suggest that the officers feel effective when they have smaller caseload sizes.

Another objective specified in the grant award includes the establishment of a Community Services Coordinator. The role of the coordinator and the probation and parole aide assigned to work with the Coordinator entails performing liaison functions between probation and parole officers and various resources within the community. Specifically, the officers refer the clients to the Community Supportive Services Component which, in turn, refers clients to the appropriate community resources.

In order to evaluate the Community Supportive Services Unit in District #10, data have been collected from both sets of users. Probation and parole officers and the clients who utilize the referral services. The data were obtained from attitudinal items concerning the Community Supportive Services component included in the previously cited officer questionnaire and from a questionnaire mailed to a sample of clients who had been referred to the component.

The evidence gathered suggests that the Community Supportive Services Component in District #10 is providing necessary services to both probation and parole officers and clients. Officers and clients are becoming more aware of potentials in the community to ease the re-socialization process of the client.

The student intern program in District #10 was established to lessen the workload of the officers by using interns as probation and parole aides. Several questions on the officer questionnaire were included to ascertain if the student intern program was fulfilling its purpose. Overall, the officers in District #10 think that the student intern program does enhance daily office routines. However, it is not clear as to what services student interns do provide for the officers. Therefore, one might conclude that the questionnaire was not refined enough to indicate anything other than that the officers feel the student intern program is of value to District #10.

PROGRAM EVALUATION OF DISTRICT #10

Officer Workload Reduction

During January 1965, six officers in District #10 supervised 334 clients (probationers, parolees, and pardonees), and conducted 47 investigations of all types, yielding an average caseload per officer of 79.166. In January 1972, the same number of officers in the District handled an average caseload of 97.9. In March 1972, the grant award supplied an additional 15 officers to District #10. In January 1973, the caseload size per officer had decreased to 58.59 as a direct result of the personnel augmentation. In January 1976, the 29 officers in District #10 supervised 1,660 clients and completed 182 investigative requests yielding an average workload per officer of 82.709 units. Furthermore, it is projected that for January 1981, District #10 will be supervising in excess of 2,442 clients and conducting approximately 265 investigations.

Figures 1 and 2, and Table 1, summarize the increasing client referrals and investigation requests. Figures 1 and 2 express linear regression equations for client referral and investigation requests, respectively, over time. If all other influencing factors remain stable, the regression line represents the line of best fit for the data, and therefore the best means of prediction since the squared deviations from the line are minimal. The regression equations may be written as follows:

$$Y' \text{ (predicted variable)} = a + b_y X \text{ (known variable) where}$$

a represents the X intercept, and
 b_y represents the slope of the line.

Thus, for any X (time unit), Y' (client referrals or investigation requests) can be computed from the formula. The time units used for both equations in Figures 1 and 2 are the month of January for each year. The reported r (Pearson product moment correlation coefficient) represents the extent to which X and Y occupy the same relative position, or the extent to which they co-vary together. The $Sest_y$ (Standard Error of Estimate) indicates the amount of dispersion around the regression line. Its properties are similar to those of the standard deviation. For example, in Figure 1, $Sest_y$ is equal to ± 15 , and the predicted number of investigations for January 1981 is equal to 268. There is a 68% chance that the true number of investigations will fall between 253 and 283, a 95% chance the true figure will fall between 238 and 298, and a 99% chance the true figure will fall between 223 and 313.

Table 1 summarizes the trends in client referrals and investigation requests per officer in District #10. Average caseload units are enumerated for 1965 through 1976.

TABLE 1

Caseload Averages in District #10

Date	Number of Officers	Number of Clients	Number of Investigations	Average Caseload
1/1965	6	344	47	80.8
1/1966	6	325	53	80.7
1/1967	7	298	31	55.9
1/1968	7	355	59	76.0
1/1969	7	362	54	74.9
1/1970	7	386	58	80.0
1/1971	8	448	53	75.9
1/1972	10	680	97	97.1
1/1973	22	950	113	58.6
1/1974	23	1,145	104	63.3
1/1975	25	1,355	146	71.7
1/1976	29	1,661	182	76.1

Office workload reduction should impact two specific areas: indirect services or reporting services for the courts and the Parole Board; and direct services to clients, supervision and counseling services. In order to assess whether the extra positions specified in the grant award has affected the quality and the quantity of direct and indirect services to clients, questionnaires were devised and distributed to judges presiding over the circuit courts in the Northern Virginia area, the Parole Board, and the officers employed in the District #10 office. Each questionnaire relates to the particular group's perception of the quality and quantity of client services. Each group's subjective impressions will be discussed separately.

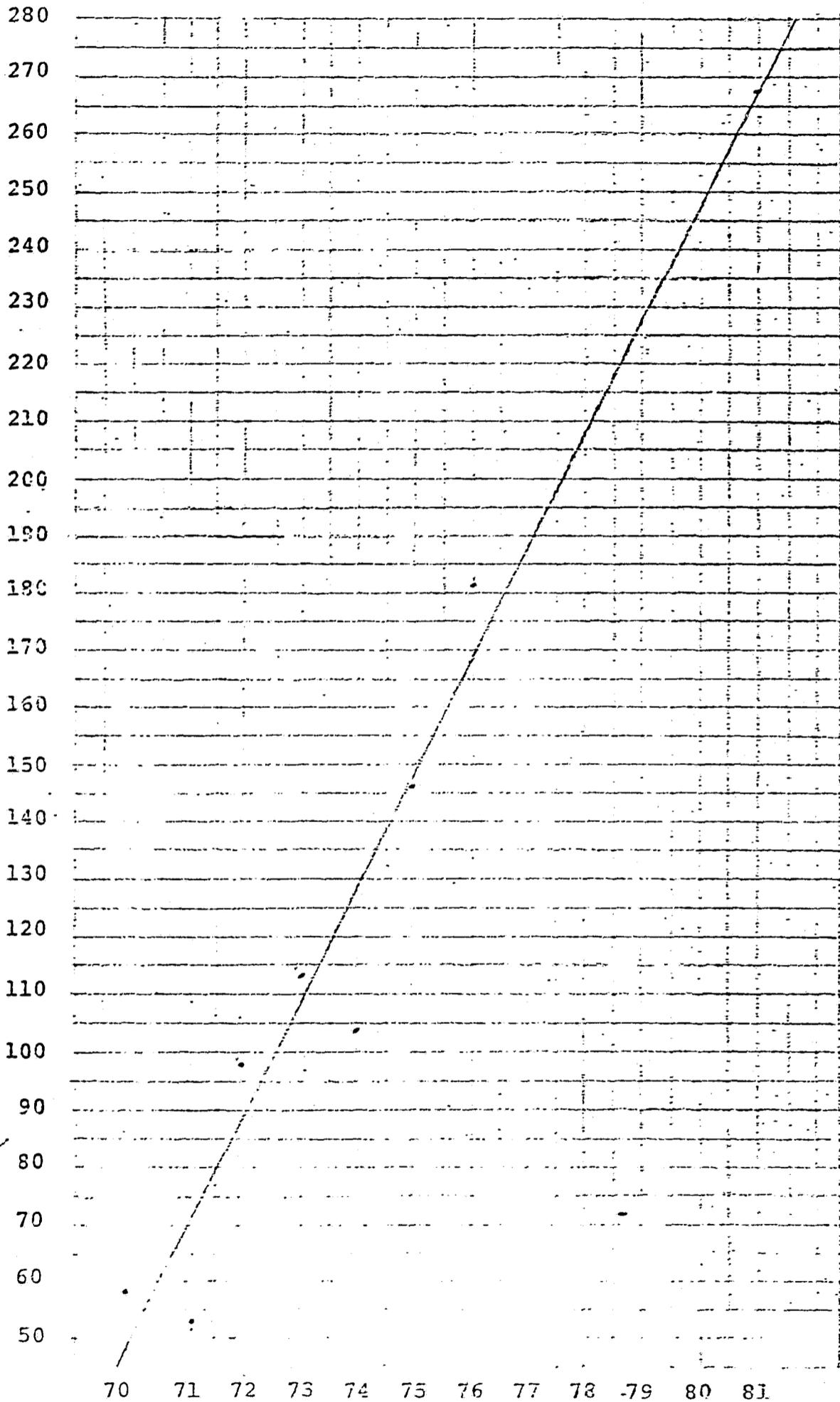
Judges' Perceptions:

A structured questionnaire was sent to the 16 circuit court judges presiding over District #10's probation and parole jurisdiction. Nine of the 16 judges completed the schedule, yielding a return rate of 56 percent. The questionnaire consisted of seven items, each of which asked the judges to rank an aspect of indirect client services before the grant went into effect, and since the grant has been in operation. The results are enumerated below:

- All nine of the responding judges indicated that pre-sentence reports had been provided by the requested completion date more frequently since March 1972 than prior to that date.
- Since the grant has been in operation, the average number of pre-sentence reports per month which were not completed on schedule was estimated to be less than 10 percent by 4 judges (44%), between 11 and 20 percent by one judge (11%), and between 31 and 40 percent by one judge. Three judges failed to give an estimation. Prior to March 1972, the average number of pre-sentence investigations requested per month which were not completed on schedule was estimated to be less than 10 percent by one judge (11%), between 11 and 20 percent by another judge (11%), between 21 and 30 percent by 3 judges (33%), and over 50 percent by one judge (11%). Once again, three judges (33%) did not respond to the item.

Figure 1

Regression of Monthly Investigations
on Time



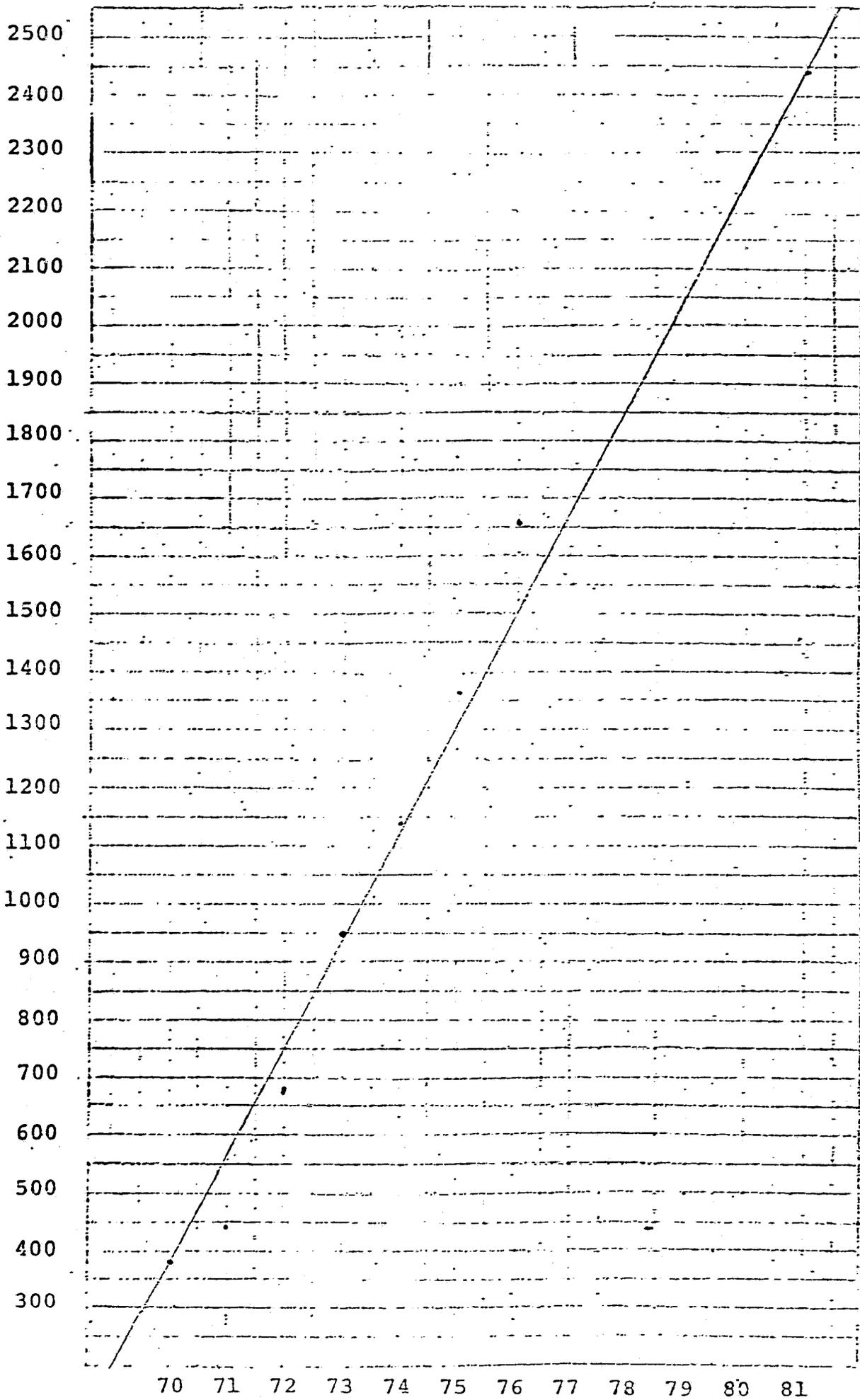
$$Y' \text{ (Investigations)} = a + byX \text{ (Time)}$$

a = 27.35
by = 20.06
r = .9451
Sest_y = ± 14.98

*Actual and projected figures are based on totals for the month of January for each year.

Figure 2

Regression of Monthly Client Caseloads on Time



$$Y' \text{ (Caseload)} = a + byX \text{ (Time)}$$

$$a = 198.51$$

$$b = 186.98$$

$$r = .8513$$

$$Sest_y = \pm 248.93$$

* Actual and projected figures are based on totals for the month of January for each year.

- Prior to March 1972, the percentage of time it was necessary to grant continuances due to the unavailability of pre-sentence reports was estimated to be less than 10 percent by one judge (11%), between 11 and 20 percent by 2 judges (22%), between 21 and 30 percent by two judges (22%), and over 50 percent by one judge (11%). Three judges failed to answer the question. However, since the grant has been in operation, the percentage of time it was necessary to grant continuances due to the unavailability of pre-sentence reports was estimated to be less than 10 percent by 6 judges (67%), and between 31 and 40 percent by one judge (11%). Two judges (22%) gave no response.
- Both prior to March 1972, and since the grant has been implemented, seven (78%) of the judges indicated that they relied very heavily upon information contained in pre-sentence reports in reaching a decision concerning sentencing and one judge (11%) stated that he did not rely very heavily on such information. One judge (11%) failed to respond.
- Three judges (33%) indicated that the quality and the accuracy of the information contained within pre-sentence investigations were excellent, while 6 (67%) indicated the quality and accuracy were good prior to the grant period. While the grant has been in operation, five judges (56%) rated the quality and accuracy of the reports as excellent, and 4 judges (44%) rated the quality and accuracy as good.
 - Ratings of "fair", "poor", or "unsatisfactory" were not given for either period.
- Eight judges (89%) stated that they felt the overall reporting services to the courts had improved since May 1972. One judge (11%) failed to respond.

The above results clearly indicate that these judges feel that court services have improved in two important aspects. Firstly, the expedience of providing reports has increased. The estimation of the percentage of incidences necessitating court continuances dramatically decreased during the period in which the grant was in operation. This, coupled with the increase in requests for investigative reports, has not affected the quality or the accuracy of the reports submitted. Secondly, according to the judges, the quality and accuracy of the information contained within the pre-sentence investigations slightly improved. However, these findings should be interpreted with caution. The sample size is too small to yield significant results of any kind.

Parole Board Perceptions:

As with the circuit court judges, a structured questionnaire was devised and distributed to members of the Parole Board and staff. This schedule contained five questions, each of which asked the respondents to rank an aspect of indirect client services before the grant went into effect, and since the grant has been in operation. Of the eight questionnaires distributed, five were returned yielding a return rate of 63%. However, the questionnaire did not distinguish between Parole Board members and their staff, so there is no way to tell how many of the five respondents were Parole Board members. The following results were ascertained from the questionnaire schedule:

- Two of the respondents indicated that investigative reports had been completed within the 30-day limit more frequently since March 1972, and two (40%) indicated that reports had not been completed more frequently since the personnel augmentation provided for by the grant. One person did not respond to the item.
- None of the five respondents indicated what percentage of all requested reports had not been completed on time, either before or after the grant went into operation.
- Prior to March 1972, one person (20%) rated the quality of reports received as excellent, one person (20%) rated the quality as good, and two respondents (40%) rated the quality as fair. Since March 1972, two respondents (40%) rated the quality and accuracy of reports received as good, and two members (40%) rated the reports as fair. One respondent (20%) did not respond to either aspect of the item.
- Both prior to March 1972, and since March 1972, two respondents (40%) stated that they relied very heavily on the information contained in the reports and two respondents (40%) stated that they relied heavily upon the information in the reports. One respondent (20%) did not respond.
- One respondent indicated that he felt reporting services in District #10 had improved since March 1972, while two (40%) indicated they did not feel there had been any improvement. One respondent stated that the quality of the reports had not improved, but that the time factor in report completion had improved. One respondent did not respond to the question.

The above findings suggest that Parole Board members and their staff do not feel that any significant changes have taken place since the inception of the grant. However, as with the judges' perceptions of reporting services offered by District #10, the reader should interpret these findings with caution since they are based on only a 63% return rate of a very small sample.

Officers' Perceptions:

A structured questionnaire was also administered to all of the 23 probation and parole officers employed in District #10 as of September 1975. The purpose of the schedule was to ascertain the efficiency and effectiveness of the officers in dealing with their clients and their reporting obligations.

Subjective impressions of the officers' effectiveness in coping with their clients and the needs of clients were chosen as the indicators of service delivery for several reasons. The major feature involves an officer's awareness of his clients' prognoses. The officer is in a position to note a client's progress at any given point in time. In fact, the officer is probably more cognizant of his own impact on a client than the client himself. Research studies have suggested that, when an individual is fighting off a deviant or stigmatic label, he goes through a process of deviance disavowal (Davis, 1961). In order to disavow this deviant label, the client is likely to attribute his successful conformity to societal norms to friends or family, rather than his probation or parole officer, since the officer is a constant reminder of a stigma the client is trying to shed. This process of deviance disavowal, however, does not mean that those things which the client associates with his stigma do not exert a positive influence over him. For this reason, the officers' perceptions of their clients perhaps are better indicators of impact on clients than the clients' feelings of the officer's influence over them.

Subjective ratings of officers as an indicator of successful service delivery also have been chosen over more common indicators such as rates of recidivism and rates of revocations. Though a reduction in recidivism and revocations might indicate increased or decreased service delivery, such measures are very limited. It is certainly possible to increase service delivery without decreasing recidivism or revocations. Rehabilitation is not an "all or nothing" process, despite current trends of viewing service delivery. Perhaps rehabilitation should be viewed as a continuum.

Before delving into the findings of the officer questionnaire, some points need clarification. The grant specifically states that one objective is to employ an additional 15 probation and parole officers to the State positions serving the Northern Virginia area in order to reduce the client caseload per officer to 60 units. Though this figure is the recommended caseload distribution offered by both the State and by N.C.C.D National Standards, research findings have neither substantiated nor refuted the appropriateness of this figure, nor any other figure as an optimum caseload size (Sparks, 1968). However, prior to the grant period, the average caseload in District #10 exceeded 89 work units per officer. Sixty marked a substantial reduction to strive for.

Unfortunately, no indicators of the officers' perceptions of service delivery existed prior to the grant period. Also, none of the responding officers had been employed as officers prior to March 1972. Therefore, no direct attitudinal comparisons can be drawn between time periods. However, an indicator comparable to conditions prior to the grant period can be derived by asking officers how increases and decreases in caseload size affect delivery of services to clients.

The questionnaire was designed to describe several aspects of service delivery to both clients and reporting services utilizers. Also included were subjective ratings for the student intern program and the Community Supportive Services Unit. Table 2 exhibits the findings drawn from the first section of the questionnaire. Officers were requested to estimate their current monthly caseloads*, and their largest and smallest caseload size for a one-month period. The results are reported in measures of central tendency and measures of dispersion.

Table 2

CASELOAD VARIATIONS FOR ONE MONTH PERIODS

Average Reported Caseload Size	Mode = 80 Median = 70 Mean = 64.52	Range = 51 with Lower Limit of 30 cases Interquartile Range Limits: 55 to 80 Standard Deviation = 16.115
Largest Reported Caseload Size for a One-Month Period	Mode = 85 Median = 85 Mean = 75.95	Range = 76 with Lower Limit of 30 cases Interquartile Range Limits: 61 to 88 Standard Deviation = 18.596
Smallest Reported Caseload Size for a One-Month Period	Mode = 50 Median = 50 Mean = 46.350	Range = 70 with Lower Limit of 6 cases Interquartile Range Limits: 40 to 64 Standard Deviation = 20.577

Of the 20 officers responding to the question regarding their largest caseload, 19 (95%) indicated that they could not deal as effectively with their

*Reflects client caseload only.

clients and their clients' needs with this larger caseload size as with their average caseload size. One (5%) stated that he could deal as effectively with the larger caseload. Of the 20 officers responding to the question regarding smallest caseload size, 20 (100%) indicated that they could deal more effectively with their clients and the needs of their clients with the smaller caseload size than their normal caseload size.

Table 3 (pages 11 and 11A) summarizes how the officers in District #10 estimate they allocate their work week. Once again, the findings are reported in measures of central tendency and measures of dispersion.

The second phase of the questionnaire dealt exclusively with subjective ratings of specific attitudinal items. Officers were asked to specify whether they strongly agreed, agreed, disagreed, or strongly disagreed with a set of statements. Each statement was designed to assess some aspect of service delivery to clients, service delivery to either the courts or Parole Board, attitudes toward student interns, and attitudes toward community supportive Services Component. The latter two will be discussed in separate sections. The results are summarized in Table 4 (pages 12, 12A and 12B).

From Tables 3 and 4, certain inferences can be drawn. Firstly, the majority of the officers in District #10 indicate that they are satisfied with the quality of service delivery to clients. This satisfaction with service delivery is somewhat enhanced when controlling for length of employment as an officer. Each of the response categories concerning officer satisfaction was given a numerical weight and correlated with the number of months of officer employment. The correlation coefficient obtained (r) was equal to .40, suggesting that there is a moderate degree of association between length of employment and satisfaction with service delivery to clients. In other words, those who have worked as officers for the longer periods of time are more likely to be satisfied

Table 3

AVERAGE NUMBER OF HOURS PER WEEK SPENT IN
VARIOUS OFFICER ACTIVITIES

Presentence Reports	Mode = 15 Median = 11.50 Mean = 11.14	Range = 33 with Lower Limit of 0 hours Interquartile Range Limits: 5 to 15 Standard Deviation = 7.34
Furlough Investigations	Modes = 0 + 1 Median = 1 Mean = 1.45	Range = 5 with Lower Limit of 0 hours Interquartile Range Limits: 0 to 2.33 Standard Deviation = 3.23
Other Types of Investigations	Mode = 5 Median = 4 Mean = 4.18	Range = 11 with Lower Limit of 0 hours Interquartile Range Limits: 1.5 to 5 Standard Deviation = 3.142
Supervising and Counseling Clients	Mode = 20 Median = 19 Mean = 18.86	Range = 46 with Lower Limit of 0 hours Interquartile Range Limits: 10 to 25 Standard Deviation = 9.40
Administrative Activities	Mode = 10 Median = 10 Mean = 9.71	Range = 28 with Lower Limit of 2 Interquartile Range Limits: 4 to 15 Standard Deviation = 6.77
Other Activities	Mode = 0 Median = 1 Mean = 2.71	Range = 11 with Lower Limit of 0 Interquartile Range Limits: 0 to 5 Standard Deviation = 3.12

Cont. p. 11 A

Table 3 (continued)

Extra Hours Per Week	Modes = 10 & 20 Median = 10 Mean = 12.10	Range = 17 with Lower Limit of 4 Interquartile Range Limits: 8 to 15 Standard Deviation = 5.37
Number of Months Employed as an Officer	Mode = 3 months Median = 10 mos. Mean = 12 months	Range = 39 with Lower Limit of 2 Interquartile Range Limits: 4 to 14 months Standard Deviation = 9.99

Table 4

OFFICERS' ATTITUDES TOWARD DIRECT AND INDIRECT CLIENT SERVICES

STATEMENT -- Investigatory work is far more important than client supervision and counseling.

<u>Responses</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Strongly Agree	0	0%
Agree	0	0%
Undecided	2	9%
Disagree	12	52%
Strongly Disagree	9	39%
Total	23	100%
No Answer (0)		

STATEMENT -- I prefer investigatory work to client supervision and counseling.

<u>Responses</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Strongly Agree	0	0%
Agree	4	18%
Undecided	3	14%
Disagree	8	36%
Strongly Disagree	7	32%
Total	22	100%
No Answer (1)		

STATEMENT -- I am not satisfied with the quality of the services that I provide to my clients.

<u>Responses</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Strongly Agree	2	9%
Agree	6	27%
Undecided	2	9%
Disagree	11	50%
Strongly Disagree	1	5%
Total	22	100%
No Answer (1)		

Table 4 (continued)

STATEMENT -- The pre-sentence reports that I submit to the courts play a vital role in deciding whether a client is placed on probation or incarcerated.

<u>Responses</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Strongly Agree	10	45%
Agree	12	55%
Undecided	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	22	100%
No Answer (1)		

STATEMENT -- Because of my excessive caseload, I am unable to adequately supervise and counsel my clients.

<u>Responses</u>	<u>Absolute Frequency</u>	<u>Absolute Frequency</u>
Strongly Agree	5	24%
Agree	9	43%
Undecided	2	9%
Disagree	5	24%
Strongly Disagree	0	0%
Total	21	100%
No Answer (2)		

STATEMENT -- A reduction in caseload size would not affect the quality of pre-sentence and other types of investigatory reports that I submit.

<u>Responses</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Strongly Agree	1	5%
Agree	8	38%
Undecided	0	0%
Disagree	8	38%
Strongly Disagree	4	19%
Total	21	100%
No Answer (2)		

Table 4 (continued)

STATEMENT -- Pre-parole reports are only formalities. The Board pays little attention to the information and recommendations of Probation and Parole Officers in making a decision to parole an inmate.

<u>Responses</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Strongly Agree	2	9%
Agree	8	36%
Undecided	8	36%
Disagree	3	14%
Strongly Disagree	1	5%
Total	22	100%
No Answer (1)		

STATEMENT -- I could handle a moderately larger caseload without affecting the expediency and quality of services provided to my current caseload.

<u>Responses</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Strongly Agree	0	0%
Agree	2	9%
Undecided	4	19%
Disagree	8	36%
Strongly Disagree	8	36%
Total	22	100%
No Answer (1)		

with their service delivery to clients. Other factors which appear to be moderately associated with service delivery satisfaction are number of hours per week spent in supervision and counseling of clients and larger caseload sizes. Those officers who spent the most amount of time engaged in supervision and counseling of clients appear to be more satisfied with services they are able to provide to clients ($r = .35$). Likewise, the officers carrying larger caseload sizes are more likely to be satisfied with the quality of services they deliver to clients ($r = .41$). This last relationship is somewhat spurious, for the officers with the larger caseload sizes are the officers who have been employed as officers the longest ($r = .56$). Secondly, though the bulk of the officers in District #10 appear to be somewhat satisfied with the quality of services given to clients, the data indicated that the majority of officers feel they could do a better job if their caseload sizes were smaller. Sixty-seven percent stated that they were unable to adequately supervise and counsel clients because of excessive caseloads, while 24% indicated that caseload size was not a hindrance to supervision and counseling. Thirdly, 72% of the officers suggested that increased caseload sizes would affect the expediency and quality of services provided to clients and 9% indicated increases would have no effect.

The data also suggest that the officers in District #10 think that their pre-sentence reports play a vital role in client sentencing. However, 57% stated that caseload size does not affect the quality of pre-sentence reports submitted to the courts, and 43% indicate that caseload size affects the quality of reports submitted to the courts. Thus, it can be inferred that the officers are satisfied with the quality of information they provide to the

courts, and this satisfaction is not highly related to caseload size, especially in view of the fact that 91% of the officers do not feel that investigations are more important than casework. In addition, only 32% of the officers are either undecided or prefer investigative work to casework. Regarding parole reports, 45% of the officers indicate they feel that the Board pays little attention to the information contained in them in reaching parole-related decisions, and 19% indicate that they feel the Parole Board uses the reports for decision-making. Thirty-six percent were undecided.

Officer Workload Reduction:

The data compiled from the three questionnaires administered to the circuit court judges, the Parole Board, and the officers in District #10 suggest that the quality and quantity of both direct and indirect services to clients has increased as a result of the personnel augmentation provided for in the grant award. The circuit court judges indicated that both the quantity and quality of pre-sentence reports have increased since March 1972. The Parole Board indicates that the quantity of reports submitted to them has been greater, though they perceive no increase in the quality and accuracy of the information contained in the reports since March 1972. Finally, though no direct comparisons between indicators of service delivery can be ascertained from the officers between the two time periods, the indicators utilized suggest that the officers feel more effective when they have smaller caseload sizes.

Community Services Coordinator:

Another objective specified in the grant award includes the establishment of a Community Services Coordinator. The role of the coordinator and the probation and parole aide assigned to work with the coordinator entails performing liaison functions between probation and parole officers and various resources within the community. Specifically, the officers refer their clients to the Community Supportive Services Component which, in turn, refers clients to the appropriate community resources. Also, the members of the Component perform public relations functions within the community and actively recruit potential resources for probation and parole clients.

In order to evaluate the Community Supportive Services unit in District #10 data have been collected from both sets of users: probation and parole officers and the clients who utilize the referral services. The data have been obtained from attitudinal items concerning the Community Supportive Services Component included in the previously cited officer questionnaire and from a questionnaire mailed to a sample of clients who had been referred to the component.

Table 5 (page 16) summarizes the officers' perceptions of the value of the Community Supportive Services Component. The results indicate that the majority of the officers utilize the services offered, that the officers feel the community resources do indeed benefit their clients and that most of the officers think that the Community Supportive Services Component can match the client with the appropriate agency better than an officer can himself. In addition, the Community Supportive Services performed approximately 38 public relations functions throughout the community, including speaking engagements and referral contacts.

Table 5

OFFICER ATTITUDES TOWARD THE
COMMUNITY SUPPORTIVE SERVICES COMPONENT

STATEMENT -- I utilize the services offered by the Community Supportive Services Component.

<u>Responses</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Never	0	0%
Occasionally	6	27%
Frequently	16	73%
Total	22	100%
No Answer (1)		

STATEMENT -- I feel that the clients I have referred for services to the Community Supportive Services Component have benefited from the services of other agencies.

<u>Responses</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Strongly Agree	6	29%
Agree	12	57%
Undecided	2	9%
Disagree	1	5%
Strongly Disagree	0	0%
Total	21	100%
No Answer (2)		

STATEMENT -- Since I am more familiar with my clients' problems, I find it easier to seek a service agency to refer the client myself than to bother with the Community Supportive Services Component.

<u>Responses</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Stongly Agree	0	0%
Agree	1	5%
Undecided	3	14%
Disagree	13	59%
Strongly Disagree	5	22%
Total	22	100%
No Answer (1)		

A structured questionnaire, designed to see if the clients felt they benefited from services received from community resources to which the Community Supportive Services Component had referred them, was mailed to a sample of 105 clients in District #10. A very low return rate of 32 percent was obtained. Therefore, for actual estimates of the number of client referrals by referral categories, please refer to one of the quarterly reports compiled by Herman Becker and Mike Mills in Appendix A.

The background information on the clients indicates that 94 percent of the sample were male, while only 6 percent of the clients were female. The average age of the 34 respondents was 28.18 years, with a standard deviation of \pm 8.61, and the average educational level was 10.74 years of school, with a standard deviation of 1.77. Table 6 (pages 18 and 18A) enumerates the findings based on client perceptions.

Based on the findings in Table 6, a few inferences can be made. Fifty-nine percent of the clients, who responded to the survey, indicated that they had indeed received services from community resource agencies, and that these services had been provided promptly. This percentage of people receiving services is somewhat enhanced considering that 44% of the service requests involved either vocational training or employment placement during this period of nationwide unemployment. Eleven (52%) of the 21 clients who indicated that they sought either vocational training or employment counseling stated that they received the needed services from agencies to which they had been referred. In addition, 42 percent indicated that the services were helpful, while 36 percent indicated that the services were not helpful. The rest were undecided.

Table 6

CLIENTS' PERCEPTIONS OF VALUE OF SERVICES PROVIDED BY COMMUNITY RESOURCES

<u>Type of Service Needed</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Employment Placement	10	21%
Vocational Training	11	23%
Vocational Testing	1	2%
Educational Services	3	6%
Medical Services	1	2%
Housing Services	3	6%
Psychological Services	2	4%
General Counseling Services	2	4%
Food Services	2	4%
Clothing Services	0	0%
Financial Services	7	15%
Other Services	2	4%
No Answer	4	9%
Total	48*	100%

<u>Client Contacted Agency to Which Referred</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Yes	30	91%
No	3	9%
Total	33	100%
No Answer (1)		

<u>Necessary Services Provided to Client</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Yes	16	59%
No	11	41%
Total	27	100%
No Answer (7)		

<u>Services Provided Promptly to Client</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Yes	17	59%
No	12	41%
Total	29	100%
No Answer (4)		

Table 6 (continued)

<u>Degree to Which Services Received Helped Clients</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Very Helpful	8	26%
Helpful	6	19%
Undecided	6	19%
Not Very Helpful	4	13%
Not Helpful at All	7	23%
Total	31	100%
No Answer (3)		

<u>Previous Community Resource Contact (Non-Community Supportive Services Related)</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Yes	6	19%
No	26	81%
Total	32	100%
No Answer (2)		

<u>Previous Community Resource Services Received (Non-Community Supportive Services Related)</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Yes	5	80%
No	1	20%
Total	6	100%
No Answer (28)		

<u>Persons Offering the Greatest Amount of Support and Guidance in Problem Solving</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Friends and Family	17	65%
Service Agencies	2	8%
Probation and Parole Officer	7	27%
Total	26	100%
No Answer (8)		

*Figure includes multiple referrals for same client

While 91% of the clients indicated they did contact the agency to which they had been referred, only 19% indicated any previous community resource contacts. Of this 19%, 80% indicated they had received some kind of services. Thus one may conclude that the Community Supportive Services Component is providing two vital functions for clients in District #10. One involves the dissemination of alternatives in problem resolution to clients, and the other involves channeling those clients, who will not take the initiative in problem resolution on their own, to appropriate resources.

Community Supportive Services:

The evidence gathered from the two questionnaires suggests that the Community Supportive Services Component in District #10 is providing necessary services to both probation and parole officers, and clients. Officers and clients are becoming more aware of potentials in the community to ease the resocialization process of the client.

Perceptions of Student Intern Program:

The student intern program in District #10 was established to abate the workload of the officers by using interns as probation and parole aides. Several questions on the officer questionnaire were included to ascertain if the student intern program was fulfilling its purpose. Table 7 (pages 20 and 20A) signifies the officers' perceptions of the use of student interns.

Table 7

OFFICERS' PERCEPTION OF VALUE OF STUDENT INTERN PROGRAM

STATEMENT -- Training student interns is so time-consuming and disruptive to normal routine that the program is not feasible.

<u>Responses</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Strongly Agree	1	5%
Agree	1	5%
Undecided	4	18%
Disagree	14	67%
Strongly Disagree	1	5%
Total	<u>21</u>	<u>100%</u>
No Answer (2)		

STATEMENT -- Utilization of student interns for performing daily routine work allows me to spend more time counseling and supervising my clients.

<u>Responses</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Strongly Agree	0	0%
Agree	8	47%
Undecided	6	35%
Disagree	3	18%
Strongly Disagree	0	0%
Total	<u>17</u>	<u>100%</u>
No Answer (6)		

STATEMENT -- Student interns provide valuable services to this district office.

<u>Responses</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Strongly Agree	4	17%
Agree	12	52%
Undecided	5	22%
Disagree	2	9%
Strongly Disagree	0	0%
Total	<u>23</u>	<u>100%</u>
No Answer (0)		

Table 7 (continued)

STATEMENT -- It is easier to do something myself than to explain the procedure to an intern and assign the task to him or her.

<u>Responses</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Strongly Agree	0	0%
Agree	7	35%
Undecided	4	20%
Disagree	7	35%
Strongly Disagree	2	10%
Total	20	100%
No Answer (3)		

STATEMENT -- Utilization of student interns facilitates effectiveness and efficiency of the routine operation of this office.

<u>Responses</u>	<u>Absolute Frequency</u>	<u>Relative Frequency</u>
Strongly Agree	3	13%
Agree	11	48%
Undecided	7	30%
Disagree	2	9%
Strongly Disagree	0	0%
Total	23	100%
No Answer (0)		

Table 7 points out that, overall, the officers in District #10 think that the student intern program does enhance daily office routines. However, it is not clear as to what services student interns do provide to the officers. The results indicate that only 47 percent of the officers feel student interns allow them to spend more time with clients and only 45 percent of the officers think that a task is not easier to do themselves than taking time to explain and assign it to an intern. Sixty-one percent of the officers indicated that student interns facilitated effectiveness and efficiency of routine office operations and 71 percent indicated that student interns provided valuable services for the office. Seventy-two percent of the officers disagreed that training of interns was too time consuming and disruptive to normal office routines. Therefore, one might conclude that the questionnaire was not refined enough to indicate anything other than that the officers feel the student intern program is of value to District #10. The exact nature of this value has not been assessed.

Appendix A
COMMUNITY SUPPORTIVE SERVICES MONTHLY REPORT

RE: CSSU #10 Quarterly Report for Period October 1, 1975 through
December 31, 1975.

Reference is made to the preceding Quarterly Report dated October 3, 1975.

The Table on Referrals under Follow-up Category (4) listed 13 referrals
pertaining to ten clients which were pending as of September 30, 1975.

These referrals were disposed of in October 1975, as follows:

Type of Referral	Follow-up Categories					Referral Totals
	(1)	(2)	(3)	(4)	(5)	
Job Placement	5	1	0	0	1	7
Job Training	3	1	0	0	0	4
Education	1	1	0	0	0	2
Financial Assistance	0	0	0	0	0	0
Medical-Psychological	0	0	0	0	0	0
Housing	0	0	0	0	0	0
Food	0	0	0	0	0	0
Clothing	0	0	0	0	0	0
Transportation	0	0	0	0	0	0
Other	0	0	0	0	0	0
Totals	9	3	0	0	1*	13

* Client in jail.

THE QUARTERLY REPORT: October 1, 1975 - December 31, 1975

I. Table on Referrals

Type of Referral	Follow-up Categories					Referral Totals
	(1)	(2)	(3)	(4)	(5)	
Job Placement	49	37	3	4	8	101
Job Training	22	6	1	0	1	30
Education	8	0	0	0	0	8
Financial Assistance	8	1	0	0	2	11
Medical-Psychological	7	0	0	0	2	9
Housing	9	2	3	0	1	15
Food	2	0	0	0	0	2
Clothing	2	0	0	0	0	2
Transportation	1	0	0	0	0	1
Other	10	0	0	0	0	10*
Totals	118	46	7	4	14**	189

* Legal Aid (3); Bonding Information (1); Veterans Administration Information (3); Small Business Loan Information(1); Restoration of Civil Rights(1); Placement Information for ACLU (1).

** In Jail (4); Not on Probation(1); Capable of Locating Job on His Own (2); Unable to Locate Housing in D.C. (2); Unable to Locate Funds in D.C. (1); No Crisis Existed (1); In Hospital (1); Absconding (2).

Follow-up Categories

- (1) Client received service(s) requested;
- (2) Client Failed to follow through;
- (3) Probation Officer did not use suggested service;
- (4) Referral for service is pending as of 12-31-75;
- (5) Closed for other reason (see ** above).

II. Addenda To Table On Referrals:

Number of Clients Referred.....158
 Number of Multiple Service Referrals..... 31
 Number of Referrals of Unemployed.....104

III. Resources Contacted:

Updating resources and developing new contacts is an ongoing process. Primary emphasis is placed on employment contacts which in view of the continuing economic depression is a most frustrating task.

Throughout this Quarter, CSSU established liaison with numerous community agencies, including such diverse organizations as The American Bar Association (ABA); AFL-CIO Offender Placement Program; Local Chambers of Commerce and various churches as well as citizen self-help groups.

The coordination between CSSU, the above mentioned groups coupled with the established resources, is the main stay of this Unit and continues to aid the community, the supervising officers and their clients to work together for the benefit of all.

IV. Public Relations:

The following contacts were made by the Coordinator and Assistant Coordinator:

(A) OCTOBER 1975

Discussion with Arlington County Sheriff concerning the newly established OAR - Arlington County. Follow-up with classification officer, Arlington County Detention Center as well as the proposed staff of OAR.

Visit to Northern Virginia Office of Commission on Career Research and Development for the purpose of clarifying various policies with this previously established resource.

Visit to Fairfax County Economic Development Authority for purpose of obtaining 1975-76 Directory of Business and Industry in that county.

Introducing AFL-CIO Offender Aid Specialist to various local officers for purpose of furthering liaison.

Visit to "Teen Corps" Office, Washington, D. C. for purpose of job training and job placement assistance for District #10 clients residing in D. C.; in the long run, this contact proved completely negative.

Visit to National Alliance of Businessmen Office, Washington, D.C.; it was determined that NAB could be of no material assistance to CSSU or District #10, except for providing literature.

Visit to office of AFL-CIO Offender Aid Specialist for purpose of clarifying policies and establish further liaison.

Visit to office of Executive Director of Manassas Chamber of Commerce concerning employment of ex-offenders.

Telephone contact with Northern Virginia Coordinator, Achievement Scholarship Programs for purpose of confirming existence of said programs for ex-offenders. Positive results are anticipated for CSSU referred clients.

Conference at American University, Washington, D. C. concerning HEW - Pride Scholarship Program for Ex-offenders. Four clients are currently enrolled in this program.

Visit to Director of Prison Project sponsored by American Bar Association, Washington, D. C.; although ABA cannot be of direct assistance to CSSU, the Director suggested possible avenues to be pursued for our purposes.

(B) NOVEMBER 1975:

Conference with Arlington County Sheriff concerning functioning of the County Work-Release Program and the feasibility of establishing a Northern Virginia Community Correctional Center.

Visit to "Health Information Exhibit" in Manassas. Contact made with Project Director of newly formed Prince William County ASAP. Information given to District #10 Alcohol Specialist for purpose to establish liaison.

Visit to Central Office; meeting with Planning Coordinator and his Assistant for purpose of clarifying questionnaire for CSSU clients in reference to grant renewal. Later, Assistant Coordinator, Michael W. Mills extracted sample population from all clients served by CSSU since November 1973 and was responsible for distributing said questionnaires to these clients.

During a major part of November 1975 prior to Thanksgiving, the Assistant Coordinator, upon the request of the Manassas Chamber of Commerce, held various meetings with Prince William County police officials, and District #10 professional staff for the purpose of determining the feasibility of allowing probation and parole clients to work as security guards and general construction crews for the filming in Manassas of an ABC television production to be televised nationally starting in January 1976. Once clearance was obtained, the Assistant Coordinator screened about 30 clients, selecting 13 for the purposes stated above. Full details and results can be found in the attached letter of December 20, 1975 from the Executive-director, Manassas Chamber of Commerce to Chief Probation Officer, District #10.

Appendix B
Circuit Court Judges Questionnaire

Your responses to this questionnaire will be reviewed by the Special Programs Planning Component of the Virginia Division of Probation and Parole. Please answer each question candidly. Your responses will be both anonymous and confidential.

1. Have pre-sentence reports been provided to you by the requested completion date more frequently since March, 1972 than prior to that date?

yes
 no

2. Considering the average number of pre-sentence reports requested per month, indicate what percentage of the reports were not completed on schedule both prior to and since March, 1972 by placing a P (prior to March, 1972) and a S (since March, 1972) by the appropriate percentage:

Less than 10%
 Between 11 and 20%
 Between 21 and 30%
 Between 31 and 40%
 Between 41 and 50%
 Over 50%

3. When requested reports were not provided on schedule, indicate whether you found it necessary to grant continuances to secure pre-sentence reports before sentencing both prior to and since March, 1972.

Prior to March, 1972 Since March, 1972

yes yes
 no no

4. Indicate the percentage of the time you found it necessary to grant continuances due to the unavailability of pre-sentence reports both prior to and since March, 1972 by marking a P (prior to March, 1972) and a S (since March, 1972) beside the appropriate category:

Less than 10%
 Between 11 and 20%
 Between 21 and 30%
 Between 31 and 40%
 Between 41 and 50%
 Over 50%

5. Rate the degree to which you relied upon the information contained in reaching a decision concerning sentencing both prior to and since March, 1972 by marking a P (prior to March, 1972) and a S (since March, 1972) beside the appropriate response:

Very Heavily
 Not Heavily
 Not at all
 Undecided

6. Rate the quality and the accuracy of the information contained within the pre-sentence reports prior to and since March, 1972 by placing a P (prior to March, 1972) and a S (since March, 1972) beside the appropriate response:

Excellent
 Good
 Fair
 Poor
 Unsatisfactory

7. Overall, do you feel that reporting services have improved since March, 1972?

yes
 no

4. Investigatory work is far more important than client supervision and counseling.
strongly agree agree undecided disagree strongly disagree
5. I prefer investigatory work to client supervision and counseling.
strongly agree agree undecided disagree strongly disagree
6. I am not satisfied with the quality of the services that I provide to my clients.
strongly agree agree undecided disagree strongly disagree
7. The pre-sentence reports that I submit to the courts play a vital role in deciding whether a client is placed on probation or incarcerated.
strongly agree agree undecided disagree strongly disagree
8. Utilization of student interns for performing daily routine work allows me to spend more time counseling and supervising my clients.
strongly agree agree undecided disagree strongly disagree
9. Because of my excessive caseload, I am unable to adequately supervise and counsel my clients.
strongly agree agree undecided disagree strongly disagree
10. A reduction in caseload would not affect the quality of the pre-sentence and other types of investigatory reports that I submit.
strongly agree agree undecided disagree strongly disagree
11. Pre-parole reports are only formalities. The Board pays little attention to the information and recommendations of Probation and Parole Officers in making a decision to parole an inmate.
strongly agree agree undecided disagree strongly disagree
12. Since I am more familiar with my client's problems, I find it easier to seek a service agency to refer the client myself than to bother with the Community Supportive Service.
strongly agree agree undecided disagree strongly disagree
13. Student interns provide valuable services to this district office.
strongly agree agree undecided disagree strongly disagree
14. It is easier to do something myself than to explain the procedure to an intern and assign the task to him or her.
strongly agree agree undecided disagree strongly disagree

15. I could handle a moderately larger caseload without affecting the expediency and quality of services provided to my current caseload.
strongly agree agree undecided disagree strongly disagree
16. Utilization of student interns facilitates effectiveness and efficiency of the routine operation of this office.
strongly agree agree undecided disagree strongly disagree

APPENDIX E

Community Supportive Services Client
Questionnaire Schedule

We understand that recently you have been referred to an outside agency by your Probation and Parole Office. Please answer each of the following questions honestly. Your answers will be both anonymous and confidential. When you have completed the questionnaire, please return it in the self addressed stamped envelope.

City or county of residence _____

Date of birth _____

Sex _____

Occupation
(If unemployed what was your last job?) _____

Last grade completed in school _____

What outside agency did your Probation and Parole Office
send you to? _____

Please respond to each of the following items by marking an X beside the appropriate response.

1. Did you contact the outside agency?

_____ Yes

_____ No

2. What type of help was this agency to provide?

_____ Employment Placement _____ Psychological Services

_____ Vocational Training _____ General Counseling Services

_____ Vocational Testing _____ Food Services

_____ Educational Services _____ Clothing Services

_____ Medical Services _____ Other

_____ Housing Services _____ Financial Assistance

3. Did this agency provide you with the services you needed?

_____ Yes

_____ No

7/11/68

END