



48503

1976 ANNUAL REPORT

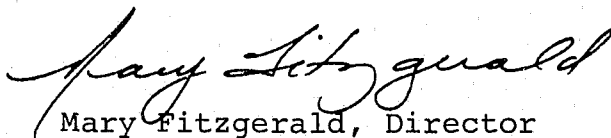
"PROGRESS IS THE SUM OF SMALL VICTORIES WON BY
INDIVIDUAL HUMAN BEINGS."

Bruce Catton

The progress made by Citizens Probation Authority for the past several years is the sum of "victories won" by individual clients, citizen volunteers, county commissioners, community leaders and staff members; each involved in the agency's development.

The contained 1976 Annual Report is the product of COMBINED EFFORTS made by staff and interested citizens. Special thanks is given to the efforts of citizen volunteers Marge O'Connell, Nancy Edmonds and Dr. Roger Wallace; and as well, to staff members Kirt Carter, Candy Clark, Bill Hanson, and Marlene Warman.

You are encouraged to refer any questions or observations regarding this report to:



Mary Fitzgerald, Director
Citizens Probation Authority
2414 Lake Street
Kalamazoo, Michigan 49001

TX 343-3189 or 383-8922

CITIZENS PROBATION AUTHORITY

An Alternative
To Prosecution
1976 Annual Report

CONTENTS

Citizens Advisory Board/Personnel	1
Organizational Chart	2
 The Process of Deferred Prosecution	 3
Process Flow Chart	4
 Not All Referred To CPA Are Accepted	 5
53% Accepted	6
 Shoplifters-Intensive Probation Term	 7
Serious Property Offenses-One Year Term	8
 Successful Clients Outnumber Unsuccessful	 9
87% Successfully Complete	10
 Facts About Clients	 11
Client Employment is Major Emphasis	12
 Clients Pay Restitution/PSF	 13
\$\$ Amounts Noted	14
 Student Interns Provide Services	 15
Citizen Volunteers-A Vital Link	16
 CPA Evaluates Its Services	 17
Agency Staff Performance.	18
 Cost Benefit Analyzed	 19
CPA Carries Smaller Price Tag	20
 Department Budget	 21
1976 Yearly Statistics	22
 1976 Monthly Statistics	 23
1976 Monthly Statistics	24
 Explanation of Terms	 25
Support For CPA From Citizens	26
 Support For CPA From Citizens	 27
Plans For The Future	28

*CITIZENS ADVISORY BOARD

*PERSONNEL

Judge Robert Borsos

Tom Centilla

Fred Davison

Pat Elliott

Reverend Otha Gilyard

Dr. Tom Gossman

Richard Green

James Mandrell
Chair

Brian Muth

Marge O'Connell
Vice Chair

Tony Pandol

Katie Parachini

Judy Scott

Tom Welch

Dr. E. Earle Wright

James Youngs

Kirt Carter, M.A.
Caseworker

Candace Clark
Administrative
Secretary

Leona Coleman, M.A.
Caseworker

Mary Fitzgerald, M.A.
Director

Bill Hanson, B.A.
Assistant Director

Dale Johnson
Secretary

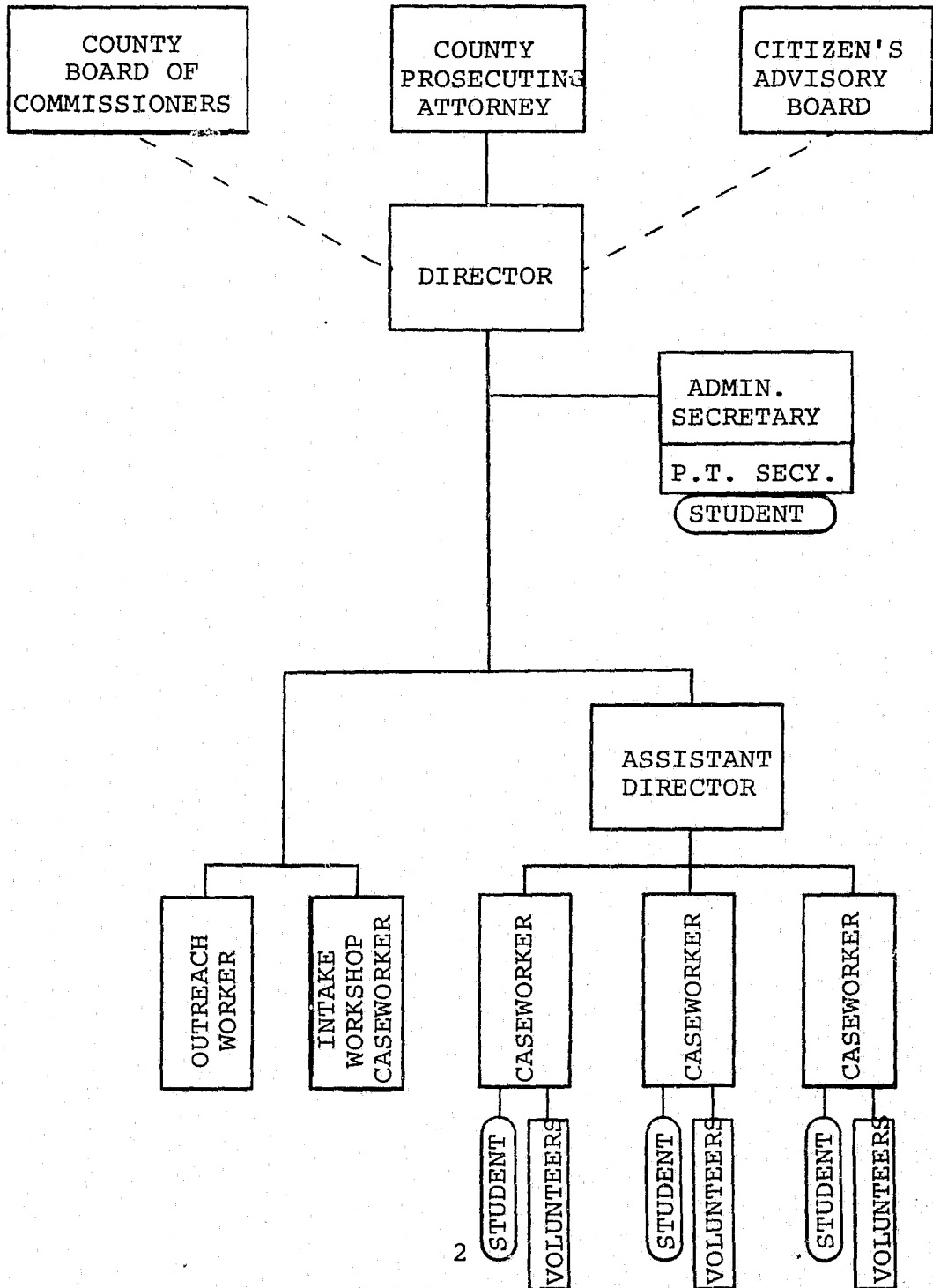
Ken Leeks
Outreach Worker

Kathy McGrath, M.A.
Caseworker

Marlene Warman, M.A.
Intake Workshop
Caseworker

*As of March 18, 1977

ORGANIZATIONAL CHART



THE PROCESS OF DEFERRED PROSECUTION

The flow chart on the adjoining page presents a description of the CPA program, showing the order in which a referred individual progresses through the program. As can be seen from the chart, all CPA clients are referred directly from the Office of the Prosecuting Attorney.

Intake Screening

All clients referred to CPA, are subject to a systematic 28 day screening and intake procedure. The purpose of the intake procedure is twofold: (1) to determine if each client meets all acceptance criteria, and (2) to establish an individualized probation program for each client.

Individual Casework

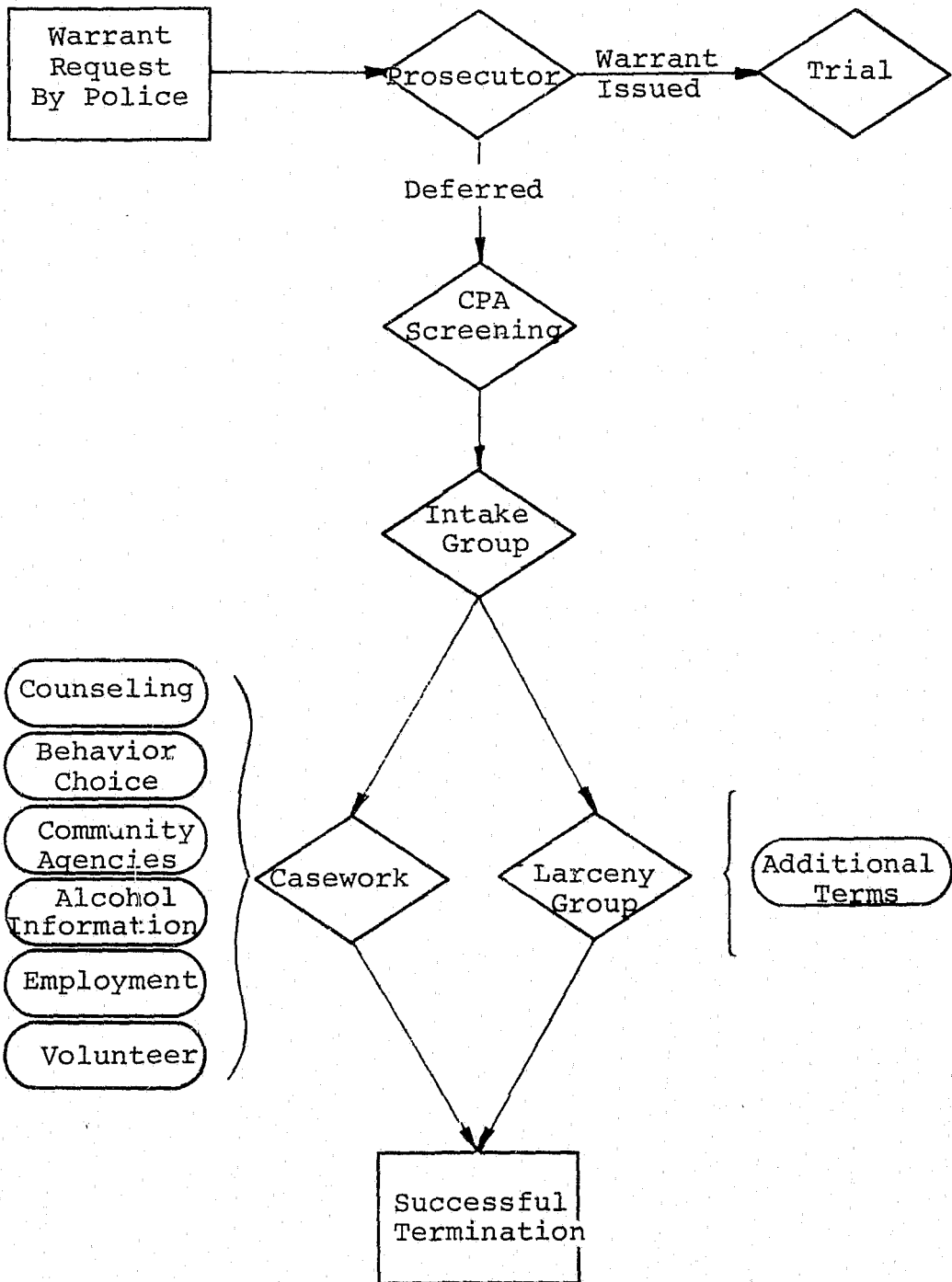
Larceny Supervision Group

Following final acceptance, with the completion of the intake and screening process, clients will be assigned to either casework or supervision group. Those clients referred on a larceny in a building charge, will be assigned to a "supervision group", and will meet within this setting for the remainder of their probationary term. All other clients will be assigned to a CPA caseworker, who will implement treatment goals, and monitor probation progress. Within the CPA probation term, each client has one or a number of contractual obligations to fulfill. Examples are: attend an alcohol and drug information workshop, attend sessions with an employment counselor and meet weekly with a volunteer from the community.

Program Completion

Upon successful completion of the probationary term, CPA staff makes recommendation to the Prosecuting Attorney that the client be terminated from CPA probation. This successful termination results in the dismissal of criminal charges and the advantages of no criminal record.

PROCESS CHART



NOT ALL INDIVIDUALS REFERRED TO CPA ARE ACCEPTED

The graph on the facing page is a comparative index of the total number of clients referred to CPA, and those accepted to CPA, during 1974, 1975, 1976. (Please see glossary for complete definitions of these terms).

As indicated in this graph, there has been only a slight variation in the number of referrals received by CPA and acceptances made by CPA over the past three years.

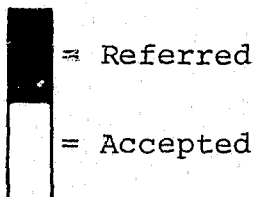
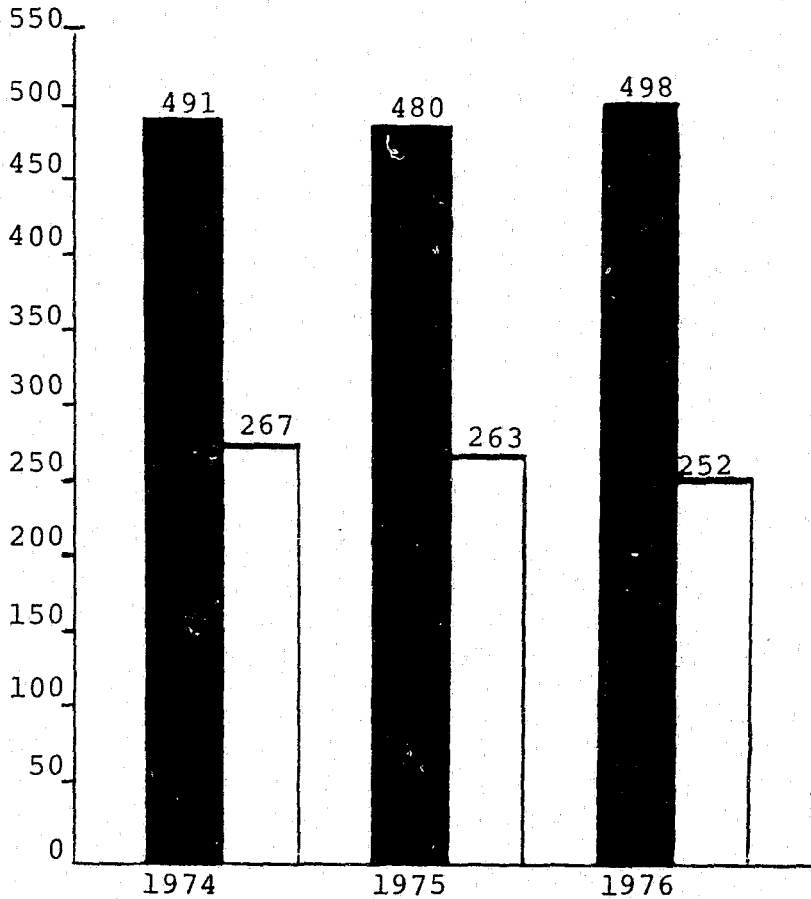
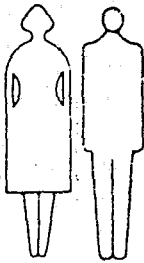
Most of the individuals who do not qualify for CPA are rejected because they have a previous adult conviction and thereby are not "first offenders" or are rejected because they do not show necessary interest in CPA by attending scheduled appointments. Few individuals voluntarily choose to go through the traditional court system rather than the program.

Those individuals who do qualify for acceptance to CPA have attended meetings regularly during the screening process, and met the following entrance criteria:

- 1) lives within Kalamazoo County.
- 2) is 17 years of age or older.
- 3) no previous adult conviction.
- 4) has admitted responsibility for offense.
- 5) is willing to pay restitution.
- 6) is willing to initiate necessary changes in their lives.

A complete set of formalized written policies was established by Citizens Probation Authority in November of 1975. This provides the program with a basis for EQUITABLE TREATMENT for all clients as well as CONSISTANT DECISION-MAKING in regards to an individual's status in the program.

BETWEEN 1974 AND 1976, 53%
OF THE INDIVIDUALS REFERRED HAVE
BEEN ACCEPTED TO CPA



AFTER ACCEPTANCE TO THE PROGRAM . . .

SHOPLIFTERS PARTICIPATE IN AN INTENSIVE PROBATION TERM

For those clients referred by the Prosecuting Attorney on the charge of larceny in a building (shoplifting) and subsequently accepted to CPA, a specialized intensive program of probation has been developed.

Over a four month period of time, these clients spend a MINIMUM average of 20 hours in individual and group meetings; however, individualized contract requirements may increase this average by variable amounts.

The client is assigned to a larceny supervision group which is composed of a staff member as leader and eight clients, all of whom shoplifted. As a group they will meet every two weeks for approximately two hours per session. Topics covered in supervision group include: values clarification, budgeting, alcohol information, behavior choice decisions and how shoplifting hurts everyone.

VARIOUS COMMUNITY AGENCIES PROVIDE CLIENT SERVICES

Referring clients to other community agencies BENEFITS these clients as well as the CPA program.

First, through the social interaction with other agencies, clients strengthen their ties to the community, and second, problems and crises that arise rapidly, gain immediate attention so that clients are not overwhelmed to the point where they can no longer work or function adequately. The following is a partial list of agencies to which we regularly refer our clients: Delano Clinic, Family and Children Services, Douglas Community Association, St. Joseph Lodge, Gateway Villa, Gryphon Place, Alcohol Information and Prevention Services, Community Learning Center, Youth Opportunities Unlimited (YOU), Vocational Rehabilitation, Open Door, Next Door, Autos House and Red Cross.

AFTER ACCEPTANCE TO THE PROGRAM . . .

CLIENTS REFERRED FOR MORE SERIOUS PROPERTY OFFENSES
ARE REQUIRED A PROBATION TERM OF ONE YEAR

Those clients referred on charges of property felony offenses who are subsequently accepted to CPA, must complete a full year probation term. Examples of such property offenses are: Breaking and Entering, Malicious Destruction of Property Over \$100, Uttering and Publishing, and Receiving and Concealing Stolen Property Over \$100.

During their year of probation with CPA, clients spend a MINIMUM average of 40 hours of direct individual supervision at CPA. Each client is assigned to a probation counselor who will be responsible for his/her supervision. The client will meet with the assigned caseworker approximately once every two weeks, although many clients are seen initially on a weekly basis due to their need for additional supervision. IN ADDITION to such requirements, clients are also usually required to complete various other stipulations, according to the design of their individual probation plan. Listed below are some examples and the time required for each:

- Keep regular attendance at school or work
- Attend Behavior Choice Workshop--4½ hours
- Attend Alcohol Information Workshop--8 hours
- Complete Career Testing and Interpretation--4 hrs.
- Individual Counseling--1-2 hours/month

BEFORE A CPA CLIENT IS ELIGIBLE FOR SUCCESSFUL TERMINATION FROM THE PROGRAM, he/she must have: paid restitution to the victim of the offense, not been involved in any offenses while on probation, reported regularly (at least 2 times/month) to the CPA probation caseworker, attended the required additional workshops such as those listed above and fulfilled the required Probation Service Fee.

SUCCESSFUL CLIENTS FAR OUTNUMBER THOSE WHO
ARE NOT SUCCESSFUL IN CPA PROBATION

One of the benefits of deferred prosecution is the large number of clients who complete the program successfully in comparison with the few who do not.

As noted in the adjoining chart, 87% of the clients have completed their probation with CPA during the past three years successfully.

Those individuals who have not succeeded in completing their CPA probation have been revoked for one of two reasons:

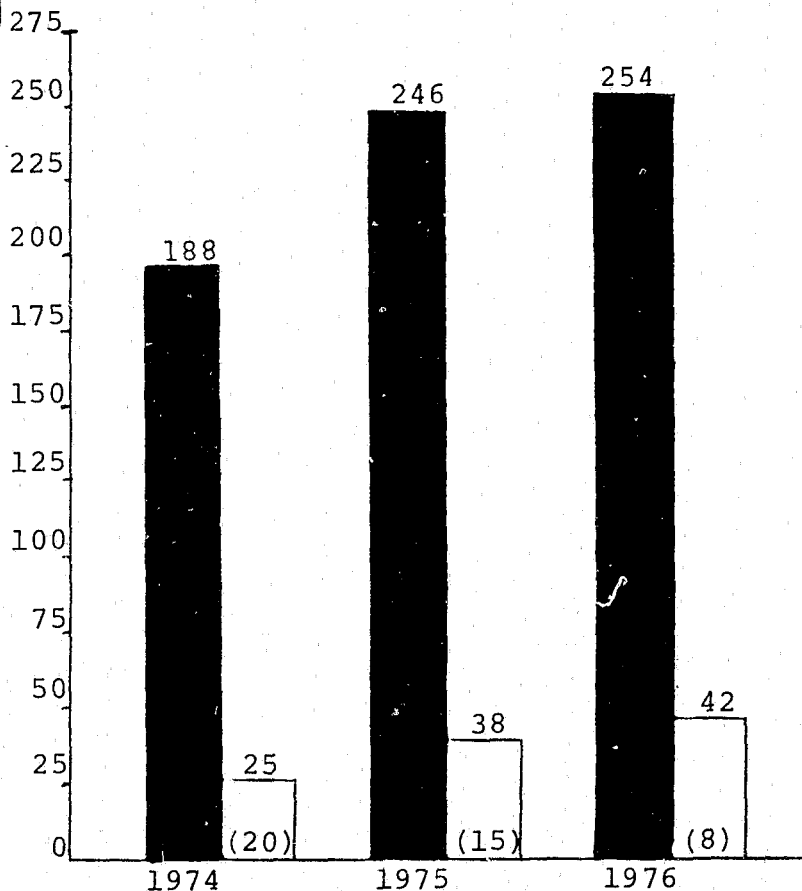
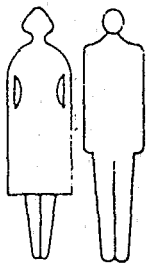
- 1) Committing a law violation while on probation (5% over 3 year period).
- 2) Failing to complete any contract term such as:

Failing to keep appointments
Failing to attend required workshops
Failing to pay restitution

This is termed a technical violation.

Over the past 3 years 8% of the total number of clients on CPA have been revoked for such technical violations. Because of the "second chance" nature of the program, this figure reflects the strict enforcement of CPA probation terms.

BETWEEN 1974 AND 1976, 87% OF
THE CLIENTS SUCCESSFULLY COMPLETED
THE CPA PROGRAM



= Successfully Terminated

= Total Revoked

() = Number Revoked Because Of Law Violation

DURING 1976, 90% OF ALL CPA CLIENTS WERE ACTIVELY INVOLVED IN EMPLOYMENT, SCHOOL OR BOTH

42% of clients are Employed Full-Time

20% of clients are Full-Time Students
(college and secondary)

17% of clients are Employed Part-Time

11% of clients are Employed And Attending School

THE AVERAGE AGE OF CPA CLIENTS IS:

Male

21 years

Female

26 years

During 1976, the youngest CPA client was 17; the oldest was 82.

THE AVERAGE SCHOOL YEAR COMPLETED IS 12TH GRADE

During 1976, the educational background varied from a client completing 6th grade to a client who had completed 2 years post graduate study.

CLIENT EMPLOYMENT IS A MAJOR EMPHASIS OF CPA

Although 48% (120) of the individuals accepted to CPA are unemployed, many of these CLIENTS BECOME EMPLOYED WHILE ON THE PROGRAM.

Without employment, many individuals would continue to commit crimes and would be unable to pay RESTITUTION to victims of their offenses. Recognizing this, CPA has emphasized a strong program of client employment as indicated below:

24 CPA clients were placed in PART-TIME EMPLOYMENT during 1976. These clients earned \$55,660.

51 CPA clients were placed in FULL-TIME EMPLOYMENT during 1976. These clients earned \$308,692.

TOTAL EARNINGS FOR THESE 75 CLIENTS DURING 1976 WAS:

\$364,352

The employment of CPA clients, BENEFITS not only the individual client but also, the citizen victim to whom restitution is paid, and the community as a whole.

CLIENTS PAY RESTITUTION TO CITIZEN VICTIMS

As a term of their probation contract, CPA clients are required to pay restitution to the victims of their offense, if loss or damage was involved. Each client pays his/her proportionate share of the restitution depending on the number of offenders involved in the crime.

IN 1976, CPA CLIENTS PAID A TOTAL OF \$13,435.51 IN RESTITUTION TO CITIZEN VICTIMS.

PROBATION SERVICE FEE (PSF)

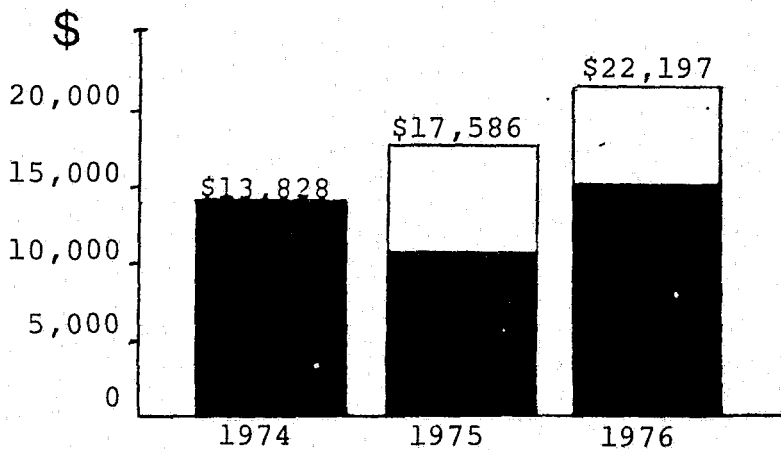
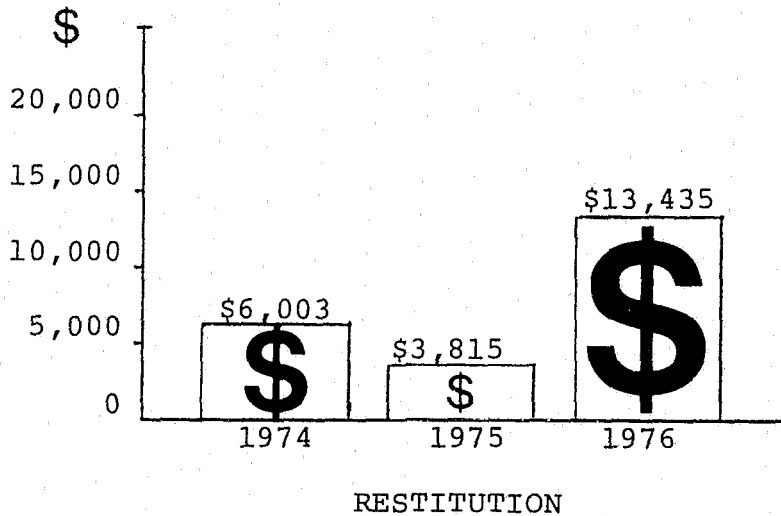
On July 6, 1976 the Kalamazoo County Board of Commissioners formally reaffirmed its support of the CPA Probation Service Fee. Each CPA clients is required to pay this fee by making cash payments to the County Treasurer or by completing community service work at a non-profit agency.

Clients accepted to the program for shoplifting must pay \$50 or do 22 hours of volunteer work, while all other clients must pay \$100 or do 44 hours of volunteer work.

IN 1976, CPA CLIENTS SATISFIED THEIR PSF REQUIREMENT BY PAYING \$13,998 IN CASH AND COMPLETING 3,727 HOURS OF COMMUNITY SERVICE WORK.

Here is a partial list of agencies where CPA clients did volunteer work: Bronson Hospital, Comstock Community Center, Headstart Program-Lincoln School, Norway House, Nature Center, United Way, Vicksburg Community Center and Voluntary Action Center.

SINCE 1974 CPA CLIENTS
HAVE PAID \$22,953 IN
RESTITUTION TO CITIZEN VICTIMS



PROBATION SERVICE FEE



= Community Volunteer Work

= Cash

STUDENT INTERNS PROVIDE SERVICES WHILE GAINING PRACTICAL EXPERIENCE

Since January 1976, CPA has supervised 13 students from the Social Work and Counseling Departments of Western Michigan University and Nazareth College.

OVER A SIX-MONTH INTERNSHIP PERIOD, A CPA STUDENT INTERN DEVOTES AN AVERAGE OF 420 HOURS.

The student's time is spent in such activities as individual and group counseling under a staff member's supervision, assisting in the development of behavior change strategies for each client, initiating case research and community contacts, and participating in agency staff meetings.

A RE-EVALUATION of the student program, completed in August of 1976, provided the impetus for several revisions. Of primary importance was the revision which now requires student interns to spend six to eight consecutive months at CPA. Such a time requirement insures better management, improved quality of training and subsequent improved service to our clients. Another benefit resulting from re-evaluation has been increased staff involvement in the training and supervision of students.

CITIZEN VOLUNTEER-A VITAL LINK
BETWEEN CLIENT & COMMUNITY

During 1976, citizen volunteers have continued to be a valuable asset to the CPA program, donating approximately 3,952 hours of their time in helping to make CPA a positive experience for our client.

A volunteer's job begins where the caseworker's job ends. Since time and caseloads will not allow for caseworkers to provide 24 hour services, (nor to socialize with clients in their own environments) VOLUNTEERS PROVIDE A VITAL LINK BETWEEN THE COMMUNITY AND CLIENT.

The services provided by our volunteers are numerous: they range from being an interested listener and sounding board, to the provider of new social experiences. Perhaps more than anything else, our volunteers act as a model, giving clients an opportunity to try new and more appropriate behaviors.

WHILE EACH VOLUNTEER IS UNIQUE in terms of personality and background, ALL have shared owning generous hearts and a dedication towards achieving a better society.

We at CPA wish to take this opportunity to THANK all those who have so generously donated their time and energy towards helping our program continue successfully.

CPA CONTINUALLY EVALUATES ITS SERVICES

Have you wondered how the staff and services provided by your tax dollars are being EVALUATED?

The Citizens Probation Authority has been employing a modified "management by objectives" evaluation system; the procedure of which was finalized during 1976.

Agency Objectives

This system of evaluation requires that the agency director identify AGENCY OBJECTIVES in terms of benefits to be provided to:

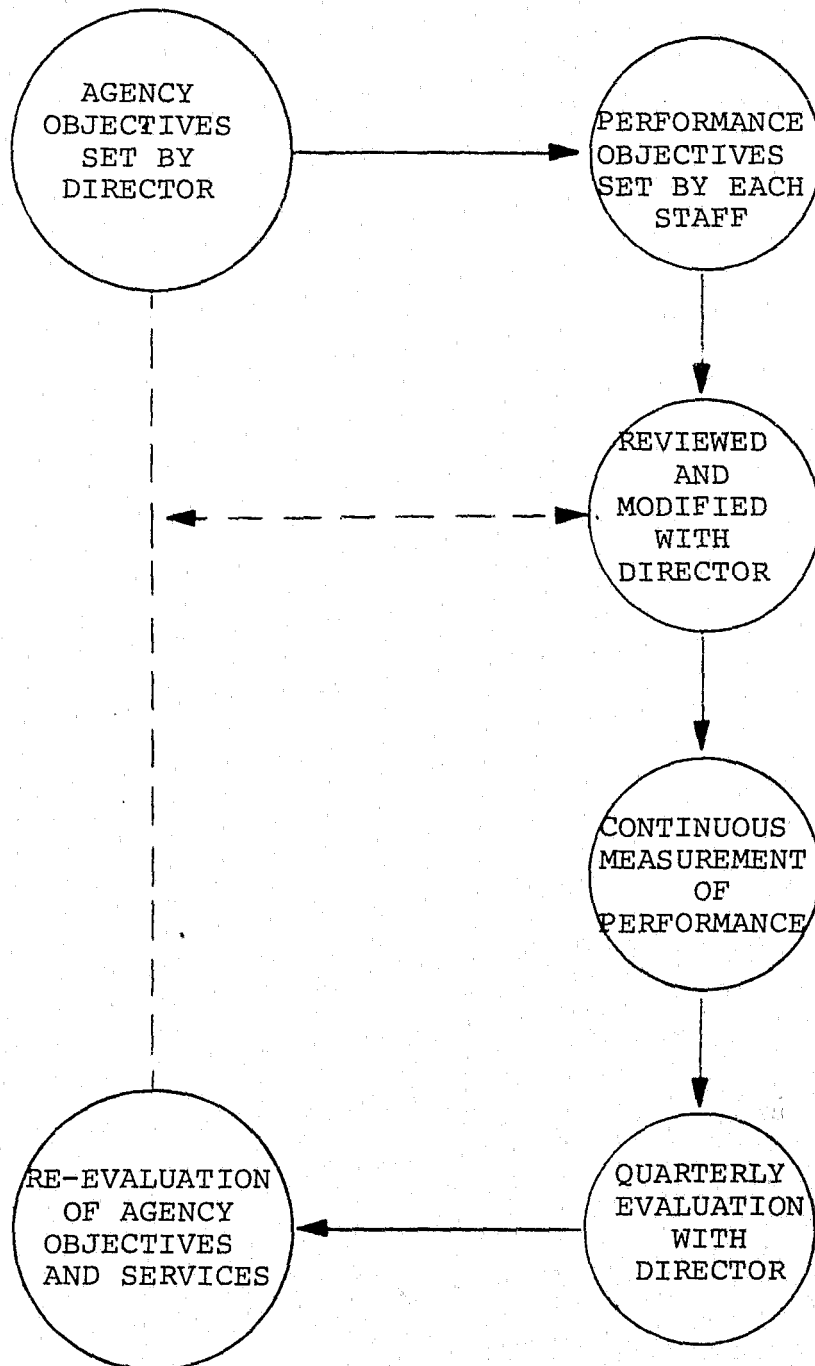
CPA Clients
Local Criminal Justice Agencies
Kalamazoo Community

Performance Objectives

In turn, individual staff members identify PERFORMANCE OBJECTIVES and review and modify these objectives with the agency director. Each objective is then separately measured on an on-going basis. These objectives along with the level to which they were performed are jointly reviewed each quarter by the individual staff member and the agency director.

Evaluation of staff performance has assured: (1) a clearer understanding of agency objectives by all staff, (2) measurable data showing how these objectives are being met as well as (3) an indication of any necessary modifications.

AGENCY OBJECTIVES ARE REACHED
THROUGH INDIVIDUAL STAFF PERFORMANCE



THE COST BENEFIT OF CPA WAS THOROUGHLY
ANALYZED DURING 1976

In 1976, the CPA staff completed a cost study determining COST DIFFERENCES between processing first offenders through the deferred prosecution program of CPA and the traditional court system. These costs are noted in the chart found on the adjoining page.

The cost of processing a felony offender is greater than processing a misdemeanor offender for both the court and CPA. FELONY offenders must go through both the District and Circuit Courts, which involves many steps. Similarly, the CPA felony client is seen on a one-to-one basis at least twice a month for a year. On the other hand, MISDEMEANOR offenders are processed only in District Court with fewer steps involved than for a felony. CPA misdemeanor clients are also processed with fewer steps. These clients are seen in a group situation once every two weeks and usually three times individually within a period of four months.

COURT COSTS SHOWN ON THE FOLLOWING PAGE DO NOT
INCLUDE THESE ADDITIONAL COSTS. CPA DOES NOT HAVE
THESE ADDED EXPENSES.

Incarceration	\$ 14/Day
Public Defender	\$140/Case
Witness Fees	\$ 12/Day
Juror Fees	\$ 15/Day
Probation-varies with length of term	

(Court costs noted in the adjoining chart were developed from data regarding Kalamazoo County provided in the 1975 Yearly Report of the Michigan State Supreme Court.)

CPA CARRIES A SMALLER
PRICE TAG

COURT
COST/CASE

FELONY

\$882.90

CPA
COST/CASE

FELONY

\$423.59

CPA SAVINGS
\$459.31

COURT
COST/CASE

MISDEMEANOR

\$113.60

CPA
COST/CASE
MISDEMEANOR
\$63.39

CPA SAVINGS
\$50.21

COUNTY CITIZENS PROBATION AUTHORITY
DEPARTMENT BUDGET

Grant Funding			County Funding	
	<u>74 Expenditures</u>	<u>75 Expenditures</u>	<u>76 Budgeted</u>	<u>77 Budgeted</u>
Salaries	107,847	105,768	99,626	107,588
Fringes	-0-	17,322	18,750	17,708
Total Direct Operating	23,959*	10,784	13,467	14,950
GRAND TOTAL	131,806	134,070	131,843*	140,246

*The comparatively high operating costs incurred in 1974 were due to the addition of several staff members and the commensurate necessary purchases of office equipment

*The decrease of the total budget in 1976 relative to the previous year, was the result of budget reductions which necessitated the loss of 1 full-time and 1 part-time staff member.

1976 YEARLY STATISTICS

TOTAL CASES REFERRED	520
TOTAL ACCEPTED	252
TOTAL REJECTED	221
TOTAL VOLUNTARY WITHDRAWALS	31
 TOTAL CASES PROCESSED	 548
 TOTAL CASES COMPLETED	 296
TOTAL SUCCESSFULLY TERMINATED	254
TOTAL REVOKED	42
Technical Violation	34
Law Violation	8
 TOTAL RESTITUTION	 \$13,435.51
 TOTAL PROBATION SERVICE FEE (cash)	 \$13,998.00
 TOTAL PROBATION SERVICE FEE (volunteer) (3,727 hours at \$2.20/hour) (work)	 \$ 8,199.00

1976
CITIZENS PROBATION AUTHORITY
MONTHLY CLIENT STATISTICS

	JAN	FEB	MAR	APR	MAY	JUN
REFERRALS	25	24	49	46	43	48
ACCEPTANCES	13	25	18	19	30	21
REJECTIONS	25	11	15	14	24	24
VOLUNTARY WITHDRAWAL	0	0	1	0	0	1
ACTIVE	170	178	179	172	186	176
TERMINATIONS	21	14	14	23	13	30
REVOCATION (TECHNICAL)	0	3	3	3	1	1
REVOCATION (LAW)	0	0	0	0	2	0
TOTAL P.S.F. (\$)	\$1220	\$1813	\$3248	\$4287	\$5597	\$7008
TOTAL REST. (\$)	\$ 515	\$ 644	\$1106	\$1364	\$1873	\$3384

1976
CITIZENS PROBATION AUTHORITY
MONTHLY CLIENT STATISTICS

	JUL	AUG	SEP	OCT	NOV	DEC
REFERRALS	47	37	36	40	48	55
ACCEPTANCES	29	26	16	18	23	12
REJECTIONS	18	28	20	13	11	18
VOLUNTARY WITHDRAWAL	0	0	0	0	0	0
ACTIVE	173	144	144	118	123	120
TERMINATIONS	31	45	14	20	16	13
REVOCATION (TECHNICAL)	1	8	6	5	3	0
REVOCATION (LAW)	0	0	3	1	0	2
TOTAL P.S.F. (\$)	8,798	10,087	11,350	11,981	12,182	13,998
TOTAL REST. (\$)	9,182	12,188	12,326	12,660	13,041	13,435

EXPLANATION OF TERMS

ACCEPTANCE: A client case which has been accepted for supervision after meeting necessary established requirements.

CASES COMPLETED: The number of cases which have completed the appropriate term of probation supervision at CPA, successfully or unsuccessfully.

CASES PROCESSED: The number of cases supervised by CPA during the course of the year. Depending upon when the client case was accepted to CPA it may be completed during that year or carried over for completion the following year.

REFERRED: A client case which is considered as a potential client. All referrals are made by the Prosecuting Attorney and, each case is screened through the intake procedure of the program.

REJECTION: A case which is not accepted for probation supervision because established acceptance criteria have not been met.

REVOCATION-LAW VIOLATION: A client case which has been unsuccessfully terminated from the program after committing another offense while on CPA probation.

REVOCATION-TECHNICAL: A client case which is unsuccessfully terminated from the program due to the client's failure to complete terms of probation.

SUCCESSFULLY TERMINATED: A client case which has successfully completed all probation terms. Such results in the dismissal of the offense charge and a clean criminal record.

VOLUNTARY WITHDRAWAL: A case in which an individual voluntarily withdraws from the program for any reason. Such is done at any point after first being referred by the Prosecuting Attorney.

SUPPORT FOR CPA COMES FROM VARIOUS CITIZENS

From a representative of citizen victims . . .

September 7, 1976

Mr. Harlow Kott
Kalamazoo County
Board of Commissioners
227 W. Michigan Avenue
Kalamazoo, MI 49081

Dear Mr. Kott:

Just a note of successful experience the Vicksburg Community Schools has had with the County's Citizens Probation Authority Program. If you recall, last October two twenty-year-olds went on an "acorn squash" window breaking spree at Indian Lake Elementary School incurring damages up to \$4,584.70.

In the beginning, I was somewhat apprehensive when I heard of the program and method of repayment. In retrospect if one were to analyze the program carefully, this method is most appropriate for first offenders whereby legal authority monitoring occurs rather than putting individuals in jail, or administering some other means of punishment whereby the victim is left with the price tag. We can salute your Board for supporting this program and Ms. Leona Coleman for doing a fantastic job monitoring their probationary guidelines.

Sincerely,

Larry J. Cole
Superintendent
Vicksburg Community Schools

SUPPORT FOR CPA COMES FROM VARIOUS CITIZENS

From a parent . . .

Dear Director,

This program is a very good program for my son cause it has shown him what happens when he does some of the crazy things he does. It has stopped him from drinking like he use to. He has a better out look on life and he has stopped running with some of his friends that had influence him to do stupid things.

I hope all the kids on this program appreciate the help you give them like my son does.

(Name withheld to protect client confidentiality)

From a community agency where client completed volunteer work . . .

Mr. Kirt Carter
Citizen's Probation Authority
2414 Lake Street
Kalamazoo, MI 49001

Dear Kirt:

I just wanted to inform you that _____ has more than adequately completed his 44 hours of work. He was always prompt, easy to work with, and did not require excessive supervision.

We would be happy to work with any other clients you may refer. The CPA is definitely beneficial, both to the offender and us. We look forward to future contacts!

Sincerely,

Daniel F. Kane
Executive Director
Comstock Community Center

PLANS FOR THE FUTURE INCLUDE . . .

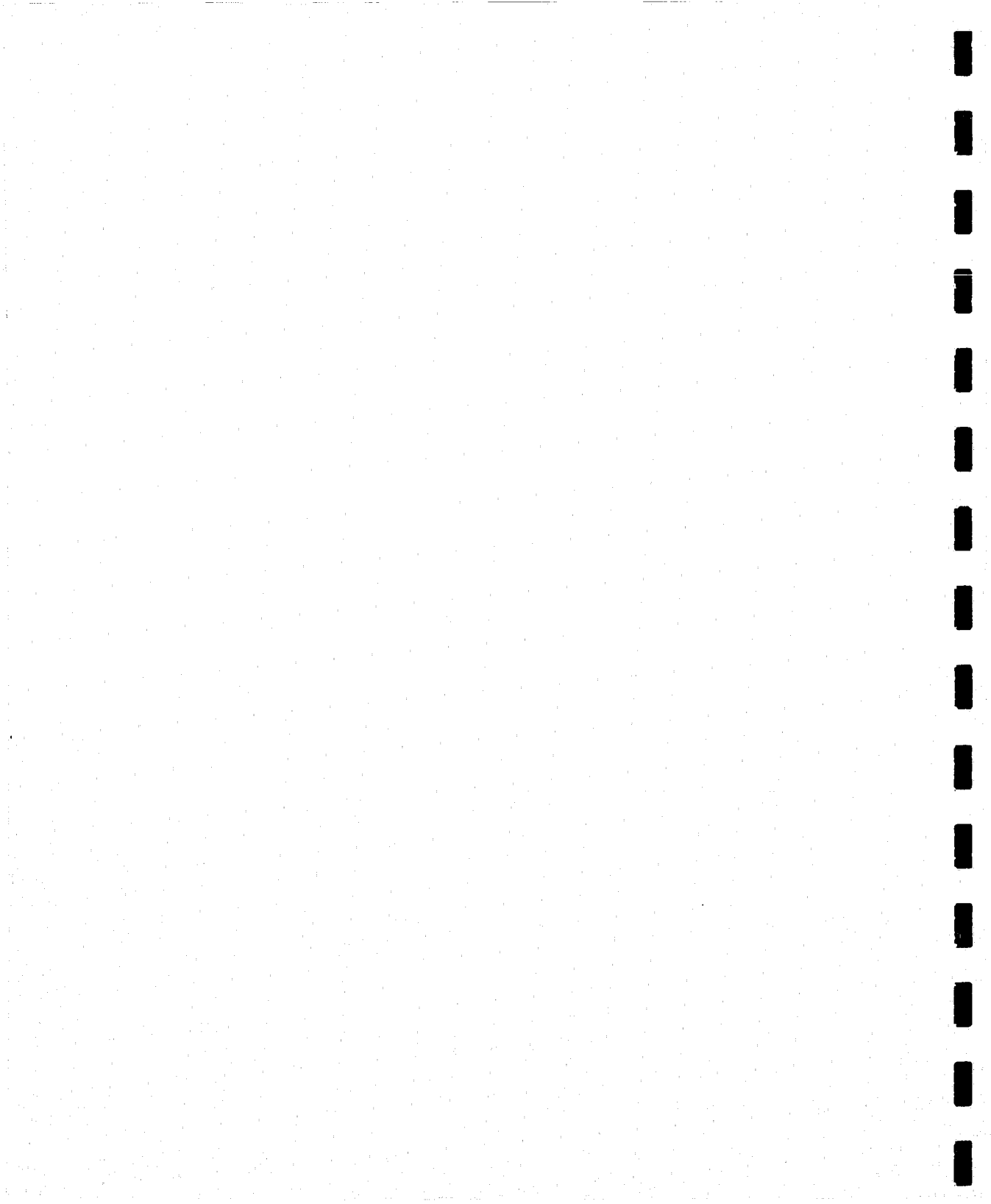
.Implement and complete CROSS TRAINING of CPA staff to maximize staff potential as well as improving case management.

.Supervise the completion of program EVALUATION grant.

.Analyze the possibility of EXPANDING the current list of eligible offenses.

.Increase amount of COMMUNITY INVOLVEMENT in CPA, both in terms of the Citizen's Advisory Board and volunteers working with clients.

.Develop a long-range OPERATIONAL PLAN.



THE KALAMAZOO COUNTY
CITIZEN'S PROBATION AUTHORITY

BENEFITS

SELECTED CLIENTS

- .accept responsibility for their actions
- .guided in responsible life-planning
- .free of criminal stigma
- .deter from future offenses

LOCAL CRIMINAL JUSTICE AGENCIES

- .removes selected cases from crowded court dockets
- .free time of police, prosecutors, judges for more serious cases

KALAMAZOO COMMUNITY

- .restitution is paid to citizen victims
- .lower costs
- .deters future repeat offenders
- .provides opportunity to volunteer citizens

END