

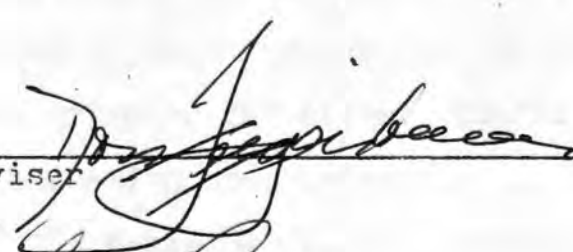
PERCEPTIONS OF THE STATED GOALS AND OBJECTIVES  
OF THE MAHONING COUNTY CORRECTIONAL TREATMENT  
CENTER BY SELECTED CRIMINAL JUSTICE AND SOCIAL  
SERVICE AGENCY PERSONNEL IN THE YOUNGSTOWN AREA

by

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Submitted in Partial Fulfillment of the Requirements  
for the Degree of  
Master of Science  
in the  
Criminal Justice  
Program

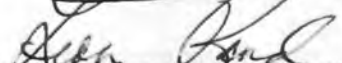
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8-12-75

YOUNGSTOWN STATE UNIVERSITY

August, 1975

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## ABSTRACT

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This study was an investigation of the Mahoning County Correctional Treatment Center. The Mahoning County Correctional Treatment Center is a non-residential correctional facility which attempts to bring community rehabilitation into the county jail setting. The primary stated objective of the center is comprehensive vocational counseling of both a group and individual nature to prepare the offender for either gainful employment or continued education upon release.

The Mahoning County Correctional Treatment Center views its eventual success by whether the offender has been adequately reintegrated into the community as a law abiding citizen. However, the center recognizes that certain short range goals need also to be attained so as to properly gauge the center's overall success.

The primary purpose of this study was to ascertain how knowledgeable selected criminal justice and social service agency personnel in the Youngstown area were as to

the Mahoning County Correctional Treatment Center's stated goals and objectives. Associating criminal justice and social service agency personnel awareness of the Mahoning County Correctional Treatment Center's goals and objectives is important to the center in properly establishing and maintaining a cooperative working relationship. A secondary purpose of the study was to determine the amount of support and the extent of use made of the Mahoning County Correctional Treatment Center by the selected Youngstown area criminal justice and social service agency personnel.

The selected criminal justice agency personnel were excluded from the analysis because their questionnaire response was too small to enable the drawing of valid conclusions.

The results of this study indicated that for the most part the selected Youngstown area social service agency personnel incorrectly perceived the Mahoning County Correctional Treatment Center's stated goals and objectives. Therefore, the Mahoning County Correctional Treatment Center is not sufficiently achieving its short range goal of center goal and objective awareness by associating social service agency personnel. However, other results of the study did show that although the selected Youngstown area social service personnel did not make optimal use of the center, they did in fact highly support its existence.

## ACKNOWLEDGEMENTS

I would like to thank my Major Professor, Mr. Donald Feigenbaum for his continued assistance throughout the course of this study. I wish to also thank Dr. Kenneth Venters for his advise and guidance in the design and writing of this study. I would like to express my appreciation to Dr. Duane Sample who also served on my graduate committee.

In addition my sincere appreciation goes to Mr. Richard Billak, Mahoning County Correctional Treatment Center director, for his advise and cooperation, without which this study would not have been possible.

## TABLE OF CONTENTS

	PAGE
ABSTRACT.....	ii
ACKNOWLEDGEMENTS.....	iv
TABLE OF CONTENTS.....	v
LIST OF TABLES.....	vii
CHAPTER	
I. INTRODUCTION.....	1
Jails.....	4
Mahoning County Correctional Treatment Center.....	7
II. THE PROBLEM.....	11
Statement of the Problem.....	11
Importance of the Problem.....	11
III. METHODOLOGY.....	16
Study Objectives with Operational Definitions.....	16
Research Design.....	18
Indicators and Instruments.....	18
Validity.....	18
Reliability.....	20
Method of Data Collection.....	21
Control of Variables.....	22
Method of Data Analysis.....	22
IV. DATA ANALYSIS AND INTERPRETATION.....	25
V. CONCLUSIONS.....	50
VI. RECOMMENDATIONS.....	62
APPENDIX A. QUESTIONNAIRES.....	65

	PAGE
APPENDIX B. MAHONING COUNTY CORRECTIONAL TREATMENT CENTER BACKGROUND.....	68
APPENDIX C. MAHONING COUNTY CORRECTIONAL TREATMENT CENTER PROGRESS REPORT.....	72
APPENDIX D. FLOW CHART OF BASIC OPERATIONS OF THE MAHONING COUNTY CORRECTIONAL TREATMENT CENTER.....	76
APPENDIX E. MAHONING COUNTY CORRECTIONAL TREATMENT CENTER EMPLOYEE JOB DESCRIPTIONS.....	78
BIBLIOGRAPHY.....	85

## LIST OF TABLES

TABLE	PAGE
1. The results in percentages for the social service agency personnel and the Mahoning County Correctional Treatment Center personnel to the question, "What are the goals of the Mahoning County Correctional Treatment Center?".....	29
2. The results in percentages for the social service agency personnel and the Mahoning County Correctional Treatment Center personnel to the question, "What type of treatment methods does the Mahoning County Correctional Treatment Center use to accomplish its goals?".....	32
3. The results in percentages for the social service agency personnel and the Mahoning County Correctional Treatment Center personnel to the question, "What benefits, if any, does the offender have in participating in the Mahoning County Correctional Treatment Center?".....	35
4. The results in percentages for the social service agency personnel and the Mahoning County Correctional Treatment Center personnel to the question, "What type of offender does the Mahoning County Correctional Treatment Center want referred to them?".....	37
5. The results in percentages for the social service agency personnel and the Mahoning County Correctional Treatment Center personnel to the question, "What are the main problems the Mahoning County Correctional Treatment Center has in accomplishing its goals?".....	40
6. The results in percentages for the social service agency personnel to the Questionnaire II, PART A, (4) support questions.....	43
7. The results in percentages for the social service agency personnel to the question, "Approximately how many contacts through your job do you personally initiate with the Mahoning County Correctional Treatment Center on a monthly Basis?".....	48

## CHAPTER I

## INTRODUCTION

The report of the National Crime Commission strongly endorsed the increased use of community treatment in the handling of offenders by correctional agencies. Not only should probation and parole services be greatly strengthened, according to the Commission's recommendations but institutional programs should be drastically changed in order to prepare offenders better for self-reliant performance in the community. Moreover, the line between institutional and community handling of offenders should be blurred purposefully through the use of work furloughs and leave of absence for educational activity, as well as halfway houses and other devices aimed at making the transition from confinement to freedom a gradual and incremental process.<sup>1</sup>

Attempts to blur the line between incarceration and "life in the community," to make the boundaries of institutions more "permeable," appear to have been a success in many jurisdictions. "Thus, the Commission was proceeding from informed opinion based upon a considerable amount of experience in recommending an increased use of programs which graduate the process of release, using part-way facilities between institutions and the community and emphasizing innovative ways of easing the transition for offenders

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<sup>1</sup>Elmer K. Nelson, "Community-Based Correctional Treatment: Rationale and Problems", The ANNALS of the American Academy of Political and Social Science, VOL. 374 (November, 1967), p. 83.



from passive and dependent participation in institutional life to self-sufficient performance in the community."<sup>2</sup>

The Highfields Project in New Jersey, the Pinehill Project in Utah, and the California Youth Authority Community Treatment Project all made evident the supremacy of intensive and carefully instituted community treatment over conventional confinement for a large percentage of the youthful offenders involved.<sup>3</sup>

Existence in many institutions is at best unproductive and hopeless, at worst "brutal and degrading." It is evident that the institutionalized offenders are prevented from committing further crimes in the community while incarcerated, but the conditions they endure are the worst possible preparation for their successful societal reintegration, and many times reinforce in them "a pattern of manipulation or destructiveness."<sup>4</sup>

Traditional prisons, jails, and juvenile institutions are highly impersonal and authoritarian. Mass handling, countless ways of humiliating the inmate in order to make him subservient to rules and orders, special rules of behavior

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<sup>2</sup>Ibid., p. 86.

<sup>3</sup>Ibid.

<sup>4</sup>President's Commission on Law Enforcement and Administration of Justice, The Challenge of Crime in a Free Society (Washington, D.C.: U.S. Government Printing Office, 1967), p. 159.

designed to maintain social distance between keepers and inmates, frisking of inmates, regimented movement to work, eat, and play, drab prison clothing, and similar aspects of daily life - all tend to depersonalize the inmate and reinforce his belief that authority is to be opposed, not cooperated with. The phrase much heard in inmate circles - "do your own time" - is a slogan which expresses alienation and indifference to the interests of both staff and other inmates. Such an attitude is, of course, antiethical to successful reintegration.<sup>5</sup>

Incarcerated offenders tend to be isolated from society (physically and psychologically), separating them from schools, jobs, families, and other supportive influences and furthering the possibility that the label of criminal will be "indelibly" imposed upon them. By dealing with offenders in the community, the goal of reintegration is likely to be accomplished much more readily.<sup>6</sup>

The general underlying premise for the new directions in corrections is that crime and delinquency are symptoms of failures and disorganization of the community as well as of individual offenders. In particular, these failures are seen as depriving offenders of contact with institutions that are basically responsible for assuring development of law-abiding conduct: sound family life, good schools, employment, recreational opportunities, and desirable companions, to name only some of the more direct influences.<sup>7</sup>

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<sup>5</sup>President's Commission on Law Enforcement and Administration of Justice, Task Force Report: Corrections (Washington, D.C.: U.S. Government Printing Office, 1967), p. 11.

<sup>6</sup>The Challenge of Crime in a Free Society, p. 165.

<sup>7</sup>Task Force Report: Corrections, p.7.

Jails

County jails have been pointed out as one of the most serious sore spots of our Criminal Justice System.<sup>8</sup>

About 1932, Sir Alexander Paterson, then Commissioner of Prisoners for the British Isles visited America. Describing the penal system in this country, Paterson wrote:

There remains the smaller unit, known in each state as the county, and to this authority is delegated the care of prisoners who are awaiting trial or deportation, or who are sentenced to a short period of imprisonment. These county goals, scattered throughout the states, are ...the scandal and disgrace of a great community. Hard words about prisons were written by Charles Dickens eighty years ago; more bitter still were the graphic notes of John Howard a hundred years before. The vitriol of the former and the indignation of the latter are still not out of place today to depict the horrors on an American County Goal. Young and old, virtuous and depraved, innocent and double-dyed, are thrown into closest association by night and day. For the most part, they spend the whole day in idleness, reading tattered newspapers or playing cards, herded in cages, devoid of proper sanitation, with little chance of exercise or occupation... There they sit and lounge and lie this day, rotting in the fetid air, and though all agree that these things are unspeakably evil, yet they continue from year to year, and the public conscience is not sufficiently aroused to demand a cleaning of the stable.<sup>9</sup>

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<sup>8</sup>George A. Pownall, "Vocational Counseling for Prisoners Project - A 'Soft' Evaluation" (unpublished evaluation, Kent State University, 1973), p. 1.

<sup>9</sup>Sanford Bates, "How Many Years?", Crime and Delinquency, VOL. 19 (January, 1973), p. 16.

No aspects of corrections is weaker than the local facilities that accommodate individuals awaiting trial and those given short sentences. Since their inmates do not appear to present a clear societal danger, "the response to their needs has usually been one of indifference." Being that their offenses are considered minor and that they serve relatively short sentences, the correctional system gives them low priority status. Well-developed recreational and counseling programs are lacking in most facilities, sometimes even medical assistance. "Many local jails and misdemeanor institutions are administered by the police or county sheriffs, authorities whose experience and main concern are in other fields."<sup>10</sup>

The Commissioner's survey of corrections found that a large majority of the 215 misdemeanor institutions examined in detail have few, if any, rehabilitative programs. "Less than 3 percent of the staff perform rehabilitative duties, and some of these work only part time."<sup>11</sup>

The less serious nature of misdemeanor property and personal crimes means, of course, that there are likely to be more "casual" offenders and marginal cases than with felonies. Full-scale correctional intervention, whether aimed at deterrence or rehabilitation, does not appear appropriate in most such cases.<sup>12</sup>

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<sup>10</sup>The Challenge of Crime in a Free Society, p. 178.

<sup>11</sup>Ibid.

<sup>12</sup>Task Force Report: Corrections, p. 73.

"But in many of the more serious misdemeanors against property or persons, correctional intervention clearly is just as necessary as in the case of felonies."<sup>13</sup>

A percentage of misdemeanants are consistently convicted of criminal offenses. In New York, a survey of 5 county misdemeanor penitentiaries found that 50 percent of the men committed in 1963 had prior commitments and 20 percent had been committed 10 times or more.<sup>14</sup>

Though short sentences may be seen in many cases a drawback in carrying out rehabilitation programs, there are in fact several advantages to misdemeanor corrections. One advantage is that institutions are usually small and situated in or near the metropolitan areas they accommodate. "Such a location greatly facilitates work release and other programs that aid in reintegration of offenders."<sup>15</sup>

A second advantage is the somewhat small percentage of offenders who require maximum-security or even medium-security facilities. "Members of the community concerned with security are more willing to accept community treatment and various partial release programs when they involve a minor offender."<sup>16</sup>

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<sup>13</sup>Ibid.

<sup>14</sup>Ibid. , p. 74.

<sup>15</sup>Ibid.

<sup>16</sup>Ibid.

"A third advantage of misdemeanor corrections is the fact that the criminal element in many minor offenses is so obviously overshadowed by various social problems that there is relatively great community receptivity to diversion of offenders to noncriminal treatment."<sup>17</sup>

"Even the short term of most misdemeanor sentencing can be turned to advantage, given more adequate resources and better-developed processes for referral to community treatment agencies outside the Criminal Justice System."<sup>18</sup>

Mahoning County Correctional Treatment Center

The Mahoning County Correctional Treatment Center is an attempt to bring community rehabilitation into the county jail setting.<sup>19</sup>

The stated specific objective of the center is comprehensive vocational counseling of both a group and individual nature to prepare the offender for either gainful employment or continued education upon release.<sup>20</sup> The center was initiated in November of 1971 at the Mahoning

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<sup>17</sup>Task Force Report: Corrections, p. 77.

<sup>18</sup>Ibid.

<sup>19</sup>Pownall, "Vocational Counseling for Prisoners Project - A 'Soft' Evaluation", p. 1.

<sup>20</sup>Ibid., p. 24.

County Jail. It has since this time shown continual growth and expansion from its origin.<sup>21</sup> The center currently employs a staff of four individuals (three correctional practitioners and one secretary). It maintains a treatment center at 1605 Market Street, Youngstown, Ohio, which is the setting for a structured program for ex-offenders released from jail. It also maintains an office within the county jail to work with individuals while incarcerated.

Statistics show and continue to validate the fact that some 55 percent of the Youngstown County Jail population have been incarcerated for some 12 months prior to their present offense. Other sociogenic factors such as unemployment (72%), under-educated (62% non-grad) and age (18-24: 76%) supports the premise that vocational rehabilitation can curb this recidivism rate.<sup>22</sup>

The center attempts to offer an alternative to both incarceration and traditional probation to the courts by making available more intense treatment and resources to the individual and, thereby, reducing recidivism. Through a non-residential daily treatment procedure involving such treatment methods as counseling, remedial education, and

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<sup>21</sup>Department of Economic and Community Development, Administration of Justice Division, Action Project Grant Application for the Mahoning County Correctional Treatment Center, prepared by Richard Billak, Counselor-Administrator, 1973, p. 1.

<sup>22</sup>Ibid.

vocational placement, sociogenic factors of crime are dealt with and are hopefully eliminated.

Three populations are focused on at the center: 1) serious misdemeanants usually involved in jail sentences 2) felons having received favorable recommendations but having a question of supervision apparent and 3) felons returning via shock probation from state institutions. In all three situations, the individual has already been found guilty and is awaiting court disposition. At this point the sentencing judge refers the individual to the program by either detention in the county jail or personal recognizance into the community.<sup>23</sup>

Once given this referral, intake procedures are started. The intake procedure encompass screening to determine risk factors. Screening includes: "crime background, social history, educational levels, residency, and employment records."<sup>24</sup> Following this, psychological testing is provided (MMPI-WAIS). And then he is interviewed by a member of the center to assess to some degree the clients attitude, motivation, and insight to explain the program's responsibilities and procedures; and to gauge his acceptance thereof, of the "contract." A center staffing then occurs so as to arrive at a positive or negative center recommendation. Generally speaking, significant psychological abnormalities, or other 'high risk' crimes will eliminate his participation in the center's program.<sup>25</sup>

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<sup>23</sup>Ibid., p. 4.

<sup>24</sup>Ibid.

<sup>25</sup>Ibid., p. 4,5.



The court will within a 2-3 week period be submitted a summation with a recommendation from the center. If the presiding judge feels the individual would be a good candidate for the center, he is admitted to the program. From this point, feedback will be given to the judge and should negative developments occur the client can be withdrawn from the program and then can be sentenced in the usual manner. It is felt this control is necessary for motivating the more youthful offenders to try to successfully complete the center's program.<sup>26</sup>

The participants attend on a daily basis between 10 a.m.-6 p.m., for a 6-10 week period. Actual involvement in employment and/or training plans will take place following this 6-10 week period. In the event that more intensive treatment is indicated, referral for further treatment will also be made available. "Follow-up activity by the correctional center will continue for a period of 6 months to maximize the chance for adequate adjustment."<sup>27</sup>

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<sup>26</sup>Action Project Grant Application for the Mahoning County Correctional Treatment Center, p. 5.

<sup>27</sup>Ibid.

## CHAPTER II

## STATEMENT OF THE PROBLEM

The study compared the perceptions of personnel from selected criminal justice and social service agencies within the Youngstown area with the perceptions of the Mahoning County Correctional Treatment Center's personnel in relation to the center's stated goals and objectives.

The study also assessed the amount of support and the extent of use of the center by the selected criminal justice and social service agency personnel.

Importance of the Problem

Many experts as well as some sections of the general public favor reordering correctional priorities to give greater attention to community-based treatment. Yet, the results of the Gallup Polls indicate that a wide-spread general consensus does not exist concerning the extent to which these new programs will be successful in reducing recidivism. Apparently, the public has some doubts concerning the effectiveness of community-based treatment in rehabilitating offenders, particularly adults, and in discouraging them from committing further crimes. Although they strongly support rehabilitation, at least in theory, as the proper emphasis of corrections, '...the total public seems more willing to attack the problem of crime through increased funds for the application of force than through increased funds for rooting out the social causes of crime through the poverty program or for attempting to rehabilitate criminals.'<sup>28</sup>

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<sup>28</sup> Advisory Commission on Intergovernmental Relations, State-Local Relations in the Criminal Justice System (Washington, D.C.: U.S. Government Printing Office, 1971), p. 243.

Close support and cooperation of the large community is necessary in order for the Correctional Practitioners to successfully perform their specific task. Little substantial progress can be expected until a broad range of community leaders and citizens attempt to open and adopt resource systems into which offenders must gain entry if they are to become law-abiding citizens.<sup>29</sup>

"For the group of offenders termed suitable for immediate community placement after court adjudication (and after release from institutionalization), assistance is vital in developing employment, social, and civic activities in the community, and in building a bridge of better community acceptance against resistance and hostility."<sup>30</sup>

As a community program the Mahoning County Correctional Treatment Center (hereinafter referred to as M.C.C.T.C.) attempts to bring existing resources together to work with the ex-offender.

Many agencies such as: Ohio Bureau of Employment Services, Goodwill Industries, Bureau of Vocational Rehabilitation, Model Cities, and the Adult Basic Education Department provide liaison officers to better facilitate services to the M.C.C.T.C.'s clients.

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<sup>29</sup>Nelson, "Community-Based Correctional Treatment Rationale and Problems", p. 85.

<sup>30</sup>Milton Burdman, "Realism in Community-Based Correctional Services", The ANNALS of the American Academy of Political and Social Science, VOL. 381 (January, 1969), p. 78.

Used for more intensive treatment modalities are specialized units such as the diagnostic and evaluation clinic, Bureau of Drug Abuse, and the Community Alcoholism Program.

Some political officers who work with the M.C.C.T.C. are the County Commissioners and the Mayor's Human Relations Commission.<sup>31</sup>

The M.C.C.T.C., needs to communicate their exact program. It is particularly important that the agencies with which they are directly involved fully understand the role of the M.C.C.T.C. This understanding is essential to the M.C.C.T.C.'s establishing a fully cooperative relationship with these agencies.<sup>32</sup>

Community awareness and support are needed in order for a community-based program to succeed. Awareness means knowing the program's objectives and treatment components, in addition to any recent developments. The perceptions of awareness and support of the center can not be taken for granted or assumed, because maximum center use may not be accomplished.<sup>33</sup>

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<sup>31</sup>Richard Billak, Project Director, (Mahoning County Correctional Treatment Center-Progress Report, Fiscal Year Ending June 30, 1974), p. 3.

<sup>32</sup>Pownall, "Vocational Counseling for Prisoners Project - A 'Soft' Evaluation", p. 18.

<sup>33</sup>Paul F. Kolmetz, "Graduate Term Paper in Program Planning and Evaluation"; (unpublished paper, Youngstown State University), p. 1.

The assessment of program or project success always necessitates a consideration of goals; the notion of achieving favorable or satisfactory outcome(s) is meaningless without establishing the object(s) or end(s) one strives to realize. Goal-setting guides legitimize and enable an assessment of program and project activities.<sup>34</sup>

In her book, Evaluation Research, Carol Weiss has said, "The purpose of evaluation research is to measure the effects of a program against the goals it set out to accomplish as a means of contributing to subsequent decision making about the program and improving future programming."<sup>35</sup>

Specifically stating these goals is essential to the survival and prosperity of the organization.<sup>36</sup>

Achievement of the specific goals and objectives of the M.C.C.T.C. will likely be hampered if all the agencies associated with it do not share similar perceptions of its goals and objectives.

Community awareness of the M.C.C.T.C. has major implications, for if the community has a low awareness of the center, its full potential support and utilization can never be reached. Perceptions of the goals and objectives of the M.C.C.T.C. are an important area to consider since

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<sup>34</sup>A Review of Manpower R&D Projects in the Correctional Field, Manpower Research Monograph (U.S. Department of Labor, Manpower Administration, 1973), p. 15.

<sup>35</sup>Carol H. Weiss, Evaluation Research (Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1972), p. 4.

<sup>36</sup>Peter F. Drucker, The Practice of Management (New York: Harper and Brothers Publishers, 1954), p. 63.

quite often the M.C.C.T.C.'s personnel perceptions are vastly different from the perceptions of those in the community.

Other agencies' perceptions are of primary importance when a center is considering expansion or change, as is the case with the M.C.C.T.C. The M.C.C.T.C. is now requesting the Law Enforcement Assistance Administration to allocate additional funds in order to expand its non-residential treatment facilities to a residential setting.<sup>37</sup>

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<sup>37</sup>Kolmetz, "Graduate Term Paper in Program Planning and Evaluation", p. 1.

## CHAPTER III

### METHODOLOGY

The perceived goals and objectives of the M.C.C.T.C. were investigated in this study. Also looked at was the amount of support and the extent of use made of the M.C.C.T.C.

Two questionnaires were utilized in the study. The first questionnaire (Questionnaire I) consisted of open ended questions and dealt with the perceived goals and objectives of the M.C.C.T.C. and was given to the selected Youngstown area criminal justice and social service agency personnel. Questionnaire II consisted of two parts (A and B). PART A involved close-ended questions to ascertain the degree of support given to the M.C.C.T.C. by the selected Youngstown area criminal justice and social service agency personnel. PART B involved close-ended questions to discover the extent of use made of the M.C.C.T.C. by the selected Youngstown area criminal justice and social service personnel.

#### Study Objectives with Operational Definitions

The primary objective of this study was to determine how knowledgeable selected criminal justice and social service agency personnel were in perceiving the M.C.C.T.C.'s stated goals and objectives. Also of interest was the

support and extent of use of the M.C.C.T.C. by the selected criminal justice and social service personnel.

Thus, this study assessed the concurrence among what the selected criminal justice agency personnel, social service agency personnel, and M.C.C.T.C. personnel perceived to be the goals and objectives of the M.C.C.T.C. The study also assessed the uniformity or variations between the personnel of selected criminal justice and social service agencies as to the support and extent of use of the M.C.C.T.C.

Operational definitions of concepts that were used in this study are as follows:

Selected Criminal Justice Personnel-- Individuals who had been indicated by the Director of the M.C.C.T.C. as carrying on liaison with the center. These selected individuals are employed by agencies in the Youngstown area which for the most part are involved in the Criminal Justice field. Criminal Justice personnel involved in the study came from the following eight agencies: Adult Parole Authority, City Probation, County Probation, the Sheriff's Department, the Correctional Officers at the County Jail, the Public Defenders, County Common Plea Judges, and Municipal Judges.

Selected Social Service Personnel-- Individuals who had been indicated by the Director of the M.C.C.T.C. as carrying on liaison with the center. These selected individuals are employed by agencies in the Youngstown area which for the most part are involved in activity intended to advance human welfare. Social Service personnel involved in the study came from the following 13 agencies: Bureau of Vocational Rehabilitation, Bureau of Employment, Diagnostic Clinic, Goodwill Industries, the Adult Basic Education Department, the Model Cities Program, the Urban League, the Bureau of Drug Abuse Program, the Comprehensive Employment Training Act Program, the Community Alcoholism Program, County Jail Minister, Human Resources Center, and the Catholic Diocese.



M.C.C.T.C.-- The correctional practitioners that are employed by the M.C.C.T.C. They include the center director, the placement specialist, and the intake officer.

### Research Design

An ex post facto design was undertaken in this study. This approach is appropriate because the agency personnel studied had been chosen by someone other than this investigator. Also the principle intent of this study was to assess the perceptions of selected criminal justice, social service, and M.C.C.T.C. personnel in regard to the goals and objectives of the M.C.C.T.C. program, as well as to assess the support of and extent of use of the center at the specific time of this study and therefore no assumptions concerning total population are drawn from the study.

### Indicators and Instruments

The objectives of this study were to investigate M.C.C.T.C. goals and objectives and to also assess the support and extent of use of the M.C.C.T.C. Questionnaires employing both open (Questionnaire I) and close-ended questions (Questionnaire II) as described on page 16 were used to obtain the needed data.

### Validity

The validity of the questionnaire was established through the utilization of three professional correctional

counselors at the Sharon Correctional Treatment Center in Pennsylvania. The individuals were selected because all are working at a treatment center that has similar goals as the M.C.C.T.C. All aspects of the questionnaires were discussed by these judges until unanimity regarding the specific relevancy of all questions was accomplished.

The study utilized both open-ended and close-ended questions. It is noted: "for many purposes a combination of open and closed questions is most effective..."<sup>38</sup> The practice of having first the open questions (Questionnaire I) and then the closed ones (Questionnaire II) in the questionnaire format was followed in this study.<sup>39</sup>

The PART A support questions in Questionnaire II were such that it was possible to distinguish whether the criminal justice and social service agencies responded favorably or unfavorably to Community Corrections in general, and the M.C.C.T.C. in particular. These PART A support questions in Questionnaire II were interrelated.

External validity is important only if the purpose of a study is the determination of the facts rather than the respondent's perception of them.<sup>40</sup> Perceptions were the primary purpose of this study, therefore external validity was not exercised.

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<sup>38</sup>Claire Selltiz, et.al., Research Methods in Social Relations: (New York: Holt, Rinehart and Winston, 1959), p. 263.

<sup>39</sup>Ibid., p. 572.

<sup>40</sup>Edward A. Suchman, Evaluative Research (New York: Russell Sage Foundation, 1967), p. 125.

The questionnaire was also shown to the M.C.C.T.C. director so that he could assess the questionnaire's pertinancy.

### Reliability

"Within limits, the reliability of a scale increases as the number of possible alternative responses is increased..."<sup>41</sup> This procedure was followed in regard to using various degrees of favorableness and unfavorableness in the PART A support questions in Questionnaire II.

Also by attempting to administer the questionnaires in a similar manner to the entire population of the study it is believed consistent results were yielded.

For the most part, however, in evaluative research the major problem will not be one of reliability, but of validity. If the results of a study are shown to be valid; the reliability of the evaluative instrument may largely be taken for granted.<sup>42</sup>

Restating the above in a different manner it has been noted that, "If we knew that a measuring instrument had satisfactory validity for the purpose for which we intended using it, we would not need to worry about its reliability."<sup>43</sup> Whereby satisfactory validity was accomplished in this study by an acceptable procedure, the questionnaire would appear to be reliable.

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<sup>41</sup>Selltiz, Research Methods in Social Relations, p. 368.

<sup>42</sup>Suchman, Evaluative Research, p. 120.

<sup>43</sup>Selltiz, Research Methods in Social Relations, p. 166.

In his book, Evaluative Research, Edward Suchman has said, "...the presence of high validity may often be taken as indicative of a satisfactory degree of reliability."<sup>44</sup>

#### Method of Data Collection

This researcher collected data from (1) selected criminal justice agency personnel; (2) selected social service agency personnel; and (3) the M.C.C.T.C. personnel.

Whereas the criminal justice and social service agency personnel to be utilized in the study made up an entire population, no randomization techniques were used. The criminal justice and social service agencies and their personnel were selected because of the official liaison they carry on with the M.C.C.T.C.

Questionnaire I consisted of open-ended questions requiring the respondents to supply information concerning their perceptions of the goals and objectives of the M.C.C.T.C. Questionnaire II employed close-ended questions and dealt with the respondents support and extent of use of the M.C.C.T.C.

The researcher so administered the questionnaires during personal meetings with individuals asked to supply the needed information. The use of the mail to obtain completed questionnaires was also utilized for data collection.

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<sup>44</sup>Suchman, Evaluative Research, p. 121.

### Control of Variables

It has been noted that, "...a descriptive study does not have a set of clearly delineated dependent and independent variables. The absence of a limited number of well-defined variables distinguishes descriptive research from other types of research."<sup>45</sup>

The control of variables was not exercised in this study because no variables are introduced for which necessary controls would need to be instituted.

### Method of Data Analysis

The data was analyzed descriptively because those studied comprised a defined population. The population consisted of all those agencies and their personnel in the criminal justice and social service field who carry on liaison with the M.C.C.T.C.

Questionnaire I was used to elicit data dealing with the perception of M.C.C.T.C. goals and objectives; Questionnaire II the support and extent of use of the M.C.C.T.C.

After the data had been obtained both the questionnaires were analyzed.

Questionnaire I showed and compared M.C.C.T.C. stated goals and objectives among (1) criminal justice agency personnel; (2) social service agency personnel and (3) M.C.C.T.C. personnel.

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<sup>45</sup>Julian L. Simon, Basic Research Methods in Social Science (New York: Random House, 1969), p. 53.

PART A questions in Questionnaire II showed and compared results between criminal justice and social service agency personnel as to their support of the M.C.C.T.C.

PART B questions in Questionnaire II showed and compared results between criminal justice and social service agency personnel regarding the extent of use of the M.C.C.T.C.

The analysis also entailed comparing the findings of Questionnaire I with those of Questionnaire II.

Questionnaire I goal and objective findings were displayed by a set of nominal categories which summarized all of the different responses. The degree of similarity among the various responses and the frequency of each type of response dictated which category a response would belong to.<sup>46</sup> The categories to be used for the Questionnaire I results met certain basic rules: (1) the set of categories was derived from a single classificatory principle; (2) the set of categories were exhaustive; that is, it was pretty much possible to place every response in one of the categories of the set; and (3) the categories within the set were mutually exclusive. This avoided having to place a given response in more than one category within the set.<sup>47</sup>

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<sup>46</sup>Dennis P. Force and Stephen Richer, Social Research Methods (New Jersey: Prentice-Hall, 1973), p. 59.

<sup>47</sup>Selltiz, Research Methods in Social Relations, p. 392.

A matrix-like chart was used to display the results for the PART A support questions in Questionnaire II.

A similar matrix-like chart was also used for the results obtained from PART B extent of use questions in Questionnaire II.

## CHAPTER IV

## DATA ANALYSIS AND INTERPRETATION

Prior to my initiating this study, several personal meetings were held with the M.C.C.T.C. director, Mr. Richard Billak. At these meetings Mr. Billak expressed his concern as to how knowledgeable the agencies with which the M.C.C.T.C. carried on liaison were in regard to the M.C.C.T.C. goals and objectives. The amount of support being given to the M.C.C.T.C. by the agencies it carried on liaison with was also of importance. Of further interest was the extent of use made of the M.C.C.T.C. by agencies carrying on liaison.

Answers to the above questions are important to the M.C.C.T.C. staff for they are considering expansion of their non-residential treatment facilities to a residential setting.

The M.C.C.T.C. staff indicated that the total population for each group involved in this study to be the following: Eight criminal justice agencies with a total of 30 personnel, 13 social service agencies with a total of 20 personnel, and the M.C.C.T.C. with a staff of three.

The data utilized in this study were to be collected initially through the use of personal meetings at which time a questionnaire would be administered. However, after finding that the setting up of several personal meetings was largely



hampered by the mobile occupational nature of many of the selected agency personnel, it was deemed necessary to include mailing questionnaires to the criminal justice and social service agency personnel. The three M.C.C.T.C. staff personnel were administered Questionnaire I during a personal meeting.

The percentage of questionnaires returned for each group at the time of this analysis is as follows: 10 percent (3) for criminal justice agency personnel; 75 percent (15) for social service personnel; and 100 percent (3) for M.C.C.T.C. personnel.

In an attempt to reduce the percentage of non-respondents, all criminal justice and social service agency personnel were sent a follow-up letter. To avoid possibly straining relationships between the M.C.C.T.C. and the agencies with which it carries on liaison, no further follow-up techniques were utilized. This procedure was felt appropriate being that some personnel asked to respond were disturbed as to their perceived role in the study.

The criminal justice agency personnel were excluded from the analysis because their questionnaire response was too small to enable the drawing of valid conclusions.

It is recognized by this researcher that the use of percentages to adequately clarify the three M.C.C.T.C. personnel responses is somewhat limited. However, by the same nature the three M.C.C.T.C. personnel comprise the center's entire correctional staff and are thus qualified to respond reliably.

The analysis and interpretation of data in this chapter are discussed threefold. First, Questionnaire I goal and objective findings are divided into 5 tables. Each table lists the answers to a specific question in Questionnaire I with the percentages of responses for each of the 2 groups involved -- social service agency personnel and M.C.C.T.C. agency personnel. Therefore, an analysis of within group and among group responses was made for the Questionnaire I results.

Secondly, the Questionnaire II social service agency personnel findings will also be analyzed and interpreted in a table format. The four PART A questions in Questionnaire II dealing with M.C.C.T.C. support will be displayed in one matrix-like table and PART B questions in Questionnaire II dealing with the utilization of the M.C.C.T.C. will likewise be displayed in another matrix-like table.

Thirdly, the analysis will entail comparing the findings of Questionnaire I with findings of Questionnaire II.

Being that the M.C.C.T.C. does not possess a written synopsis of the center's stated goals and objectives, except for what is mentioned in their grant application, the responses made by the three M.C.C.T.C. personnel to the five questions in Questionnaire I (see Appendix A - p. 66) are for the purpose of this study to be taken as the center's stated goals and objectives.

Table I (p. 29) illustrates the results of Question 1 from Questionnaire I listed in Appendix A for the M.C.C.T.C. and social service personnel.

Goals listed by the M.C.C.T.C. personnel in response to Question 1, "What are the goals of the Mahoning County Correctional Treatment Center?" are illustrated in Table 1 on page 29.

All the M.C.C.T.C. personnel mentioned employment as a goal. Educational upgrading and new social outlets were stated by two. Although rehabilitation was stated once, no mention was specifically made of recidivism reduction although it is stated in the M.C.C.T.C. grant application.

The M.C.C.T.C. personnel seem to view the goals as Job and General Education Diploma attainment along with providing different life style avenues of awareness. These goals are appropriate in that (as mentioned earlier in this study) the Youngstown County Jail population consists of 72% unemployed and 62% non-graduates. In contrast to the above goals little M.C.C.T.C. attention is focused on behavior modification of the offender.

Goals listed by the social service personnel in response to Question 1, "What are the goals of the Mahoning County Correctional Treatment Center?" are illustrated in Table 1 on page 29.

Forty-seven percent of the social service personnel found employment to be a goal of the M.C.C.T.C.; while all the M.C.C.T.C. personnel see this as a goal. In addition, 7% of the social service agency personnel find educational upgrading to be a goal whereas two M.C.C.T.C. personnel

TABLE 1

RESULTS RANKED IN PERCENTAGES FOR  
THE SOCIAL SERVICE AGENCY PERSONNEL AND THE  
MAHONING COUNTY CORRECTIONAL TREATMENT CENTER  
PERSONNEL TO THE QUESTION, "WHAT ARE THE GOALS OF  
THE MAHONING COUNTY CORRECTIONAL TREATMENT CENTER?"

GOALS	The 2 groups of respondents			
	Social Service Personnel (15)		M.C.C.T.C. Staff (3)	
	Number	%	Number	%
Rehabilitation	7	47	1	33
Employment	7	47	3	100
Reintegration	4	27	1	33
Vocational Training	2	13	1	33
Attitude Change	2	13		
Prevent Recidivism	2	13		
Educational Upgrading	1	7	2	67
New Social Outlets	1	7	2	67
Confidence	1	7		
Courts Provided Alternative	1	7	1	33
Probation provided extended service			1	33
No response to question	1	7		

stated it as such. Furthermore, two M.C.C.T.C. personnel mentioned new social outlets as a goal, however this was mentioned by only 7% of the social service personnel. Like the M.C.C.T.C. personnel, the social service respondents did not find prevention of recidivism a major goal. However, studies have substantiated that 55% of the Youngstown County Jail population had been incarcerated 12 months prior to their present offense.<sup>48</sup>

Almost 50% of the social service personnel specifically stated rehabilitation as a M.C.C.T.C. goal whereas only one M.C.C.T.C. employee specifically mentioned it as such. Though the word "rehabilitation" is many times used as a catchall phrase to include many different types of treatment, it does generally carry a connotation of changing the offenders attitude, habits, etc. so that he is capable of becoming a useful member of society. Treatment of this type usually views the offender as one who needs to be changed. By contrast, the M.C.C.T.C. personnel appear to view crime more as a symptom of failure and disorganization of the community. This failure or disorganization is seen as depriving offenders of contact with the social institutions that are basically responsible for assuring development of law-abiding conduct: family life, schools, employment, recreational opportunities, and peers.<sup>49</sup> If the majority of the

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<sup>48</sup>Action Project Grant Application for the Mahoning County Correctional Treatment Center, p. 1.

<sup>49</sup>Task Force Report: Corrections, p. 7.

M.C.C.T.C. clients are of the "casual" or marginal type the above approach would be indicated. The criminal element in many minor offenses is so obviously over shadowed by various social problems.<sup>50</sup>

Table 2 (p. 32) illustrates the results of Question 2 from Questionnaire I listed in Appendix A for the M.C.C.T.C. and social service agency personnel.

Methods listed by the M.C.C.T.C. personnel in response to Question 2, "What treatment methods does the Mahoning County Correctional Treatment Center use to accomplish its goals?" are illustrated in Table 2 on page 32.

All M.C.C.T.C. personnel listed individual counseling and two stated group counseling as treatment methods. M.C.C.T.C. personnel unanimously listed job readiness sessions, however, only one mentioned job placement assistance. This would seem to indicate that the M.C.C.T.C. personnel view job readiness sessions as an important treatment prerequisite before the seeking and obtaining of employment. The instilling of self independence and motivation was another treatment method stated by two of the M.C.C.T.C. personnel. Also mentioned twice was budget, family life, and personal goal planning sessions.

Methods listed by the social service agency personnel in response to Question 2, "What treatment methods does the Mahoning County Correctional Treatment Center use to accomplish its goals?" are illustrated in Table 2 on page 32.

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<sup>50</sup>Ibid. p. 77.

TABLE 2

RESULTS RANKED IN PERCENTAGES  
 FOR THE SOCIAL SERVICE AGENCY PERSONNEL  
 AND THE M.C.C.T.C. PERSONNEL TO THE QUESTION,  
 "WHAT TREATMENT METHODS DOES THE MAHONING COUNTY  
 CORRECTIONAL TREATMENT CENTER USE TO ACCOMPLISH ITS GOALS?"

METHODS	The 2 groups of respondents			
	Social Service Personnel (15)		M.C.C.T.C. Staff (3)	
	Number	%	Number	%
Individual Counseling	13	86	3	100
Group Counseling	12	80	2	67
Job Placement Assistance	7	47	1	33
Referrals to other Agencies	4	26	1	33
Job Readiness Sessions	4	26	3	100
Diagnostic Workups and Services	3	20	1	33
Educational Classes	1	7	1	33
Contract Incentive Participation	1	7	1	33
Follow up Procedures	1	7		
Instill Self Confidence & motivation	1	7	2	67
Budgeting, family life, goal planning			2	67
APA Influence			1	33
No response to question	1	7		

In general the social service and the M.C.C.T.C. personnel both view highly individual and group counseling as treatment methods. Individual counseling being stated by 13 social service personnel and group counseling given as a method 12 times. Close to 50% of the social service personnel listed job placement assistance as a treatment method, however only 27% gave the use of job readiness sessions. As previously stated the M.C.C.T.C. personnel gave job readiness sessions a higher treatment method priority than job placement assistance. The use of educational classes was listed as a method only once. In addition, the instilling of self independence and motivation was mentioned by one social service respondent and the budget, family life, and personal goal planning sessions were not stated by any social service personnel. The above two treatment methods were stated by two of the three M.C.C.T.C. personnel.

Table 3 (page 35) illustrates the results of Question 3 from Questionnaire I listed in Appendix A for the M.C.C.T.C. and social service agency personnel.

Benefits listed by the M.C.C.T.C. personnel in response to Question 3, "What benefits, if any, does the offender have in participating in the Mahoning County Correctional Treatment Center?" are illustrated in Table 3 on page 35.

Again we find the M.C.C.T.C. personnel responses are toward education and employment. More specifically, two M.C.C.T.C. personnel mentioned educational advancement



as a benefit, and all three stated vocational training and job placement assistance.

It is clear that the M.C.C.T.C. personnel believe improved educational and vocational training leads to employment. Also given twice as a M.C.C.T.C. participation benefit was the setting of realistic life goals. Only one of the M.C.C.T.C. personnel listed risk of recidivism reduced.

Benefits listed by the social service personnel in response to Question 3, "What benefits, if any, does the offender have in participating in the Mahoning County Correctional Treatment Center?" are listed in Table 3 on page 35.

The social service personnel gave various answers to what they viewed to be the benefits of participating in the M.C.C.T.C. program.

Although 47% of the social service personnel gave employment as a M.C.C.T.C. goal (see Table 1, page 29) and 47% mentioned job placement assistance as a treatment method (see Table 2, page 32), only 30% mentioned job placement assistance as a participation benefit. In contrast, all three M.C.C.T.C. listed job placement assistance as a benefit. In addition, 13% of the social service respondents mentioned vocational training as a benefit whereas it was unanimously stated by the three M.C.C.T.C. personnel. No mention was made of educational advancement by the social service personnel, yet two M.C.C.T.C. personnel gave it as a benefit.

TABLE 3

RESULTS RANKED  
IN PERCENTAGES  
FOR THE SOCIAL SERVICE  
AGENCY PERSONNEL AND THE M.C.C.T.C.  
PERSONNEL TO THE QUESTION, "WHAT BENEFITS,  
IF ANY, DOES THE OFFENDER HAVE IN PARTICIPATING  
IN THE MAHONING COUNTY CORRECTIONAL TREATMENT CENTER?"

BENEFITS	The 2 groups of respondents			
	Social Service Personnel (15)		M.C.C.T.C. Staff (3)	
	Number	%	Number	%
Job Placement Assistance	5	33	3	100
Realistic Life Goals	3	20	2	67
Attitude Change	3	20		
Lessened Sentence	3	20		
Concern of M.C.C.T.C. Staff	3	20	1	33
Vocational Training	2	13	3	100
Confidence	2	13		
Only Services Available	2	13		
Family Assistance	1	7		
Cooperating Agencies Assistance	1	7		
Educational Advancement			2	67
Risk of Recidivism Reduced			1	33
Follow up Assistance			1	33
Becoming Client of B.V.R.			1	33
No response to question	1	7		

Two M.C.C.T.C. personnel mentioned the setting of realistic life goals as a benefit, however this was given by only 20% of the social service personnel.

Attitude change and a lessened sentence were each perceived by 20% of the social service personnel as a benefit whereas no mention of these made by M.C.C.T.C. personnel.

It should be noted that all the social service personnel failed to perceive the risk of recidivism reduction as a participation benefit.

Table 4 (page 37) illustrates the results of Question 4 from Questionnaire I listed Appendix A for the M.C.C.T.C. and social service personnel.

Types of offenders listed by the M.C.C.T.C. personnel in response to Question 4, "What type of offender does the Mahoning County Correctional Treatment Center want referred to them?" are illustrated in Table 4 on page 37.

All three M.C.C.T.C. personnel seem to have a similar idea as to the type of referred offender the M.C.C.T.C. wishes to deal with. First, he must have an interest and desire to be helped. This was stated by all three M.C.C.T.C. personnel. Also mentioned by two M.C.C.T.C. personnel was the unemployed offender and those referred from area probation departments. Stated by two of the M.C.C.T.C. personnel as those not preferred for referral were the habitual offender as well as the offender afflicted with chronic alcohol, drug, or severe psychological problems.

TABLE 4

RESULTS RANKED IN PERCENTAGES  
 FOR THE SOCIAL SERVICE AGENCY PERSONNEL  
 AND THE M.C.C.T.C. PERSONNEL TO THE QUESTION,  
 "WHAT TYPE OF OFFENDER DOES THE MAHONING COUNTY  
 CORRECTIONAL TREATMENT CENTER WANT REFERRED TO THEM?"

TYPE OF OFFENDER WANTED	The 2 groups of respondents			
	Social Service Personnel (15)		M.C.C.T.C. Staff (3)	
	Number	%	Number	%
Interest & Desire to be Helped	7	47	3	100
Misdemeanant Referral from Probation Depts.	5	33	1	33
Paroled Felons	3	20	2	67
Young Offender	3	20		
First Offender	2	13	1	33
From County & City Jail	1	7		
Type Courts feels are Deserving	1	7		
Not Serious Criminal Offender	1	7		
Not Federal Offender	1	7		
Not Habitual Offender	1	7	2	67
Not Transient Offender	1	7		
Lesser Felony Offender	1	7		
First Time Felony Offender	1	7		
Unemployed	1	7	2	67
Not Afflicted with Chronic Drug, etc.			2	67
No response to question	1	7		

Types of offenders listed by the social service personnel in response to Question 4, "What type of offender does the Mahoning County Correctional Treatment Center want referred to them?" are illustrated in Table 4 on page 37.

The social service personnel gave numerous responses as to the type of offender the M.C.C.T.C. wished to have referred to them. Interest and desire to be helped was listed by only 47% of the social service agency personnel whereas it was unanimously stated by all M.C.C.T.C. personnel. Two M.C.C.T.C. personnel stated they wished to have unemployed offenders referred to the M.C.C.T.C. whereas 7% of the social service personnel listed this. Habitual offenders and those afflicted with chronic alcoholic, drug, or severe psychological problems were mentioned by two of the M.C.C.T.C. personnel as not the type to be referred. One social service respondent mentioned that the M.C.C.T.C. preferred not to get habitual offender referrals and none of the social service personnel listed the M.C.C.T.C.'s reluctance about offenders referred with chronic alcohol, drug, or severe psychological problems. One out of three of the social service personnel listed misdemeanants as those the M.C.C.T.C. wished to be referred. Though the M.C.C.T.C. grant application specifically states misdemeanants as those the M.C.C.T.C. wishes to deal with, only one of the three M.C.C.T.C. personnel stated the misdemeanor offender. Paroled felons was given by 20% of the social service personnel as offender type the M.C.C.T.C. wanted referred.

However, none of the M.C.C.T.C. personnel stated the paroled felon. Two M.C.C.T.C. personnel stated referrals from area probation departments, however, only 20% of the social service respondents mentioned this.

Table 5 (page 40) illustrates the results of Question 5 from Questionnaire I listed in Appendix A for the M.C.C.T.C. and social service agency personnel.

Problems listed by the M.C.C.T.C. personnel in response to Question 5, "What are the main problems the Mahoning County Correctional Treatment Center has in accomplishing its goals?" are illustrated in Table 5 on page 40.

Question 5 is the only question where the three M.C.C.T.C. personnel have not unanimously perceived and stated at least one similar answer. A limited facility and a lack of personnel were listed as problems by two of the M.C.C.T.C. personnel. Also stated twice was the lack of cooperation that existed with the court and other cooperating agencies.

Problems listed by the social service personnel in response to Question 5, "What are the main problems the Mahoning County Correctional Treatment Center has in accomplishing its goals?" are illustrated in Table 5 on page 40.

These results indicate that the social service personnel's perceptions of M.C.C.T.C. problems were divergent.

The most frequent M.C.C.T.C. problem stated by the social service personnel was the apathetic attitude of the local community. Yet only one of the M.C.C.T.C. personnel viewed this as a problem.

TABLE 5

RESULTS RANKED IN  
 PERCENTAGES FOR THE SOCIAL SERVICE  
 AGENCY PERSONNEL AND THE M.C.C.T.C.  
 PERSONNEL TO THE QUESTION, "WHAT ARE THE  
 MAIN PROBLEMS THE MAHONING COUNTY CORRECTIONAL  
 TREATMENT CENTER HAS IN ACCOMPLISHING ITS GOALS?"

PROBLEMS	The 2 groups of respondents			
	Social Service Personnel (15)		M.C.C.T.C. Staff (3)	
	Number	%	Number	%
Apathetic Attitude of Community	5	33	1	33
Locating Jobs	4	26		
Cooperation of Courts	3	20	2	67
Cooperation of Crim. Just. Agencies	3	20	1	33
Limited Finances	3	20	1	33
Attitude of Clients	3	20		
Cooperation of Associating Agencies	2	13	2	67
Limited Facility	2	13	2	67
Poor Center Locality	2	13		
Understaffed	2	13	2	67
Attendance of Clients	2	13		
Complexity of Problem Addressed	2	13		
Dependency on other Agencies for Service			1	33
Center not Accepted as Valid Branch			1	33
No response to question	1	7		

The problem listed the second most frequently (26%) by social service personnel was the locating of jobs. In light of the fact that the M.C.C.T.C. is so geared toward the employment of the ex-offender (see Table findings: 1-p. 29; 2-p. 32; 3-p. 35) it should be emphasized that none of the M.C.C.T.C. personnel stated the locating of a job was a problem. Twenty percent of the social service personnel gave the attitude of M.C.C.T.C. clients as a problem. However, this response was not given by any of the M.C.C.T.C. personnel.

Only 14% of the social service personnel mentioned the M.C.C.T.C. being understaffed, however two personnel of the M.C.C.T.C. specifically stated this as a problem. Fourteen percent of the social service personnel believed a limited facility to be a M.C.C.T.C. problem, whereas two of the M.C.C.T.C. personnel felt this to be a definite problem. This might be an indication of the M.C.C.T.C. personnel's belief that an improved treatment facility and the addition of personnel could solve the above social service perceived problems.

Table 6 (page 43) illustrates the results of Statements 1-4 from PART A of Questionnaire II listed in Appendix A for the social service agency personnel.

Statement 1 in PART A of Questionnaire II is, "In general, the procedure of treating the criminal offender in the community is beneficial."



The above Statement was used to find out how the social service personnel felt about community corrections in general, rather than their specific feelings on the M.C.C.T.C. (findings illustrated, Table 6, p. 43). Basically, the social service respondents were divided over Statement 1. Though the highest ranked category was strongly agree (27%), the total percentage for undecided, disagree, and strongly disagree was 53%. It is evident from Statement 1 that the social service personnel are not convinced of the benefit of community corrections.

Statement 2 in PART A of Questionnaire II is, "The procedure treating the criminal offender at the Mahoning County Correctional Treatment Center is beneficial."

The social service personnel gave the following answers to Statement 2 in PART A of Questionnaire II (findings illustrated, Table 6, p. 43); strongly agree (13%), agree (67%), and undecided (13%). These findings indicate that although the social service personnel are unsure as to the benefits of community correctional programs in general (see Statement 1 - Table 6, p. 43) essentially all agree that the procedure of treating the criminal offender at the M.C.C.T.C. is beneficial. However, it should be noted that only 13% strongly agreed that treating the criminal offender at the M.C.C.T.C. was

TABLE 6

RESULTS RANKED IN PERCENTAGES FOR THE SOCIAL SERVICE  
AGENCY PERSONNEL TO THE QUESTIONNAIRE II, PART A, (4) SUPPORT QUESTIONS.

15 participating respondents	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree		Mode
	No.	%	No.	%	No.	%	No.	%	No.	%	
Question #1 Treating offen. in the comm. is beneficial.	4	27	3	20	3	20	3	20	2	13	Strongly Agree 4
Question #2 Treating offen. at M.C.C.T.C. is beneficial.	2	13	10	67	3	13	0	0	0	0	Agree 10
Question #3 Should M.C.C.T.C. operations cont.	8	53	7	47	0	0	0	0	0	0	Strongly Agree 8
Question #4 Should Center expand their operations.	12	80	1	7	1	7	1	7	0	0	Strongly Agree 12
Totals to questions 1-4	26		21		7		4		2		

beneficial. This might suggest that although the social service personnel perceive the treating of offenders at the M.C.C.T.C. is beneficial they are not exactly sure to what extent it is successful. It may be that the social service personnel are not fully aware of the benefits of the M.C.C.T.C. participation. This was evidenced in Table 3 (p. 35) where differences are found between social service and M.C.C.T.C. personnel as to benefits derived from M.C.C.T.C. participation.

However, the small percentage of social service personnel giving answers in the strongly agree category can be related to findings in Table 5 (p. 40) regarding M.C.C.T.C. problems in accomplishing their goals. That is, if the social service personnel perceive M.C.C.T.C. problems as the apathetic attitude of the local community, the locating of jobs, the attitude of the clients, etc. they can not be sure as to what extent the M.C.C.T.C. is successful in accomplishing its goals and thus 67% agreeing that the M.C.C.T.C. is beneficial and only 13% strongly agreeing that the M.C.C.T.C. is beneficial.

Statement 3 in PART A of Questionnaire II is "The Mahoning County Correctional Treatment Center should continue its operations."

We find that to Statement 3 in PART A of Questionnaire II (findings illustrated, Table 6, p. 43) the social service respondents are highly supportive of the

continuance of M.C.C.T.C. operations. The strongly agree category was chosen by 53% of the social service personnel and the agree category was chosen by the remaining 47% of the social service personnel. Noteworthy is that although in Statement 2 in PART A of Questionnaire II (Table 6, p. 43) only 13% of the social service personnel were willing to strongly agree that the procedure of treating the offender at the M.C.C.T.C. was beneficial; yet the thought of possibly discontinuing M.C.C.T.C. operations in Statement 3 is not even considered and would obviously be opposed by social service personnel.

The strong positive response given by the social service personnel to M.C.C.T.C. continuance can probably be attributed not only to specific M.C.C.T.C. goals and objectives seeking, for example, employment, educational upgrading, etc. but also be based on humanitarian principles. This humanitarian aspect is evidenced in Table 3 (p. 35) where social service personnel listed M.C.C.T.C. participation benefits (among others) as the concern of the M.C.C.T.C. staff for the criminal offender, and the instilling of offender confidence by the M.C.C.T.C. staff. A couple of social service personnel also are aware (Table 3, p. 35) that except for the part the M.C.C.T.C. plays in counseling and providing placement assistance to incarcerated county offenders, no service of this type is provided for him.

In addition, social service personnel indicated in Table 3 (p. 35) that the M.C.C.T.C. provided the offender with the possibility of receiving a lessened sentence. This is another reason why continuance was most likely highly supported. It may be assumed that the social service personnel believe jail incarceration is not helping the offender and probably compounds his present problems.

Statement 4 in PART A of Questionnaire II is, "The Mahoning County Correctional Treatment Center should expand its operations to include a residential center."

Findings to Statement 4 in PART A of Questionnaire II (illustrated findings, Table 6, p. 43) indicate that the social service personnel overwhelmingly support expansion of the M.C.C.T.C. to include a residential center. Twelve of the 15 social service personnel chose strongly agree. As indicated in Table 5 (p. 40) the social service personnel perceived various M.C.C.T.C. problems. Stated were the apathetic attitude of the local community, poor center locality, complexity of the problems addressed, and attendance of clients.

Thus the support for expansion may be based on the idea that with expanded operations the M.C.C.T.C. could better deal with problems that inhibit it from completely reaching its goals.

Table 7 (p. 48) illustrates the results to Question 1 from PART B of Questionnaire II listed in Appendix A for the social service agency personnel.

Question 1 in PART B of Questionnaire II is, "Approximately how many contacts through your job do you personally initiate with the Mahoning County Correctional Treatment Center on a monthly basis?"

By observing Table 7 (p. 48, section A) the extent of mail correspondence initiated by social service personnel with the M.C.C.T.C. is seen. The mode for mail correspondence initiated was the column "less than once a month" which was stated by 6 (43%) out of the 14 social service respondents. The "never initiated mail correspondence" column was mentioned by 4 (29%) of the social service personnel. These findings indicate that the amount of mailed correspondence initiated by social service personnel with the M.C.C.T.C. is minimal.

In observing Table 7 (p. 48, section B) the extent of phone correspondence initiated by social service personnel with the M.C.C.T.C. on a monthly basis is seen. The mode for phone correspondence initiated was the column "more than once a month" which was stated by 6 (43%) of the social service personnel. However, it should also be noted that the column "less than once a month" was mentioned by 5 (36%) of the social service personnel. Phone correspondence that is initiated less than once a month would not seem often enough to keep abreast of

TABLE 7

RESULTS RANKED IN PERCENTAGES FOR THE SOCIAL SERVICE PERSONNEL TO THE QUESTION, "APPROXIMATELY HOW MANY CONTACTS THROUGH YOUR JOB DO YOU PERSONALLY INITIATE WITH THE MAHONING COUNTY CORRECTIONAL TREATMENT CENTER ON A MONTHLY BASIS?"

CORRESPONDENCE	Less Than Once A Month		Once A Month		More Than Once A Month		Never Initiated Correspondence		- Mode
	No.	%	No.	%	No.	%	No.	%	
A. MAIL CORRESPONDENCE INITIATED	6	43	1	7	3	21	4	29	less than (6)
B. PHONE CORRESPONDENCE INITIATED	5	36	2	14	6	43	1	7	more than (6)
C. FACE TO FACE CORRES. INITIATED	4	29	3	21	5	36	2	7	more than (5)
CORRESPONDENCE TOTALS	15		6		14		7		

M.C.C.T.C. operations and changes.

By observing Table 7 (p. 48, section C) the extent of face to face correspondence initiated by social service personnel with the M.C.C.T.C. on a monthly basis is seen. The mode for face to face correspondence initiated with the M.C.C.T.C. was the column "more than once a month" which was stated by 5 (36%) of the 14 social service personnel. Three (21%) social service personnel selected the column "once a month" face to face initiated correspondence. The extent of face to face correspondence initiated by social service personnel with the M.C.C.T.C. is fairly good in that 8 of the 14 social service personnel initiated correspondence once or more than once a month. However, it is again found that face to face correspondence was initiated by 4 (29%) social service personnel "less than once a month."

In considering the mail, phone, and face to face correspondence totals found in Table 7 (p. 48) it is seen that the social service personnel stated the column "less than once a month" 15 times, and the column "more than once a month" 14 times.



## CHAPTER V

### CONCLUSIONS

The purpose of this study was to investigate how selected criminal justice and social service agency personnel within the Youngstown Area perceived the M.C.C.T.C.'s stated goals and objectives as given by the M.C.C.T.C. personnel. Also, the amount of support and the extent of use made by the selected criminal justice and social service agency personnel were investigated.

Questionnaire I and II were provided to all the selected criminal justice and social service agency personnel and Questionnaire I was administered to the M.C.C.T.C. personnel. Questionnaire I consisted of five open-ended questions dealing with M.C.C.T.C. goals and objectives. Questionnaire II was divided into two parts, A and B respectively. PART A consisted of four close-ended questions and dealt with the amount of support given to the M.C.C.T.C. by the selected criminal justice and social service agency personnel. PART B consisted of one close-ended question dealing with the extent of use made of the M.C.C.T.C. by the selected criminal justice and social service agency personnel. The data analysis and interpretation of Questionnaires I and II is shown in Tables 1-7.

Before elaborating as to the conclusions drawn

from this study it is appropriate that the assumptions which were taken into account in this study be listed. First, that the individuals who completed the study Questionnaires were the specific employees from whom responses were desired. Second, that the individuals who completed the study Questionnaires wrote answers which they truly perceived as correct and did not attempt to alter responses for purposes other than for what the study was intended. Third, that the individuals who completed the study Questionnaires have input into the referrals made to the M.C.C.T.C.

Question 1 in Questionnaire I (Table 1) is "What are the goals of the Mahoning County Correctional Treatment Center?" M.C.C.T.C. personnel primarily see the center's goals as "employment," "educational upgrading," and the provision of new "social outlets."

Less than half of the social service agency personnel perceived "employment" and only one listed "educational upgrading" and none stated the provision of new "social outlets." It would appear that a majority of the social service personnel are not adequately aware of the M.C.C.T.C. goals. This may be due to the M.C.C.T.C. not having thoroughly informed social service agencies as to the center's exact goals. Goal recognition is important in that as stated by Carol Weiss;

A program is responsible to different publics - to the general public; to the founders, whether public or private, who provide the money; to the clients who are

entitled to effective service; and to other organizations that refer clients, provide collateral service, or receive the program's successes or failures.<sup>51</sup>

Another possible reason for the lack of M.C.C.T.C. goal awareness may involve differing social service agency philosophies as to offender treatment. If some social service agencies perceive offender treatment from a somewhat different viewpoint than that of the M.C.C.T.C. they may be little concerned as to what the M.C.C.T.C. personnel state to be the center's specific goals. Social service agencies with this viewpoint may have no intention of, or are reluctant to surrender clients or share them with the M.C.C.T.C.

A degree of M.C.C.T.C. goal unawareness could possibly lay with M.C.C.T.C. and social service agency personality conflicts. If this type of conflict is occasionally found it may hinder the M.C.C.T.C. personnel from properly fostering their goals.

Question 2 in Questionnaire I (Table 2) is "What treatment methods does the Mahoning County Correctional Treatment Center use to accomplish its goals?" All M.C.C.T.C. personnel see "individual counseling" and "job readiness sessions" as treatment methods. They also tend to see "group counseling;" the "instilling of self confidence and motivation;" and "budget, family life, and personal goal planning" as center treatment methods.

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<sup>51</sup>Carol H. Weiss, "Alternative Models of Program Evaluation", Social Work, VOL. 19 (November, 1974), p. 680.

A large majority of the social service personnel see "individual" and "group counseling" as treatment methods. A little over 25% of the social service personnel mentioned "job readiness sessions." This indicates that the social service personnel are aware that the center provides counseling, however are not cognizant of counseling specifics. That is, that counseling is provided in areas of "budget, family life and personal goal planning" as well as counseling that attempts to "instill self-confidence and motivation." Thus, it would seem that some individuals might be referred to the M.C.C.T.C. for counseling that is inappropriate to their needs or desires.

Question 3 in Questionnaire I (Table 3) is "What benefits, if any, does the offender have in participating in the Mahoning County Correctional Treatment Center?" M.C.C.T.C. personnel overwhelmingly stated "job placement assistance" and "vocational training" as M.C.C.T.C. participation benefits. Also mentioned was "educational advancement" and the "setting of realistic life goals."

Barely a third of the social service respondents stated "job placement assistance" as a M.C.C.T.C. participation benefit and less than a fifth mentioned "vocational training." Only a fifth of the social service personnel listed the "setting of realistic life goals" and "educational upgrading" was not given by any social service personnel. "Attitude change" and a "lessened sentence" were stated as benefits by social service personnel, however

these were not mentioned by M.C.C.T.C. personnel. Overall, the social service personnel gave numerous answers to what they viewed to be the M.C.C.T.C. participation benefits. One easily sees that the social service personnel perceived M.C.C.T.C. benefits in a different light than that of the M.C.C.T.C. staff. One might reason that being as the social service personnel perceived the M.C.C.T.C. goals differently than that of the center staff it would follow that the social service respondents would view the benefits differently as well. Another explanation for the differing anticipated benefits might be that the social service personnel responded on a personal basis as to what important benefits they hoped were accomplished by M.C.C.T.C. participation.

Question 4 in Questionnaire I (Table 4) is "What type of offender does the Mahoning County Correctional Treatment Center want referred to them?" All M.C.C.T.C. personnel seem to have a similar idea as to the type of referred offender the M.C.C.T.C. wishes to deal with. First, he must have an "interest and desire to be helped." Also mentioned was that he be "unemployed" and "not afflicted with any chronic alcohol, drug, or severe psychological problems." M.C.C.T.C. personnel also listed "referrals from area probation departments" being welcomed whereas habitual offenders were unwelcomed.

A vast array of responses were given by social service personnel as to the type of offender the M.C.C.T.C. wished to have referred to them. "Interest and desire to be

helped" was listed by less than half of the social service personnel yet was unanimously stated by M.C.C.T.C. personnel. Less than a tenth of the social service personnel gave the "unemployed offender" as one that the M.C.C.T.C. wished referred, which is surprising in that 47% of the social service personnel listed job acquisition as a M.C.C.T.C. goal in Table 1. No social service personnel stated that those "afflicted with chronic alcohol, drug or severe psychological problems" were not preferred by the M.C.C.T.C. Results would seem to indicate that the social service personnel are unclear as to exactly what type of offender the M.C.C.T.C. wishes to have referred to them. That is, that the M.C.C.T.C. has a specified individual in mind for their program who the M.C.C.T.C. staff hopes will meet certain preselected criteria. It could also be that referrals are made in an atmosphere of informal relations and communications which may result in the wrong type of offender being referred. A further possibility is that a few social service agencies may be attempting to operate their own agencies with a high degree of autonomy at the expense of seeking cooperative interagency planning for the offender. In such a situation the social service agencies would probably care little as to what type of offender the M.C.C.T.C. was actually interested in having referred and most likely would refer only clients who were problems or unwanted.

Question 5 in Questionnaire I (Table 5) is "What are the main problems the Mahoning County Correctional Treatment Center has in accomplishing its goals?" M.C.C.T.C. personnel listed a "limited facility," being "under staffed," and the "cooperation of the courts" and the "associating agencies" as being M.C.C.T.C. problems. These essentially can be labeled internal problems. If, as earlier predicated there as a lack of consistent formal communication among the M.C.C.T.C. staff and social service personnel it would seem highly probable that the social service agencies would be unaware as to the center's internal problems.

In contrast, social service personnel perceived M.C.C.T.C. problems mainly as the "apathetic attitude of the local community" and the "locating of jobs" for the M.C.C.T.C. clients. These essentially can be labeled external problems. Social service personnel were possibly informed of the M.C.C.T.C.'s external problems by M.C.C.T.C. clients, the M.C.C.T.C. neighboring community, or other Youngstown area social agencies. The M.C.C.T.C. did not itself recognize the community problems and this may be increasing M.C.C.T.C. difficulty in acceptance in the community. Further, in light of the fact that the M.C.C.T.C. is so geared toward the employment of the ex-offender it should be emphasized that none of the M.C.C.T.C. personnel stated the "locating of a job" as a problem. As a whole, the social

service personnel's perceptions of the M.C.C.T.C. problems were again pretty much divided.

For the most part it can be assumed that the selected social service agency personnel are not fully aware of the M.C.C.T.C.'s stated goals and objectives as given in this study by the M.C.C.T.C. personnel. The consequence of such an unawareness of M.C.C.T.C. goals and objectives would seem to be the continuance of misconceptions as to M.C.C.T.C. operations as well as the possible lack of center usage or even eventual center dissolution. This is not to mention the injustice served upon the present offender who is possibly not being properly channeled to appropriate helping agencies.

Each year one hears of well intentioned correctional rehabilitation programs that have not been refunded or whose services are drastically reduced or even eliminated altogether. Often times the practitioners of such programs ask themselves what went wrong. They question how a program that wished to do so much accomplished so little. The causes of the failure often times vary and sometimes may be difficult to even explain.

The present M.C.C.T.C. study adds something to the overall Criminal Justice System by showing how important it is for a program to let the public or the agencies it deals with be fully aware as to the programs designated goals and objectives. If such a process is not met the chance of program failure or lack of use would seem enhanced.



The above statement is made with the assumption that if the social service referral agencies were knowledgeable as to the M.C.C.T.C.'s goals and objectives they would wish to make full and proper use of the center.

It is hoped that the present study will have an effect on the Criminal Justice System in Youngstown. The M.C.C.T.C. personnel must certainly wonder why the center's goals and objectives are unclear to those with which they carry on liaison. Whatever the particular reason it appears that the lack of accurate social service perceptions of the M.C.C.T.C. has effected the center's optimal functioning. Although the M.C.C.T.C. continues to prosper and grow the center would no doubt better serve its clients and the community in general if the agencies with which it carries on liaison would become more fully cognizant as to the center's purpose. When this situation occurs the M.C.C.T.C. will most likely be assimilated into the mainstream as a valid and necessary branch of the Youngstown area Criminal Justice System.

Statement 1 in PART A of Questionnaire II (Table 6) is "In general, the procedure of treating the criminal offender in the community is beneficial." Although social service personnel chose the category "strongly agree" most often, basically the answers were divided among the five categories (including strongly agree, agree, undecided, disagree, and strongly disagree). It is evident from the findings that the social service personnel are unsure as to whether the procedure of treating the offender in the community is beneficial.

Statement 2 in PART A of Questionnaire II (Table 6) is "The procedure of treating the criminal offender at the Mahoning County Correctional Treatment Center is beneficial." Findings indicate that although the social service personnel may be unsure as to the benefits of community correctional programs in general, essentially all "agree" that the procedure of treating the criminal offender at the M.C.C.T.C. is beneficial. The large number of "agree" responses is most likely attributed to the social service personnel having been made aware of M.C.C.T.C. client successes.

Statement 3 in PART A of Questionnaire II (Table 6) is "The Mahoning County Correctional Treatment Center should continue its operations." Findings indicate that the social service personnel are highly supportive of the continuance of the M.C.C.T.C. operations. Even though social service personnel are hesitant to "strongly agree" that the procedure of treating the offender at the M.C.C.T.C. is beneficial, the majority of the social service personnel "strongly agree" that the M.C.C.T.C. should continue its operations. On the basis of this finding one might presume that Question 2 of PART B in Questionnaire II, the social service personnel were basing their assumption of the center being beneficial on "prima facie" evidence. That is, the social service personnel possibly assumed the M.C.C.T.C. was accomplishing what the center intended. The social

service personnel strongly desire the M.C.C.T.C.'s continuance even though the social service personnel are possibly unsure as to the exact benefits derived through M.C.C.T.C. participation. Social service personnel's feelings toward continuance of M.C.C.T.C.'s operations may be due to the social service personnel's belief that the M.C.C.T.C. is in fact accomplishing something, even if it may only be that of a humanitarian alternative to incarceration. This premise is drawn out by an earlier notation that stated that although 47% of the social service personnel gave employment as a M.C.C.T.C. goal and 47% mentioned job placement assistance as a treatment method, only 30% mentioned job placement assistance as a participation benefit.

Statement 4 in PART A of Questionnaire II (Table 6) is "The Mahoning County Correctional Treatment Center should expand its operations to include a residential center." Findings indicate that the social service personnel overwhelmingly "strongly agreed" that the M.C.C.T.C. should expand its operations to include a residential center. This finding may be indicative of the social service personnel's belief that a residential center may help the M.C.C.T.C. deal with what the social service personnel perceive to be the center's external problems as discussed on page 56. It may also be felt that a residential center may serve to eliminate other social service perceived problems such as the complexity of the problem addressed, the attendance of clients,

and the present poor center locality.

Question 1 in PART B of Questionnaire II (Table 7) is "Approximately how many contacts through your job do you personally initiate with the Mahoning County Correctional Treatment Center on a monthly basis?" Findings indicate that when considering the three types of contact initiated (phone, mail, and face to face) with the M.C.C.T.C. by social service personnel it is seen that the column total "less than once a month" was stated 15 times by social service personnel and the column total "more than once a month" was stated 14 times by social service personnel.

As indicated above it seems somewhat evident that some social service personnel may not be initiating enough correspondence with the M.C.C.T.C. to keep abreast of current M.C.C.T.C. operations and changes. Also, those contacts that are initiated may be no more than that of a superficial type which might explain why the social service personnel are not fully aware of the M.C.C.T.C.'s stated goals and objectives as given in this study by the M.C.C.T.C. personnel.

## CHAPTER VI

## RECOMMENDATIONS

1. In that the general populace is usually concerned with how effective corrections is in reducing recidivism it is recommended that future study be conducted to establish the reasoning for the M.C.C.T.C. and social service personnel giving the prevention of recidivism a low priority status in terms of M.C.C.T.C. goals and participation benefits. It would also be interesting to ascertain how frequently associating criminal justice agency personnel would perceive the prevention of recidivism as a M.C.C.T.C. goal or participation benefit.

2. In light of the Questionnaire I (Table 1-5) social service personnel findings it is recommended that the M.C.C.T.C. personnel write a synopsis pertaining to the M.C.C.T.C.'s goals and objectives and disseminate copies to the criminal justice and social service agencies with which the M.C.C.T.C. carries on liaison so that present M.C.C.T.C. misconceptions can hopefully be cleared.

3. It is recommended that in the event any relevant changes are made in M.C.C.T.C. operations, some form of memo be disseminated by the M.C.C.T.C. personnel to the criminal justice and social service agencies with which the M.C.C.T.C. carries on liaison. In this way the agencies are kept better aware of current M.C.C.T.C. operations and changes.

4. More thorough explanation of M.C.C.T.C. changes and progress could be developed in a quarterly newsletter put out by the center. The newsletter could include a section that allows the agencies receiving the publication to express their ideas and/or opinion as to ways of better serving the Youngstown area public offender population. An offshoot of the newsletter would hopefully be its ability to assist the Youngstown area social service and criminal justice agencies who deal with the public offender to better service their clients in a integrated and coordinated approach.

5. Also, it is recommended that an annual M.C.C.T.C. fiscal year progress report be provided to the criminal justice and social service agencies with which the M.C.C.T.C. carries on liaison.

6. It is recommended that to enable restructuring of the relationships among the M.C.C.T.C. and social service personnel the use of a designated liaison worker for each participating agency should be instituted. The liaison worker as a group could serve in the capacity of an overall advisory panel. One specific responsibility of each liaison worker would be to keep his own agency's personnel informed as to the advisory panel's happenings.

7. A recommendation is that the M.C.C.T.C. hold an annual open-house or luncheon with associating social service and criminal justice agency personnel to be familiarized or refamiliarized as to current and anticipated future M.C.C.T.C. operations. Through such an occasion different

agency representatives should be encouraged to openly discuss areas of M.C.C.T.C. misunderstandings which could hopefully be resolved in an atmosphere of objectivity and concern. If cooperation could be established among those attending agencies, the annual occasion would have served a purpose.

The fact of cooperation is likely to create a new condition which may play a role in determining the convergence or divergence of now-existing forces.

It is important to understand the dynamic conditions in the interagency and interorganizational field of social and institutional development. Awareness of and alertness to the complex of interacting and converging needs, interests, and capabilities of individuals and organizations might enhance the probability of capitalizing on a confluence of forces when it occurs. Institutional and organizational development in a broad social context may be seen at least partially as a process of initiating, utilizing, converging, and focusing ongoing processes of change in situations with a potential contribution to social betterment.<sup>52</sup>

8. In considering the PART A "amount of support" findings in Questionnaire II (Table 6) it is recommended that the M.C.C.T.C. expand its operations to include a residential center and that if possible the center be located in a fairly acceptive community atmosphere where jobs are assessible.

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<sup>52</sup>John D. Aram and William E. Stratton, "The Development of Interagency Cooperation", Social Service Review, VOL. 48 (September, 1974), p. 420-421.

APPENDIX A

Questionnaire

1. How long has the [unclear] been in operation?

2. How many [unclear] are there in the [unclear]?

3. How many [unclear] are there in the [unclear]?

4. How many [unclear] are there in the [unclear]?

5. How many [unclear] are there in the [unclear]?

6. How many [unclear] are there in the [unclear]?

7. How many [unclear] are there in the [unclear]?

8. How many [unclear] are there in the [unclear]?

9. How many [unclear] are there in the [unclear]?

10. How many [unclear] are there in the [unclear]?

11. How many [unclear] are there in the [unclear]?

12. How many [unclear] are there in the [unclear]?

13. How many [unclear] are there in the [unclear]?

14. How many [unclear] are there in the [unclear]?

15. How many [unclear] are there in the [unclear]?

16. How many [unclear] are there in the [unclear]?

17. How many [unclear] are there in the [unclear]?

18. How many [unclear] are there in the [unclear]?

19. How many [unclear] are there in the [unclear]?

20. How many [unclear] are there in the [unclear]?



## QUESTIONNAIRE I

1. What are the goals of the Mahoning County Correctional Treatment Center?
  
  
  
  
  
  
  
  
  
  
2. What treatment methods does the Mahoning County Correctional Treatment Center use to accomplish its goals?
  
  
  
  
  
  
  
  
  
  
3. What benefits, if any, does the offender have in participating in the Mahoning County Correctional Treatment Center?
  
  
  
  
  
  
  
  
  
  
4. What type of offender does the Mahoning County Correctional Treatment Center want referred to them?
  
  
  
  
  
  
  
  
  
  
5. What are the main problems the Mahoning County Correctional Treatment Center has in accomplishing its goals?

PLEASE CHECK ONE:

Criminal Justice

Social Service

## QUESTIONNAIRE II

## (PART A)

Please circle your desired answer.

SA-Strongly Agree, A-Agree, U-Undecided, D-Disagree, SD-Strongly Disagree.

- |  |    |   |   |   |    |
|--|----|---|---|---|----|
| 1. In general, the procedure of treating the criminal offender in the community is beneficial.                         | SA | A | U | D | SD |
| 2. The procedure of treating the criminal offender at the Mahoning County Correctional Treatment Center is beneficial. | SA | A | U | D | SD |
| 3. The Mahoning County Correctional Treatment Center should continue its operations.                                   | SA | A | U | D | SD |
| 4. The Mahoning County Correctional Treatment Center should expand its operations to include a residential center.     | SA | A | U | D | SD |

## (PART B)

Please circle the appropriate letter(s).

1. Approximately how many contacts through your job do you personally initiate with the Mahoning County Correctional Treatment Center on a monthly basis?

## A) MAIL CORRESPONDENCE

- |                           |   |
|---------------------------|---|
| a) less than once a month | c) more than once a month                               |
| b) once a month           | d) never initiated mail correspondence with the center. |

## B) PHONE CORRESPONDENCE

- |                           |  |
|---------------------------|--|
| a) less than once a month | c) more than once a month                                |
| b) once a month           | d) never initiated phone correspondence with the center. |

## C) FACE TO FACE CORRESPONDENCE

- |                           |   |
|---------------------------|---|
| a) less than once a month | c) more than once a month                                       |
| b) once a month           | d) never initiated face to face correspondence with the center. |

PLEASE CHECK ONE:

\_\_\_\_\_ Criminal Justice

\_\_\_\_\_ Social Service

APPENDIX B

Mahoning County Correctional Treatment Center Background

The Mahoning County Correctional Treatment Center was established in 1974 as a result of the merger of the Mahoning County Jail and the Mahoning County Reformatory. The center was designed to provide a comprehensive program of treatment and rehabilitation for offenders in Mahoning County. The center is located in Youngstown, Ohio, and is a part of the Mahoning County Jail complex. The center is a state-of-the-art facility that provides a wide range of services, including counseling, education, and vocational training. The center is staffed by a professional staff of counselors, educators, and vocational trainers. The center is a part of the Mahoning County Jail complex, which is a state-of-the-art facility that provides a wide range of services, including counseling, education, and vocational training.

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2/11/74

## MAHONING COUNTY CORRECTIONAL TREATMENT CENTER BACKGROUND

During the winter and spring of 1971 discussion between the Youngstown Bureau of Vocational Rehabilitation, the Mahoning County Sheriff's Department and the Mahoning County Commissioners revolved around the lack of operating jail rehabilitation programs. In April of 1971 the funding application for the Mahoning County Correctional Treatment Center (then known as the Vocational Counseling for Prisoners Project), was submitted to the Department of Urban Affairs, Columbus, Ohio. The three page narrative section of the proposal, was a bid for Administration of Justice Division (AJD) funds believed to be available.<sup>1</sup>

The proposal indicated that the majority incarcerated in the Mahoning County Jail were repeaters. Jail programming had two specific objectives, i.e., provide security for the community and rehabilitation for the prisoners. Unfortunately, funds were available for the security aspect only. The proposal was an effort, therefore, to obtain funds for the development of a rehabilitation program.<sup>2</sup>

The Mahoning County Correctional Treatment Center proposal specified active community-based involvement in implementing the rehabilitation program.

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<sup>1</sup>George A. Pownall, "Vocational Counseling for Prisoners Project-A 'Soft' Evaluation" (unpublished evaluation, Kent State University, 1973), p. 3.

<sup>2</sup>Ibid.

The stated specific objective of the center was to be comprehensive vocational counseling of both a group and individual nature to prepare the prisoner for either gainful employment or continued education upon release.<sup>3</sup>

"The total proposal was approved with a grant of \$11,840 for twelve months. Matching funds of \$7,840 were contributed by the Commissioners as the non-OLEPA share."<sup>4</sup>

"July 1, 1972 saw the project refunded to June 30, 1973 with an increase of AJD funds to \$15,967 and an in-kind match of \$9,890."<sup>5</sup>

...in its fiscal 1973-74 program description the project had expanded its statement of basic services beyond counseling. The project was described as attempting to provide uniform dissemination of the program's availability to all inmates, basic educational courses in English, Reading, and Math, diagnostic testing and evaluation for potential trainees, contacts to employers on behalf of prisoners, drug referrals for those needing them and follow-up for all prisoners to ensure post-release adjustment.<sup>6</sup>

The Mahoning County Correctional Treatment Center budget year request (7-74 to 7-75) saw the Ohio Administration of Justice share increased to \$44,060. The in-kind match was also raised to \$44,060 making the center total \$88,120.

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<sup>3</sup>Ibid., p. 4.

<sup>4</sup>Ibid.

<sup>5</sup>Ibid., p. 5.

<sup>6</sup>Ibid., p. 7.

The summary portion of the above Mahoning County Correctional Treatment Center grant request was stated as such:

The Center, as a continuation grant, is seeking to more systematically provide community rehabilitation services to offenders traditionally sentenced to County Jail. Through extensive screening and diagnosis it will offer the area courts an alternative to jail or typical probationary services. A 6-10 week non-residential treatment program will aim at gaining suitable vocational placement and/or training for offenders. A minimal residential setting will also be available for individuals having unsuitable community roots. An on-going comparative evaluation will also attempt a more objective evaluation of this approach by using recidivism and job stability as success criteria over time.

The approach will be integrative in nature by pooling existing community services to attend to the specialized needs of the offender through the program setting. Thus, education, placement, training, therapy, counseling, etc., will combine in what is considered a feasible and flexible approach to meeting the needs of the local offender population.<sup>7</sup>

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<sup>7</sup>Department of Economic and Community Development, Administration of Justice Division, Action Project Grant Application for the Mahoning County Correctional Treatment Center, prepared by Richard Billak, Counselor-Administrator, 1973, p. 1.

APPENDIX C

Mahoning County Correctional Treatment Center  
Progress Report

The Mahoning County Correctional Treatment Center was established in 1971 as a result of the merger of the Mahoning County Jail and the Mahoning County Reformatory.

The center is a state-of-the-art facility designed to provide a comprehensive program of treatment and rehabilitation for inmates. The program includes individual and group counseling, educational courses, vocational training, and recreational activities. The center also provides medical and dental services for its inmates.

The center's program is based on the principles of the Correctional Institute of Pennsylvania. The program is designed to help inmates develop the skills and attitudes necessary for successful reentry into society. The center's staff consists of a variety of professionals, including counselors, educators, vocational trainers, and medical and dental staff.

The center's program has been successful in helping many inmates become law-abiding citizens. The center's success is due to the dedication and hard work of its staff and the cooperation of the inmates. The center's program is a model of effective correctional treatment.

The center's program is a result of the commitment of the Mahoning County Board of Commissioners and the Mahoning County Board of Prisoners. The center's program is a testament to the power of rehabilitation and the potential for change in the lives of inmates.

## MAHONING COUNTY CORRECTIONAL TREATMENT CENTER

## PROGRESS REPORT

FISCAL YEAR ENDING JUNE 30, 1974

Shown below is the fiscal progress report for the fiscal year ending June 30, 1974.

The Mahoning County Correctional Treatment Center has been involved with a grand total of 436 inmates detained in the County Jail. Of these, 38% were sentenced to other institutions following county disposition of their original cases.

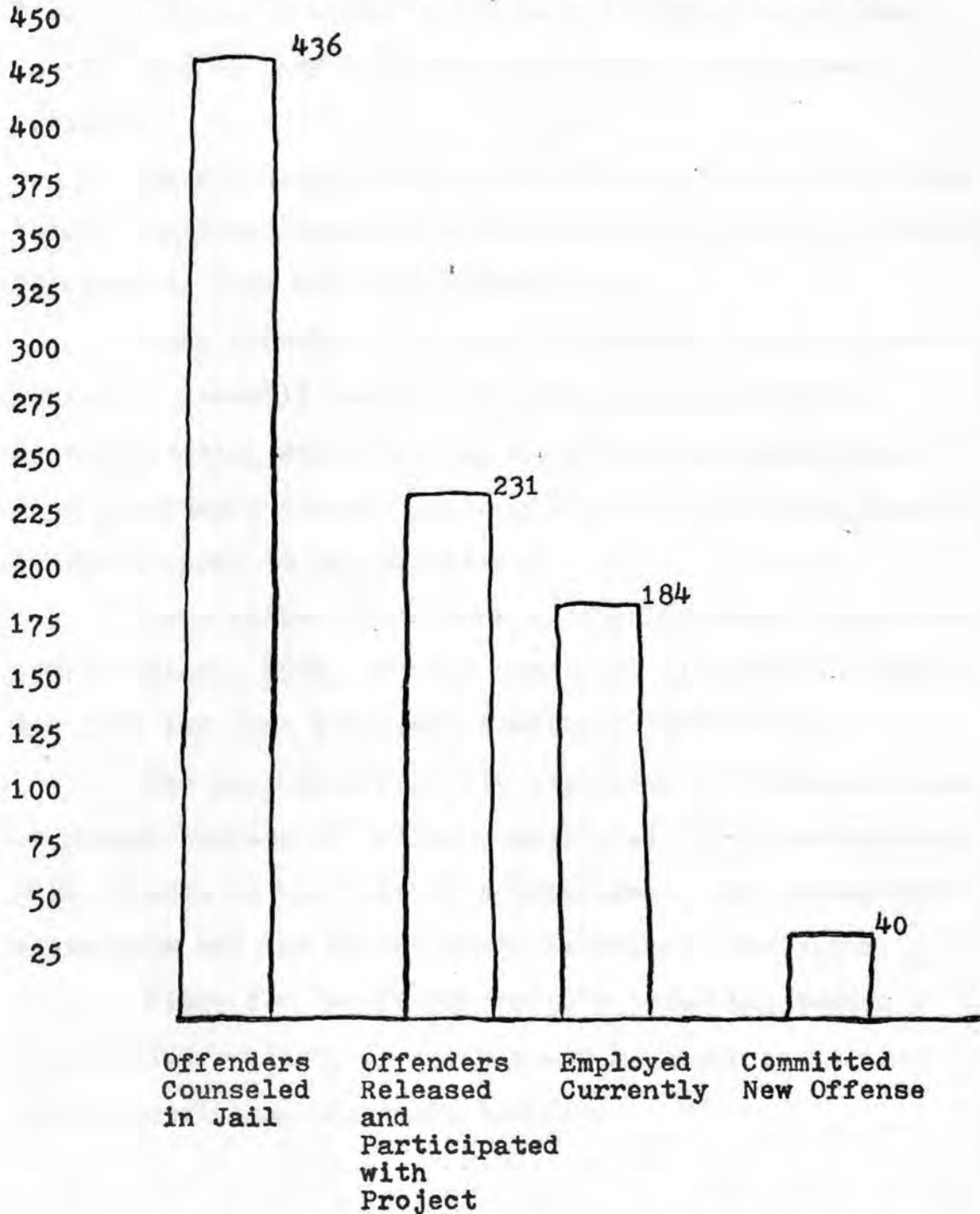
271 were released to the community and involved with the project on their release. Of these 11% were later sentenced on new offenses. This "recidivism" rate compares with one of 46% for those individuals who were released and not involved with the project.

Of those who did not commit further offenses 76% are now employed and earning an average of \$3.45 per hour and have been employed for an average period of seven months.

The average cost of the program is \$2.34/client. The average tax paid by those now placed and employed is \$1,092 per year. This compares with \$240 figure paid by taxpayers for maintenance of an offender for a 60 day sentence.



Graphically these figures appear as follows:



The Mahoning County Correctional Treatment Center employs a staff of four individuals. It maintains a Treatment Center at 1105 Market Street, which is the

setting for a structured program for ex-offenders released from the jail. It also maintains an office within the County Jail to work with the individuals while incarcerated.

As a community program the Mahoning County Correctional Treatment Center attempts to bring existing resources together to work with the ex-offender.

Many agencies such as, Ohio Bureau of Employment Services, Goodwill Industries, Bureau of Vocational Rehabilitation, Model Cities, and the Adult Basic Education Department provide liaison officers to better facilitate services to the population.

Specialized units such as the Diagnostic and Evaluation Clinic, BUDA, and the Community Alcoholism Program are used for more intensive treatment modalities.

The program beyond its statistical success is seen as unique because of the many political officers who work with it such as the Sheriff's Department, the County Commissioners and the Mayors Human Relations Commission.

Plans for the future include expanding toward a residential facility so as to reach a larger proportion of the population who could benefit.

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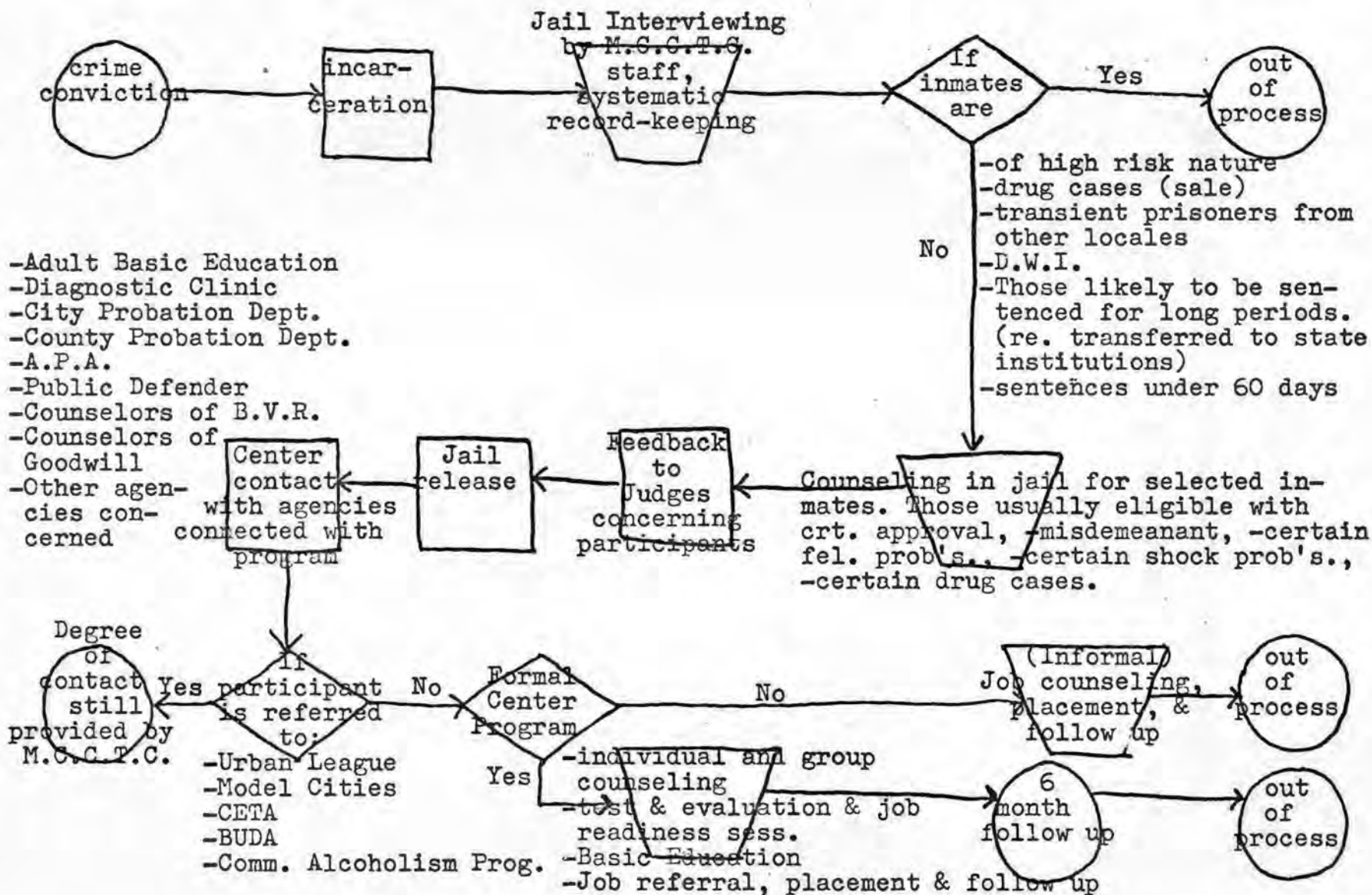
Richard J. Billak  
Project Director

APPENDIX D

Flowchart Of Basic Operations Of The  
Mahoning County Correctional Treatment Center



# Flowchart of Basic Operations of the Mahoning County Correctional Treatment Center



## APPENDIX E

Mahoning County Correctional Treatment CenterEmployee Job Descriptions

1. Monitor and control the center.
  2. Inspect and maintain the center.
  3. Handle discipline and all other general administrative duties.
  4. Administrative supervision of the project.
5. Other duties as assigned.
1. Liaison activities with involved agencies and personnel.
  2. Subordinate personnel with the Board of Corrections, etc.
  3. Reports necessary for state records, etc.
  4. Contracting with other agencies as needed for necessary services.
6. Staff Supervision
1. Daily supervision and attendance records.
  2. Hiring and firing responsibilities.
  3. Recruiting and evaluating staff duties.
  4. Evaluation of effectiveness of assigned employees job roles.
  5. Discipline of staff as needed.
7. Case Supervision
1. Monitoring and control and planning of planning and recommendations for services.
  2. Staffing on first-shift responsibilities.

JOB DESCRIPTION - PROJECT DIRECTOR

I. Primary Duties

A. Project Administration:

1. Monthly fiscal reporting to LEAA.
2. Quarterly Evaluation to LEAA.
3. Yearly Evaluation and all other Grant Procedural needs.
4. Accounting and Expenditures for Project.

B. Agency Coordination:

1. Liaison activity with involved agency's and resources.
2. Guidelines for such with APA, D & E Clinic, Board of Education, etc.
3. Reports necessary for above agencies i.e., case statistics, etc.
4. Contracting with other programs to provide for necessary services.

C. Staff Supervision:

1. Daily time and attendance records.
2. Hiring and firing responsibilities.
3. Monitoring and evaluating staff duties.
4. Resolution of differences or problems regarding job roles.
5. Alterations in duties as needed.

D. Case Supervision:

1. Monitoring case-work and folders on planning and recommendations for services.
2. Staffing on Plans-Services-Outcome.

3. Providing for overall statistical count on client population for Project and LCAA.

E. In-House Services:

1. Individual Counseling with clients.
2. Group Counseling with those involved with CTC Program.
3. Information Groups in CTC Program.
4. Coordination of CTC Program Schedule.

II. Other Duties

- A. General Public Relations Activities with the Courts, Press, Community.
- B. Assistance in planning for future correctional programs and grants in the community.
- C. Long Range planning of programs existence-financially-substantially.

## JOB DESCRIPTION - PLACEMENT SPECIALIST

### I. Primary Duties

#### A. Securing employment positions for client population.

##### This Includes:

1. Meeting with previous employers for re-employment of client on release.
2. Meeting with union-management to reinstate individuals into prior employment.
3. Primary employment seeking by developing a Job Bank of potential employers.

#### B. Aiding clients in Job Searching Techniques etc.

1. Providing information i.e., OBES registration, job openings, news clippings.
2. Meeting individually with clients to discuss problem areas in gaining employment i.e., appearance, application, etc.
3. Assisting in the CTC Program regarding employment problems and goals, general job discussions with groups.
4. Follow-up with those employed to assure job stability.
5. Adequate case, records are to be maintained on all such activities.

### II. Secondary Duties

1. Public Relations with Community Groups involved with Employment of the Ex-offender.
2. Liason activities with various agencies involved with the Project.
3. Assisting in Project Administration when required.
4. Monitoring Ed. Classes one day/week.



It can be shown that the position is the "production" end of the projects activity, and as such is of critical importance in assessing the overall success of the program. In reaching this goal the placement officer should be able to continue to provide a supportive and positive model for the client. He should remain sensitive to his needs and be perceptive enough to offer recommendations both to him and other staff members, in helping him to achieve a self-sufficient position.

The methods for such a complex endeavor are left up to the inventiveness and commitment of the individual himself.

JOB DESCRIPTION - INTAKE OFFICER

I. Primary Duties

- A. Preliminary Screening of all potential candidates on entrance to County Jail.
- B. Intake information on all those who are seen as applicable for program while in County Jail.

This includes:

- 1. General Info Sheet.
- 2. Inventory Sheets.
- 3. Medicals.
- 4. B.V.R. Forms.
- 5. Any other relevant information that can be collected.

- C. Arrange for diagnostics for those men actively opened with program.

This includes:

- 1. Weekly appointments with D & E Clinic
- 2. Individual MMPI's.

All in-jail testing is to be monitored in the office to assure validity.

- D. Case Planning - Based on Case Data and initial interviewing, adequate release planning should be on going.

This includes:

- 1. Contacts to family and relatives on re-release situation.
- 2. Contacts to Attorneys and Probation-Parole Departments. (All APA cases must have written consent letters).

3. Contacts to previous employers for rehiring possibilities.
4. Contacts to other social service agencies i.e., Alcoholic Programs, Mental Health, etc.
5. All such contacts with the client and outside resources should be adequately documented in the running record.

#### E. Release Followup

1. A staffing with other staff members is to be made periodically on client's release plans.
2. In Jail Activities will include a conjunctive planning session with client, Intake Officer, and other staff member - if possible.

## II. Other Duties

- A. Intake Officer will also be involved with CTC Program as scheduled, man the Ed. classes one day per week, and make field contacts of released clients as needed.
- B. The method which these duties are performed is left to the individual's initiative and inventiveness.
- C. Overall, his position is viewed as the first contact along a continuum of services with which the client will be involved. As such it is seen as a dynamically critical position which should have as its overriding aim, the goal of developing a positive, trusting, relationship with the individual by responding to him empathetically and with understanding both to his situation and his prior experience.

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