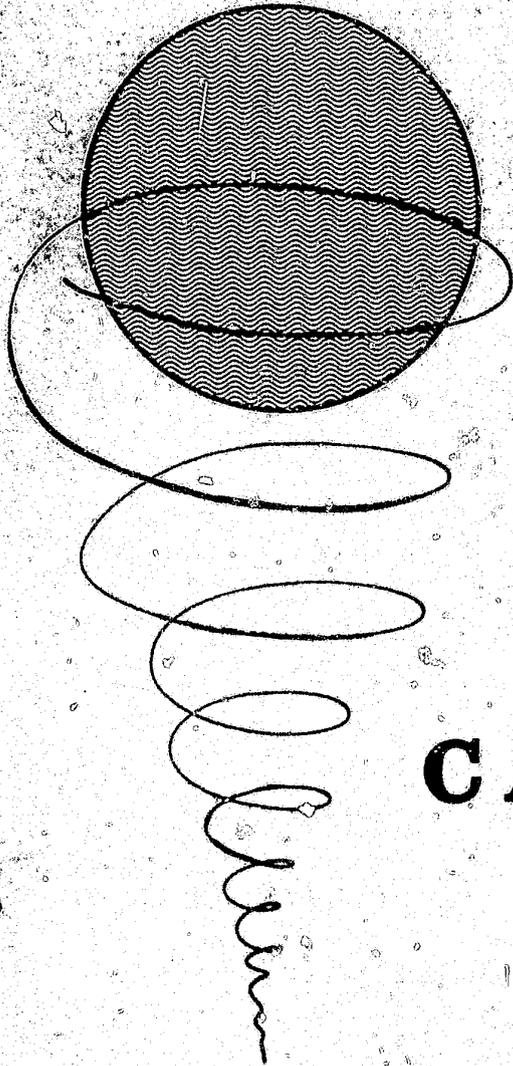


Youth Service Bureaus



CASEBOOK

February 1973

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National Study of Youth Service Bureaus

NATIONAL STUDY OF YOUTH SERVICE BUREAUS

CASEBOOK

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CASEBOOK

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Social and Rehabilitation Service
Department of Health, Education and Welfare

Final Report
to

Youth Development and Delinquency Prevention Administration

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Prepared by

Department of the California Youth Authority
February, 1973

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PREFACE

The National Study of Youth Service Bureaus began in late September 1971 with a national census. Officials and agencies of fifty (50) states and six (6) territories were contacted through three-hundred (300) inquiries sent out to Governors, state planning agencies, regional offices of the federal government and state and local juvenile correctional agencies. From this census, one-hundred seventy (170) youth service bureaus were identified that appeared to be significantly related to the youth service bureau concept. From this number, fifty-eight (58) were selected for more intensive study, including on-site visits. This report, which is the third in a series, is the product of field consultant summaries completed as a result of their on-site visits.

The first publication in this series is entitled *The National Study of Youth Service Bureaus*. It provides a detailed overview of youth service bureau programs located throughout the nation. The second publication, *The Challenge of Youth Service Bureaus*, briefly summarizes highlights and findings of the larger study. The first report was submitted to Youth Development and Delinquency Prevention Administration of Health, Education and Welfare in November of 1972, and the second report in January of 1973.

This, the third and final report, was prepared as a casebook for those who are familiar with the youth service bureau movement. It is intended especially for the use of those who may be interested in developing a youth service bureau and who may, as a result of this and the other two publications, avoid some of the problems experienced by those pioneering programs described in this study.

In the process of developing composite descriptions of many youth service bureaus, it is possible to lose valuable detail. In July of 1972, it was the recommendation of the National Advisory Committee that the individualized summaries contained in this report should be preserved in their original form.

The material that follows is not intended to cover all aspects of the program. It is an attempt to share field staff observations about the fifty-eight programs visited. These summaries represent a synthesis of interactions with staff, young people being served by the programs, other community agencies and even program critics. They reflect individual styles; first person references were not deleted. Broad generalizations are limited, but nevertheless, the reader is given considerable insight into the conditions and limiting factors operative in each program.

The body of the casebook consists of summary field consultant reports. In the appendix, the reader will find a sample questionnaire which was sent to all of the programs contacted throughout the country and the responses to this questionnaire from fifty-seven of the programs described. Although they are prepared in 'teletypic' style for use and analysis by study staff, the questionnaire summaries will give a comparison against which the reader may view operating staff's perceptions and those of the study field staff.

Robert L. Smith, Project Director
National Study of Youth Service Bureaus

William Underwood, Associate Project Director
National Study of Youth Service Bureaus

NEW ENGLAND STATES

CONNECTICUT

Bridgeport

Glastonbury

MASSACHUSETTS

Cambridge

New Bedford

Worcester

RHODE ISLAND

Providence

YOUTH SERVICE BUREAU REPORT
BY
RON HAYES

Bridgeport Youth Service Bureau
52 Green Street
Bridgeport, Connecticut 06608

Setting

The Bridgeport Youth Service Bureau is in a predominantly Black/Puerto Rican ghetto known as the "East Side." The area is across the freeway and across the tracks from the main town of Bridgeport. It is a depressed area consisting of dilapidated buildings and vacant lots, with people milling around apparently trying to get through the day. The residents, for the most part, are of a lower socio-economic status. The bureau operates out of an office in a multi-service center that is adjacent to a lower income multi-dwelling housing unit. The service center is a brick constructed building consisting of three stories. It houses many service agencies such as welfare, public health, and employment. It also contains a library and a small gymnasium. The bureau is located on the third floor in a small office that is approximately 59 by 50 feet. Crowded into this space are four desks for the workers and one for the secretary. There are no ceiling to floor dividers. There is a partition approximately five feet high that divides the room, but does not allow for privacy. When the kids start getting out of school, around 2:00 or 2:30, it becomes extremely crowded, hectic and noisy. Staff does have access to another room in the building. There is a community center room where they conduct group rap sessions, hold meetings, etc. If they need to have a private place to interview a client, they use the library.

Appeal and Accesibility

It is difficult to describe in words the appeal the program and staff have for clients. One would just have to witness, as I did, 20 people of all ages, sizes and descriptions trying to fit into the bureau's small office to rap with staff or try to find their picture from the hundreds of snapshots that are on the walls that the director has taken of kids who have participated in the bureau's activities, or perhaps accompany the director to one of the schools and see every youngster he comes in contact with call him by name or come out of their classrooms just to touch him, to really get a feel of how well the program and staff is accepted in the community. Another example of acceptance and appeal that I observed was a Puerto Rican youngster of about 5 years of age sitting on the lap of one of the female Puerto Rican staff members conversing in Spanish, while the worker showed the little girl how to make a cross from a bamboo reed.

Reputation

It appears that the bureau is so much a part of the community that to attack it, one would in essence be attacking the community itself.

Outside agencies, i.e., court, probation, schools, etc., need the bureau, and not vice-versa. The one exception might be the police, but police are tolerated in the ghetto and they too must survive by tolerance.

Characteristics of Staff

The staff are all paraprofessionals who are indigenous to the area. The director was born and reared in the East Side and was an outstanding athlete in his high school years. The older members of the community refer to him as an example that other youngsters should follow. He seems to know everyone in the area and everyone, without exception, that he comes into contact with he stops - to listen, to give advice, or just to pass the time of day. In a word, he emanates charisma. Whether he would have this same appeal in another area, I do not know. But in the East Side of Bridgeport, he is the "Pied Piper." His staff are the same type of warm, gut-feeling people who seem to be hung up on only one cause - to be of service to a community that definitely needs all the help it can get.

Objectives

The written objectives are as follows: 1) work with youth referred from the juvenile court system as opposed to sending these youth to correctional institutions for first offenses and minor offenses, 2) work with probation department in providing community relation projects and acting as a liaison between the youth and probation department, and 3) provide or obtain counseling programs. They are working within all three of these objectives, but are doing much more. They are not concerned about guidelines or objectives or rules or regulations. I am not even sure that they think about these kinds of things. They are service oriented and they interpret this in its broadest sense.

Program Content

Anything that works is the methodology that is used. They have one staff member who appears each day in juvenile court to "stand up" for youngsters that they feel they can provide services for. Many referrals are received from the court through this method. They have a close informal working relationship with the schools. The schools, in fact, view bureau staff as being part of the school's counseling program. The counseling observed was straight out, shoulder-to-shoulder, eyeball-to-eyeball. Trained social workers might frown on this approach but would have a hard time questioning the results. They sponsor and staff numerous recreational programs. They also make numerous field trips out of the area on weekends for "cultural enrichment." The entire program is unique and it is difficult to pinpoint any one aspect. The type and personality of staff and their technique certainly is one aspect of uniqueness. But, more than that, it is the absence of concern over future funding and survival that is so prevalent in many bureaus. They are really not concerned about tomorrow - that is too far away. For them, it is today that counts, and they are making use of every moment.

Organization and Administration

This bureau is under the auspices of the Hall Neighborhood House, a non-profit organization that has been in the area for at least 50 years. They have a program director, who oversees all of the organization's programs including the Hall Neighborhood Youth Service Bureau. He handles all administrative transactions, i.e., program development, proposal writing, budgeting, etc. He told me they received their funding for the bureau from United Funds, LEAA and Model Cities, for a total amount of \$77,000. The project director indicated that funds are conservatively dispersed for the bureau's operation. For example, they are allowed a total of \$5.00 a week for transportation expenses. The director is the only staff member with a car. Out of the \$5.00 allowance, he pays for gas. His car is used by other staff members for transportation, but the bureau does not assist in his insurance. Each staff member receives a different salary. They individually negotiate their salary with the program director. The figure arrived at depends on how good a negotiator the staff person is. The project director does not have any information regarding the bureau's budget.

Summary

Although the bureau keeps records information is sparse as to the number of cases, services provided, the cost, etc. There is no evaluation component attached to the program. There is no documented information as to the effectiveness of the model, number of youngsters diverted from the system, or how effective they have been in coordinating services.

I was impressed with the acceptance this bureau has in the community. I feel this acceptance is due, in part, to the fact that it is under the auspices of an established agency that has been providing services to the community of Bridgeport for at least 50 years.

YOUTH SERVICE BUREAU REPORT

BY
RON HAYES

Glastonbury Youth Service Bureau
2384 Main Street
Glastonbury, Connecticut 06033

Setting

The town of Glastonbury is a sprawling, upper-middle class white suburban area of approximately 25,000 people located nine miles from the city of Hartford, Connecticut. The downtown area consists of a few small businesses including a service station, a restaurant, and a post office. The town and surrounding area can best be described as being semi-rural. It is nestled in wooded forests that are spread over rolling hills. The majority of the homes are large, two-story buildings of typical New England construction located on large lots.

Appeal and Accesibility

The youth service bureau is centrally located in the downtown area in what was formerly a U. S. Post office. The bureau is appropriately known to the citizens of the community as the "Post." The building itself is in a poor state of repair and will soon be torn down to make room for redevelopment. The large interior section that was originally designed to process mail now serves as a recreational area as well as a gathering place for the youngsters who frequent the bureau. One of the two small offices is used by the full time secretary who also does employment counseling and placement, and the other office is used by the director. The windows are covered with psychedelic paintings. The interior walls are covered with topical posters, collages, and other forms of self-expression. The Bureau also has access to an old wooden three story YMCA building that is located two blocks from the Post. This building is used for private counseling, group sessions, and the tutoring component of the program. Both buildings are conveniently located. Being a semi-rural area, there is not any public transportation. Transportation, however, does not appear to be a problem, as most of the youngsters either have their own car or have friends who do.

The youngsters who frequent the bureau are essentially "non-delinquent" (the director stated there is approximately 8 youngsters in the general area who are under probation supervision). According to statistical information, the largest number of referrals during the past 12-month period was due to home situations - 37%; followed by drugs - 17%; delinquency and illegal behavior - 17%; personal and psychological - 8%; and sex - 7%.

From my limited observations, I would say the youngsters are experiencing self-identity problems and are acting-out against society - by dropping out. The bureau is a gathering place for youth who share this view.

Reputation of Program

The bureau was established by community leaders reacting to a specific problem. A youngster from a prominent family died as a result of an overdose of LSD. A sociologist was hired to do a survey of community needs relative to what the community viewed as a developing drug problem. He recommended the establishment of a youth service bureau. What has since evolved is a drop-in clinic located in the center of town frequented by hippie-type kids who are experiencing emotional problems. The town fathers are now concerned about "the image" the bureau is creating for the community. Due, in part, to the "negative image" other agencies in the community are apparently reluctant to over identify with the bureau, taking, instead, a wait-and-see attitude.

There appears to be a schism amongst the youth population who reside in the area regarding the bureau. Those youngsters who identify with the bureau are known as "Post kids." This is used as a negative labeling by other young people who do not identify with the bureau.

Staff Characteristics

The director is currently the only full time professional staff member. He enjoys a favorable reputation with bureau clients as well as with other members of the community. Youngsters around the Post all call him by his first name as do other community members. He converses with everyone he comes in contact with, in an open, friendly manner, that suggests general acceptance. The director dresses in a style similar to the youth who frequent the bureau. I gained the impression that he uses this as one means of establishing rapport with the kids. He seemed to be very concerned about helping emotionally troubled youth. The director stated that the main objective of the bureau is better "human development." This seems to be the director's main treatment focus. By and large, he views all youngsters who receive the services of the bureau as being in need of counseling that will assist them in resolving their internal/ external conflicts. He places a great deal of stress on the fact that problems in suburbia differ from problems found in core cities. He feels the main difference is that suburbia clients have more interpersonal problems as opposed to environmental problems. Suburbia youngsters, according to the director, do not necessarily exhibit their problems in delinquent acting-out behavior. The main services provided are individual counseling, group counseling, and family conjoint counseling. In addition to this, the bureau provides a great deal of recreational type programs such as rock concerts, evening movies, and coffee house rap sessions. Recently, the bureau conducted a "free school." The subject matter presented at the free school ranged from organic farming to philosophy.

The most unique aspect of the program is the type of community it is located in and the acceptance of the program by a particular group of youngsters who are experiencing problems with identity and life style that is in conflict with their immediate environment.

Organization

A Connecticut youth service association was recently formed. Mr. Manicke is the chairman. The following is a quote from the association's statement of organization:

At present, we are attempting to serve by offering all youth, including those in conflict with home, school, community and peers, an opportunity to discuss their situation and by providing both understanding and assistance in dealing with individual needs.

This statement fits into the general philosophy of the Glastonbury Youth Service Bureau.

Summary

At the time the bureau was observed, they had an official client population of 222, broken down by sex (male 135 and female 87). According to statistical information, they made 100 contacts with clients only, and 122 contacts with the client and family. There is no information available as to other agencies they refer clients to. they received clients from the following sources: parents - 58, self-referral - 56, school - 38, police - 18, friend - 16 and other - 36. There is no statistical information available as to the success of the program from the standpoint of diverting youngsters from the juvenile justice system or from the standpoint of assisting youngsters and their families in resolving their problems. There have been some recent attempts made to coordinate existing community resources; however, I feel that the chances of this bureau playing a role of coordinator is doubtful. In summary, I would say that the bureau has established a satisfactory relationship with a select clientele. It has had difficulty meeting the expectations of the community, primarily because the community itself is not clear as to what they expect of a youth service bureau.

YOUTH SERVICE BUREAU REPORT

BY

RON HAYES

Cambridge Youth Resources Bureau
930 Massachusetts Avenue
Cambridge, Massachusetts 02138

Setting

The Cambridge Youth Resources Bureau is located in a core city area that is immediately adjacent to Harvard University. The neighborhood is a former middle class residential area that is in transition to a lower class socioeconomic status. Many of the dwellings are now being rented for student housing. The youth resources bureau building stands out from the other structures in the immediate area as it is fairly new by comparison, is of sound construction, and in good state of repair. There is a littered vacant lot next to it and two littered vacant lots across the street. The building itself is four stories and was formerly a real estate office. The top story is being rented as an apartment. The bureau occupies the bottom three floors. The offices are fairly large and appear adequate for staff needs. The furniture ranges from average to good.

Appeal and Accessibility

location is accessible to the target area both by walking and public transportation. The majority of the young people I saw in the area as well as a few clients seen in the youth resource bureau dressed in the style of street people found around major universities. One service provided by the youth resource bureau core staff (those who operate out of the bureau office) appears to be rap sessions. If this is a valid observation, then I would say the bureau definitely has appeal to the street-types who enjoy engaging in this form of communication.

Program Relationships

The assistant director stated that the bureau's relationships with official agencies were sometimes less than favorable. She specifically stated they have had differences of opinion and subsequent difficulty with the city manager, with law enforcement agencies and with the schools. The youth workers (official title is detached workers) have assumed an advocacy role in working with their clients. Their style lends itself to attacking the establishment and I suspect this is what has been occurring. The assistant director cited an example of a recent situation when the youth workers wanted to fire the superintendent of schools. The managing board was opposed to the idea and staff ended up being critical of the board for not supporting their position. Some impetus developed, however, for approval to organize young people to have some input in hiring a new superintendent which would inevitably occur.

Staff Characteristics

The Executive Director reports to the City Manager. He is responsible for public relations, the input of the advisory board, and the development of program and policy. Several administrative support staff take care of day to day matters such as keeping the books, processing the bills, and various office duties. There are also staff specialists in research, planning, and youth board work. There are three main kinds of program staff: 1) Community program staff, whose job it is to develop neighborhood-based programs with community groups, provide technical assistance and consultation to groups and agencies who want to work with youth; 2) Several neighborhood teams of youth advocate staff who deal mainly with referrals and who seek a kind of loosening up of the opportunity structure for their clientele; and 3) Staff connected primarily with a demonstration or pilot project such as a job resources bank, summer recreation program, etc.

Objectives of Program

Objectives of the program are listed as 1) offering alternatives to the juvenile justice system, 2) providing young people input into situations that have consequences for their own lives, and 3) developing neighborhood based prevention programs by providing technical assistance and consultation to neighborhood groups and when feasible, being a conduit of funds to these groups. From what I could ascertain, the major focus at this time seems to be achieving objective number two, i.e., provide young people input into situations that have consequences for their own lives. This objective is being carried out by the Para-professional youth advocate staff. They seem to have a large say in policy as well as overall administration. If this is the case, it is understandable why the bureau is experiencing problems in being accepted by the official community.

The detached worker model they are following is not new although it has received a lot of recognition from the other bureaus in Massachusetts who apparently consider it unique. They all refer to it when Cambridge is mentioned. The assistant director thought the most unique aspect was the community based programs. I would agree that this has the potential for the greatest payoff but I obtained very little information regarding the status or the success of this component.

Organizational Pattern

All of the bureaus I visited in Massachusetts had a cadre of professional staff who supervised para-professionals indigenous to the target area. Cambridge follows this organizational pattern.

Summary

From the information that was made available, it would appear that the majority of referrals are self-referrals. The director listed the total number of cases served since the bureau commenced operation as 232. They had 188 active cases as of April 5, 1972.

They are currently operating under a \$256,000 combined grant. They have a staff of 36, including a pilot program. There is no information available on how successful they have been with their clients or any information available as to the number of youngsters they have thus far diverted from the juvenile justice system. They are now in the process of establishing an evaluation component that should provide this information.

YOUTH SERVICE BUREAU REPORT

BY

RON HAYES

New Bedford Youth Resource Agency
558 Pleasant Street,
New Bedford, Massachusetts 02740

Setting

The City of New Bedford has a population of approximately 104,000 people, including Portugese, English, French, Irish, Polish, Jewish, German, Italian, Swedish, Greek, Afro-American, and Puerto Rican. The majority (Portuguese, French, and English) were attracted to New Bedford during the prosperous years of the textile industry in the early part of this century. With the depression and foreign competition many local mills shut down or moved south. The resultant high unemployment and absence of new industry sent the city into a tailspin from which it has never fully recovered. New Bedford has been and is one of the most depressed cities of 100,000 or more population in the United States. The unemployment rate has characteristically been high in comparison with other urban areas. (Generally, twice the national average). Currently, of the black work force of 45,000, the Division of Employment Security reports 12.5% unemployed. Realistic estimates, taking into account that segment of the population not included in the work force, placed the level at approximately 15%. About 20% of the people or 20,000 persons received public assistance of some kind.

The youth resource bureau is located in a professional building in the downtown section of New Bedford. They occupy the entire fourth floor and have two offices on the third floor. The senior staff members have private offices. The youth advisors share one large office. They have a large meeting room for conferences, staff meetings, etc. Adjacent to the conference room is a small area where staff can meet informally for coffee breaks or whatever. The rooms on the third floor are used for dictation and for psychological evaluations. The rooms are all very professional looking with rugs on the floor and wood paneling on the walls. In fact, the entire setting emanates and aura of professionalism.

Appeal and Accessibility

Because their target group is so ethnically diversified, the director stated they purposely picked an office site that would be on "neutral grounds." One of the youth advisors commented that the office location plus the professional atmosphere resulted in very few clients feeling free to drop in of their own volition. Staff services for the most part are carried out in the neighborhoods by the youth advisors. Clients are contacted in their homes, at school and on the street.

Reputation

The bureau seems to enjoy a favorable reputation with probation and the schools and a less than favorable reputation with law enforcement. Following is a quote from an evaluation of the bureau that was conducted by the Governor's Committee: "It would still appear that a sympathetic ear to problems faced by the agency has not been developed among the people who could give it the most help and directly influence its effectiveness. Most New Bedford city officials are preoccupied with the racial disturbances. This, along with the usual manner of giving bureaucratic and political lip service to the formation of a new youth serving agency, has not helped the cause of the youth resources agency. The general lack of meaningful concern and interest in the development and purpose of the agency does not serve to create the most energetic and creative input on the part of agency members. Their efforts and words indicate the realization that they can only expect so much and only be so optimistic about what they are trying to do. It is also clear that anything the agency could do would be hampered by the overall social atmosphere of New Bedford."

I do not know how valid that statement was at the time it was written but it is a fairly accurate assessment of some of the problems which I observed in the administration of the youth resource bureau today. Everyone I talked to seemed to be concerned about 1) the politics of the town, 2) the racial tensions that exist, and 3) an apathetic feeling that nothing really meaningful can be done.

Characteristics of Staff

There appears to be a schism between the professional staff and the para-professionals. The professional staff converse in a bureaucratic manner discussing programs, goals, objectives, etc. The youth advisors on the other hand, discuss the realities of what is happening on the streets and how they can be of assistance to the clients they are working with. The director is an extremely intelligent man who has spent the last 20 years in New Bedford because he has found it to be a fascinating town from the standpoint of the racial mixture that exists along with the multiplicity of other problems the town is experiencing. Being aware of the political gaming that is going on in New Bedford he has purposely maintained a low profile in order for his program to survive.

Objectives of Program

I was never able to obtain a clear cut statement from anyone regarding the objectives of the bureau. Most agreed one of the objectives was to prevent juvenile delinquency and most agreed it was to mobilize services for the rehabilitation of juvenile delinquents and their families. As far as the youth advisors are concerned, they are working to achieve both of the above stated objectives but they are basically so broad it is difficult to pinpoint exactly how one goes about achieving either of the stated objectives.

Program Content

Basically, the program provides assistance to youngsters between the ages of 7-17 who are pre-delinquent. The bureau has a professional staff that supervises para-professionals who are indigenous to specific target areas and who in turn provide direct services to the clients. The primary techniques that are used consist of individual counseling, group counseling and referral services with follow-up to the referring agency in order to assure that the services are provided. The most unique aspect of the program is the young staff of para-professionals who are indigenous to the area. From my limited observation, I would say that the youth advisors have a good working relationship with the people at the neighborhood level. The bureau itself has a less than favorable reputation with other youth serving agencies. There is a definite lack of referral from law enforcement, average referral from schools, and a few referrals from the probation department.

Organizational Pattern

The bureaus that I visited in Massachusetts had a similar organizational style, i.e., a cadre of professional staff who supervise para-professionals indigenous to the area. New Bedford follows this organizational structure.

Summary

At the time of the on-site review they had 225 cases. From a random sampling of cases, three were referred by the courts, two from juvenile and one from adult. There were no law enforcement referrals. There were two school referrals and four self and family related referrals. The remainder were from "other agencies." The most frequent service provided was counseling by bureau staff. One case was immediately referred to another agency. Two other cases were referred to other agencies for service with bureau staff continuing to be involved with the cases. The majority of the cases were referred for school and behavioral problems. Time in program ranged from one day to fourteen months with the average being 7.7 months. The program is currently operating with a budget of \$155,000. Sources of funding are as follows: primary, LEAA \$90,000; secondary, Department of Youth Services \$40,000; tertiary, Model Cities \$25,000.

I did not see any material that would indicate the effectiveness of the New Bedford Youth Resource Bureau. The bureau is organized into a fairly typical bureaucratic operation. The director is more or less removed from line operation and apparently spends a great deal of time involved in public relations type of work. The associate director is the person who is most conversant about the program and apparently administers the day-to-day operation.

Due in part to political in-fighting, the previous mayor supported a community youth organization that competed with the youth resource bureau. This competition could well have negated the effectiveness of

both programs. It could also be one reason why the director chose to maintain a "low profile." There is now a new administration in City Hall. The mayor's office is reviewing all programs that are under their auspices. If the youth resource bureau could receive the full support of the mayor's office, they could become a viable force in the community.

YOUTH SERVICE BUREAU REPORT

BY
RON HAYES

Worcester Youth Resources Bureau
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Setting

Worcester is essentially an industrial city of approximately 200,000 population. The town has a high unemployment rate that contributes to a multiplicity of social problems, i.e., one parent families living on welfare, high delinquency rates, depressed residential area, etc.

The Worcester Community Services Planning Council in 1969 brought 100 community leaders together who indicated a concern for youth problems. This resulted in the formation of a youth task force. The Worcester Youth Resources Bureau grew out of the year-long study of the 100 member youth task force. The steering committee of the task force, in effect became the nucleus of the youth resources council. The youth resources council incorporated with the City of Worcester to operate the youth resources bureau. The bureau became operational with the director and five member staff in June 1971.

The target group is predelinquent, 7-17 year olds, from the Worcester and 12 surrounding towns served by the Worcester Juvenile Court District. The bureau is currently located in a professional building in the business section of town. They have approximately 1,200 square feet of space. There is a reception area and adjacent to that a larger area that contains two private offices and an open area where two staff members have desks. This room also serves as a conference room. There is another small room down the hall that is used by two additional staff members. The space is crowded, although functional, primarily because they have very few clients who drop in. The location and type of building does not lend itself to the target group. The director is aware of this and has been negotiating for new office space in an area that will be more appealing and accessible to client.

Appeal and Accesibility. The staff is almost always available to assist clients. The initial contacts, by and large, are in the field. I accompanied two staff members on home visits. One was an initial referral from the schools. The worker immediately established rapport with the mother and the two daughters who were experiencing difficulty in adjusting in school. In the course of the interview, the worker also learned there was another daughter who was strung out on drugs. After listening to the problem and without giving advice, she assured the mother and two daughters that she would contact the school and assist them in working through their problems. She also told the mother she would contact a drug clinic and request assistance for her other

daughter and would follow-up to see that the drug clinic made contact. The mother was obviously relieved that she had finally found someone who was going to "help."

The second visit was with a male staff member who was making a follow-up visit. The family situation consisted of a mother and several young children. The family was experiencing a variety of problems and several different agencies were involved. The initial referral to the youth resource bureau was from the probation department regarding one of the sons who was exhibiting pre-delinquent behavior. The worker had already established a positive working relationship with the family. They were glad to see him and were awaiting his assistance. He told them he had arranged a meeting with all of the agencies that were working with the family in order to establish a plan to coordinate services. He also had make arrangements with a Big Brother organization to match a big brother with the youngster he was working with.

In both cases, workers were viewed as non-authoritative people who were there to assist them in working through their problems. I was impressed with the style of both workers plus the fact they were working within the stated goals and objectives of the bureau.

Reputation of the Program

For a program that has been in operation a short period of time, they have established a positive image in the community and with the exception of the Worcester Police Department, a good working relationship with all of the major components of the criminal justice system, and related youth serving agencies.

The program has fallen into disfavor with the captain of the Worcester Juvenile Division. As a result, they were not receiving any referrals from the Worcester Police Department at the time of the on-site visit. The captain stated he felt they should be providing direct services rather than referral follow-up services. He further stated that if he wanted a case referred to another agency, he was in a better position to do that because of his clout and that he did not need an intermediary agency to perform that function. He also pointed out that some of the staff on the bureau were naive as to police responsibilities and had on some occasions circumvented his department in working with clients, knowing that a law violation had occurred.

The Chief Probation Officer, on the other hand, was extremely supportive of the youth resource bureau. He felt that by referring to the bureau nuisance type behavior problems, his staff was able to concentrate on the more serious problems referred to his department. He could not recall any negative feedback from youngsters or their families that his department had referred to the bureau. He also could not recall any situation where the bureau did not provide a service or follow-up to see that a service was not being provided.

Characteristics of Staff

The director leaves the impression of being a very intelligent, capable administrator who is sensitive to the needs of the community. She has a good grasp as to the functions of a youth resource bureau and had designed and implemented a program that overall is well received in the community. She has a balanced staff who work well together as a team. They all have a clear perspective as to what their functions are and seem comfortable working within their areas of responsibility. I did not detect any friction or animosity among staff members. They were all very enthusiastic about the program and impressed as being dedicated individuals who believe in what they are doing.

Objectives of the Program

The overall objective of the youth resources bureau is to divert youngsters from the juvenile justice system. The three sub-objectives are as follows: 1) direct service to individual youth referred to youth resource bureau as pre-delinquent, 2) coordination of agencies serving youth, 3) advocacy for youth to effect a change in systems affecting youth.

At the time of the on-site visit, bureau staff were primarily working within the scope of the two sub-objectives, i.e., direct service, and coordination. They were in the process of developing a program that would achieve sub-objective number three, advocacy for youth.

Program Content

The direct service component is geared toward the individual youth who is referred as a potential delinquent as identified by the police, school, court, other agencies, parents, and in some cases self-referrals. Following referral, the Worcester Youth Resource Bureau provides 1) assessment of the problem situation, 2) referral to the appropriate agency(s), or programs, 3) supportive follow-up on the referral plan with the youth, his parent, and the agency or program personnel.

The coordination of youth serving agencies is presently being achieved around an individual youth through the case conference approach. The case conference brings together representatives of all of the agencies involved with the youth in an attempt to attain a complete view of the problem and develop a comprehensive plan to meet the youth's needs. For example, recently the Crisis Center, Department of Public Welfare, Division of Child Guardianship and Youth Resource Bureau were involved in a decision around the custody of a youth referred to the bureau by the police and the crisis center. Through this approach, a decision which the youth could agree with was executed. In order to strengthen youth decision-making responsibility, the youth are encouraged to contribute to the plan for their future. In some instances, the youth and/or parent is included in the case conference. This approach helps youth take responsibility for their own future by contributing with other caring persons toward the decision which will affect him.

The advocacy for youth component is envisioned as being an ombudsman role on the part of youth resource bureau staff. It is their intention to carry the advocacy role beyond problems of individual youth to include 1) encouraging the change in patterns in delivery of services to troubled youth such as runaways, truants, etc., 2) assisting agencies in training of their staff around problems of pre-delinquents and appropriate program solutions and 3) through public education to develop a focus on the priority for community involvement in the juvenile justice system and community mobilization to provide alternatives to that system.

The psychiatric social worker in the majority of the cases referred does the initial interview and with one of the workers develops an appropriate plan for resolving the problem. The worker then makes the follow-up contact with the client and his family to carry out the plan developed. Basically, they do short term crisis intervention while arranging for another agency to assume the major responsibilities for working with the client. Once the linkage has been made with another agency, they then follow-up to assure that the services are being provided. The most unique aspect of the program is their immediate availability to assess a problem, their referral procedure to another agency and then the follow-up to assure that services are being provided.

Organizational Pattern

Of the bureaus I visited in Massachusetts, all had a cadre of professional staff who supervised para-professionals indigenous to the target area. In this respect, Worcester follows the same pattern. This bureau is under the auspices of a nonprofit organization that was specifically incorporated to establish a youth resource bureau that in turn contracted with the City of Worcester to carry out the program. This procedure has apparently worked out well and they have not experienced any difficulties as to legal problems, etc.

Summary

At the time of the on-site visit, the bureau had been in operation for 8 months. They had a total of 66 active cases. On the random sampling of cases, 5 were referred from the courts, 3 from the police departments, 1 from school, 1 from a crisis center, 1 from a church, and two self-referrals. Reasons for referral were runaway and behavioral problems. All of the cases were referred to some agency for further services. Clients remained in the program from a minimum of one week to a maximum of eight months. There were frequent contacts with all of the clients. A great deal of the contacts were by telephone, to the referred agency, either as a means of checking to see if services were being provided or to determine what further services were needed. The bureau is currently operating under a total budget of \$124,000. The funding sources and amounts are as follows: Governor's Law Enforcement Committee (LEAA) \$78,000 cash; City of Worcester, \$26,000 cash; Department of Youth Services \$20,000 cash.

Because they have been in operation a relatively short period of time, there is not any information as to the effectiveness of the model or to the number of youngsters they have been able to divert from the juvenile justice system.

By design, the bureau purposely maintained a low profile during the initial implementation of their program. As a result, they have established a very positive relationship with the majority of key agencies in the target area. However, their services are not widely known by the total community. They plan to conduct a more intensive public relations campaign now that they have their basic operation organized and functioning.

The Worcester Youth Resource Bureau has developed a sound model and one that is not viewed as being in competition with other youth serving agencies. In addition, they have implemented it in a manner which has been well received.

The major area of concern is their relationship with the Worcester Police Department, and more specifically, with the captain of the Juvenile Division. From what I could ascertain, this is more of a personal thing with the captain than with other members of the police department. In fact, the captain of the training division is a member of the managing board and is favorably impressed with what the bureau is doing. However, unless this friction can be resolved, it is unlikely the bureau will be receiving any further referrals in the future from the police department.

YOUTH SERVICE BUREAU REPORT

BY

RON HAYES

Rhode Island Youth Service Bureau
231 Amherst Street
Providence, Rhode Island 02909

Setting

The Rhode Island Youth Service Bureau is under the auspices of the State of Rhode Island department of Social and Rehabilitative Services, Division of Juvenile Probation and Parole. It is the only youth service bureau in the State of Rhode Island. They have one central office in Providence and three branch offices that are located in relatively low socio-economic areas with high incidence of delinquency. In addition, they have a branch office in Central Falls and one in Warwick. The central office is located in a multi-service center that was formerly a schoolhouse. It is a wooden two-story structure in good state of repair, centered in a middle-class neighborhood. The bureau has space on the second floor consisting of an open area that contains eight desks used by the para-professionals. The director has a small office next to the open areas. Staff have access to other rooms in the building for group and individual counseling. The branch offices are located in a variety of buildings, but by and large, they are small offices that are sufficient for the one or two para-professionals that work out of them.

Reputation of the Program

The bureau enjoys a favorable reputation with the court system in Providence as well as with the Providence Police Department. The Providence Chief of Police was formerly director of the State's funding source and was instrumental in obtaining funds for the establishment of the bureau. He was also instrumental in selecting the current director. He is very supportive of the bureau's operations. The director was previously a probation officer and, in fact, is still working directly for his previous boss in the Division of Probation and Parole. While working as a probation officer, the director gained a favorable reputation, especially with law enforcement, because of his willingness to work beyond the normal working hours of the probation department, plus the fact he cooperated very closely with the police department in working with his clientele. He also enjoys a favorable reputation with the court. The director is a very personable, articulate individual who carries out his business in a professional manner. He has been involved to some degree in political activities in the Providence area. When he was in high school he served as a page in the legislature. He is very astute about the political realities of funding a youth service bureau as well as the working relationships with "key" people who are necessary in order for the bureau to continue operating. The staff, like the director, appear to be very ambitious, dedicated individuals who hold their boss in high esteem. The majority appear to be conservative middle-class individuals. At the time of my visit, the staff was entirely white, although the director stated that he had hired a black

who would be on the job within the following week. They all dressed in a very conservative manner with the exception of one young man who dressed in hippie style. According to the director, this person's image has caused him a great deal of difficulty with some of the other agencies. He stated, however, he is a "good worker despite his appearance." It is interesting that most of the workers I talked to viewed themselves as being probation officers, recognizing the fact that they were not officially court probation officers, but nevertheless, carried out many of the duties that probation officers usually perform, such as supervision.

Objectives of Program

The objectives of the program are listed as being 1) pre-referral prevention, 2) counseling, 3) early identification of potential delinquents, 4) the coordination of community resources for contriling juvenile delinquency. I feel they are working in all of the areas of their objectives, but primarily, they are involved in working with youngsters on an individual basis who are referred to them from the law enforcement agencies and from the courts. They refer very few youngsters to other agencies. I did not see any examples of how they went about early identification of potential delinquents. The main services are carried out by a staff of 12 para-professionals. The majority of para-professionals are between the ages of 20 and 25, and are indigenous to the locale in which they work (At the present time, 8 of the 12 aides have college degrees.) Their working hours are from 2: PM to 10: PM. Their hours receive a great deal of attention in the Rhode Island area, due to the fact they apparently are the only youth serving agency that works in the evening. This was especially a strong point with the Providence Police Department.

When a referral is received, the youth aide conducts an initial interview and fills out a social history form that is computerized for evaluation purposes. They then assess the problem as they view it and provide whatever services they feel are needed. In the case of a referral from the court, they have 60 days in which to reply to the court on the progress they have made with the youngster with a recommendation either to continue working with the person referred or return him to court for further action.

The most unique aspect of the program as I view it is the use of para-professionals who are indigenous to the target areas. The fact that it is under the auspices of an existing state agency has resulted in the bureau experiencing very little difficulty in establishing credibility with other youth serving agencies. It is also the only bureau that I visited in the New England states that has a close, positive working relationship with a large police department.

Summary

This youth service bureau is the state's plan. They have established an elaborate statistical gathering system that is computerized. A printout for July 1, 1971 through June 30, 1972 indicates that they received a total of 386 youngsters for the period of 1969 through 1970.

Of that total, the largest source of referral was the school system, followed by law enforcement, family, and other public agencies. The major reason for referral was job problems followed by family problems. According to the director, during the past six months prior to the on-site visit, the bureau has been averaging approximately 50 new referrals each month. He stated that since November 1969, they have handled over 1,000 cases. From my observations, I would say that this bureau is performing a very important role in the criminal justice system for the State of Rhode Island. The State Division of Probation and Parole by their own admission, did not have the staff nor the time to provide field supervision. The youth service bureau is performing that function as an extension of probation services. One of the director's major complaints is that he receives very little administrative support for his operation. My impression is the director is a very capable administrator who is sensitive to the political realities of Rhode Island. His operation is not an open, freewheeling type of operation, found in some youth service bureaus. It is somewhat conservative and operates in a manner that is fairly traditional to probation supervision.

MID-WESTERN STATES

ILLINOIS DeKalb
 Palatine
 Rock Island

INDIANA Kokomo
 Peru
 South Bend

MICHIGAN Ann Arbor
 East Detroit

MISSOURI Kansas City

MINNESOTA Wayzata
 St. Paul
 St. Louis Park

NEBRASKA Omaha

OHIO Columbus

YOUTH SERVICE BUREAU REPORT
BY
ELAINE DUXBURY

Tri-County Youth Services Bureau
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Setting

The Tri-County Youth Service Bureau is located in a house surrounded by trees on a hill overlooking the highway and there are no other buildings nearby. The site was chosen because it is close to where the three participating counties' borders meet. The population of approximately 112,000, is spread through rural tobacco-growing areas and in small towns.

The house which provides the Bureau's base of operations is two stories and has a basement, which is used for group counseling. The living room houses the secretary and waiting room; the dining room, the Director; the bedrooms upstairs, the counselors; and the kitchen, a place for snacks.

Because of the dispersed population and the lack of transportation, the bureau operates three "field clinics" one afternoon a week in churches and other locations spread throughout the Tri-County area.

Appeal and Accessibility

Besides regularly operating the field clinics, this Bureau has done several things to improve accessibility to the program. One has been to distribute cards and encourage clients to call the Bureau collect if they have a problem. Another has been for staff to regularly provide transportation to the Bureau, particularly for group counseling sessions at night. Immediate access to the Bureau is limited, since a new case is placed on a waiting list unless it is an emergency. Cases are removed from the waiting list within two weeks.

The program has a positive appeal for the participants interviewed, but comments from the community resources indicated that there were some instances of dissatisfaction by clients. However, these comments could be projected attitudes from the attitudes of the community resources toward the YSB.

Reputation of the Program

A key issue underlies the reputation the program has with officials and agencies, and this issue is based on the agencies involved in setting up the Bureau and the reason it was established. The local unit of the State Department of Juvenile Services, in conjunction with other local agencies, felt a need in the Tri-County area for a diagnostic/evaluation center. The Youth Services Bureau's name was used because that is where the funds were. As initiated, the

bureau was to be an evaluation team, including a psychiatrist, to provide the evaluation "needed by the Courts". It appeared, though, that the extremely limited services in the Tri-County would not be able to follow up the evaluation with adequate treatment.

The staff hired has had a strong role in evolving the program from an evaluation center to counseling and other activities. The part-time psychiatrist, who was over 70, died; and the psychologist, who had previously been hired, does not see labels as offering explanations for behavior. The first Director was also on the staff of Juvenile Services and was chiefly a figurehead, since his Juvenile Services office was more than 15 miles away. The advisory board agreed to separate the Bureau from Juvenile Services, and the Bureau's coordinator/researcher became the new Director.

Both the Governor's Commission of Law Enforcement and the Administration of Justice (the state planning agency) and the state headquarters of Juvenile Services perceive a Youth Service Bureau as being more like the staff see it than like some of the other local agencies see it. Subsequently, the Governor's Commission sent down statewide guidelines for Youth Service Bureaus, including one that the board (in this case, composed of agency people) was to be advisory and to provide suggestions.

There are several examples of the differing philosophies between the staff and the advisory board. Last year the Board would not let the Bureau hire para-professionals. Staff other than the Director (even the Director of Clinical Services) could not attend board meetings. The Board wants the Bureau to have a dress code.

Despite this basic conflict, the program enjoys a favorable reputation among some of the agencies, particularly among schools - who refer a great many youth there. However, relationships with law enforcement are non-existent.

Characteristics of Staff

The characteristics of the staff represent a blend of styles and abilities. All of the professional staff is under 30. Of particular value in this conservative area, the Director is from a family that has lived in the area for about 100 years. He has an MBA, manages the Bureau, and provides liaison with the advisory board, the Governor's Commission, and the County Commissions. The bearded Director of clinical services provides supervision of counseling activities, does some direct counseling, and develops new program ideas. The remainder of the staff are also casual and informal. Most of them have previous training and experience in working with youth. Because of the proximity to Washington, D.C., job openings have produced many applicants.

Objectives of Program

As the Bureau's annual report indicates - the objectives of the Youth Services Bureau are to provide services to youths either directly or by linking them to other agencies, to develop new resources in the community to help fill unmet needs of youngsters, and to help modify community and institutional practices that seem to be detrimental to the development of youngsters. This is consistent with the direction in which staff is moving the Bureau.

Program Content

The main services provided by the Tri-County Bureau are: (1) diagnosis and evaluation and (2) counseling. Although no longer principally devoted to evaluation, the Bureau does a substantial amount of testing. The counseling done by Bureau staff is primarily family, but some individual counseling is also provided. Bureau staff also runs some counseling groups - one for girls, one for parents, and the OHPO group for boys.

OHPO, which stands for Offenders Helping Potential Offenders, utilizes correctional camp inmates as group leaders in conjunction with Bureau staff to counsel boys who have been referred to the program. One evening a week the inmates are driven to the Bureau's offices, where they participate in leading group counseling. Bureau staff meet with the inmates between sessions to critique what has happened. OHPO had been operating about a month at the time of the on-site visit. It is one of the most unique aspects observed in this program.

The Bureau had initially received referrals chiefly from agencies, especially the schools and Juvenile Services (probation). Reaching out to the communities through its field clinics, the Bureau is hoping to encourage more self-referrals. Bureau staff use non-directive counseling. Most counseling is short term. Staff reject many traditional mental health concepts and are more concerned with clients' present behavior.

State Plan

The Maryland Governor's Commission of Law Enforcement and the Administration of Justice has recently published guidelines for the development of Youth Service Bureaus. These guidelines are a composite of previously-published Youth Service Bureau material and of the experiences in the bureaus established in Maryland. One statement of the Governor's Commission to the Tri-County Bureau is particularly relevant: "The Youth Services Bureau must comply with the guidelines of the Governor's Commission on Law Enforcement and the Administration of Justice. The Bureau is not to be interpreted as an extension of any singular or groups of State or local public service agencies. The Bureau will function in accordance with the Commission Guidelines on Youth Service Bureaus and in accordance with the policies of the Board of Directors. When these two seem to be in conflict, the policies of the Commission will prevail." The Governor's Commission wants the Tri-County Bureau to develop a second bureau and a group home.

Legal Problems

The Bureau has been cautious in the forms required of clients, in order to avoid legal problems. The Bureau requires that parents sign a form granting permission to work with the child and one for access to other agencies' records. About six cases have been court ordered, where the judge put in the probation rules that the youth must come to the Youth Service Bureau.

Summary

From February 1971 through January 31, 1972, the Bureau had seen at the Bureau or accepted for evaluation 199 youth. The service provided and the clients' status as of January 31, 1972 was:

Evaluation Still in Progress	35
Evaluation Complete, Case terminated	54
Evaluation Complete, Counseling On-going	70
Case Terminated by Client, Evaluation not Completed	20
On Waiting list	10
Never Met First Appointment	<u>10</u>
Total Cases	199

The budget for February 1, 1971 to January 31, 1972 (with an extension to February 29, 1972) was \$86,518. In 1972, the Tri-County Bureau received funding from LEAA, from the State Department of Juvenile Services, and from the County Commissions of each of the three counties.

March 1, 1972 to February 28, 1973

LEAA - Governor's Commission	\$79,317	Grant
State - Juvenile Services	5,000	Match-cash contribution
County Commissions - 3 counties	<u>34,667</u>	Match-cash contribution
Total	\$118,984	

In some instances, the Bureau has utilized existing resources, such as developing group counseling in conjunction with correctional camp inmates. Existing agencies have participated on the advisory board and have cooperated in individual case services. But primarily the Bureau has focused on developing new services in this area which has a shortage of services.

Some evidence is seen of the Bureau's impact on the institutions that normally serve youth and its impact on diversion. First, several agencies have been using the Bureau as a referral resource. Second, staff of the Department of the Juvenile Services indicated that an additional 14 youngsters would have been referred to the Maryland Children's Center had the Youth Services Bureau not been available for evaluation. The Bureau reports, "Since 30-day evaluation at the Maryland Children's Center costs \$666, this totals to a savings of \$8,568 to the Department of Juvenile Services."

This Bureau has also evaluated its effectiveness by sending questionnaires to agencies and to the parents and youth served, although only 44% of the parents and 35% of the youth returned their questionnaires. While most of the responses were favorable, Bureau staff found a few areas of potential improvement from these questionnaires.

Surveys were also conducted at two county fairs. Because the samples were neither randomly nor systematically selected, results are not reliable. However, this technique provided public relations exposure for the Bureau.

Additional statistical data would provide a more objective appraisal of the Bureau's impact, but it appears that its diagnosis/evaluation efforts have had an impact on diverting youth from institutionalization.

YOUTH SERVICE BUREAU REPORT
BY
ELAINE DUXBUTY

Roving Youth Leaders
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Setting

Roving Youth Leaders is located in Fairmount Heights, a totally Black municipality of 3,400 people, immediately adjacent to Washington, D.C. Most of the community is residential, with the majority of the homes detached single-family dwellings. The offices of Roving Youth Leaders are two rooms in the basement of the Town Hall, which was built some years ago by citizens who contributed their skills to build it. Roving Leaders also uses the Town Hall's auditorium for Saturday movies, dances, and basketball.

Appeal and Accessibility

The program is quite accessible to neighborhood youth, many of whom dropped in during the on-site visit. Because of Roving Youth Leaders' focus on spontaneous recreational activities as well as problem solving, staff and program have a great deal of appeal to clients.

Reputation of Program

Roving Leaders appeared to have a very favorable reputation among officials and agencies, and a great deal of inter-agency harmony was evident. Formalized referrals from other agencies are not a large part of the program; linkages in terms of referrals for service are chiefly informal and spontaneous. Perhaps Family Service provides the closest linkage, and the reputation of Roving Leaders with Family Service is excellent. Roving Leaders refers youth to other agencies for services; and, according to Family Service, "They don't just give somebody a phone number - they really try to get them there and follow through to see that it's done."

The reputation among community resources interviewed, including the mayor and a police community relations officer, was extremely good. Roving Leaders is seen as a program attempting to provide young people of the community with educational opportunities, recreation, leadership responsibilities, and general redirection.

Characteristics of Staff

The program staff consists of the Director, five Roving Leaders, and five Roving Leader aides. The Director is a bearded, retired real estate man who has lived in Fairmount Heights and been active in community affairs for several years. One of the Roving Leaders is a full-time employee with experience as Family Service's Youth Activities Director. The other Roving Leaders are part-time workers,

whose occupations include teacher, professional athlete, and medical student. They were picked as role models for the leader aides. Each leader aide, a high school student, is assigned to a Roving Leader.

Objectives of Program

Roving Youth Leaders has several written objectives, including directing juveniles away from drug use, providing counseling and referral services, creating programs which will direct juveniles toward acceptable standards of social conduct and away from crime, and acting as a third party contact with school authorities and juveniles in instances where parents or guardians are unwilling to act. Program activities and staff communications are consonant with the written objectives.

Program Content

The main services provided are numerous: crafts classes, sports programs, job referrals, assisting youth in taking GED tests, aiding youth in entering college, helping obtain scholarships, distributing Christmas baskets, trips, interceding with the schools, improvisational drama, a regular Saturday movie, a Hot Line (during office hours), a mini-bike club, drug counseling, and getting unwed mothers back in school. Overall, Roving Leaders sees its main service as referral and follow-up.

The lack of structure, flexibility, and spontaneity are all techniques used. They are also the most unique aspects of the program.

State Plan

The Guidelines for Youth Service Bureaus, established by the Maryland Governor's Commission of Law Enforcement and the Administration of Justice, apply to the Roving Leaders program. Because Roving Leaders programs are not in the Governor's Commission priorities for 1972-73, the Fairmount Heights Roving Leaders program will apply for funding as a youth referral service. The program will attempt to get a grant for the Roving Leader portion of the program from Model Cities funds.

Summary

Because Roving Leaders keeps no formal records, there is no data on the number of children served. There are two reasons for the lack of records. First, the Director says, "The minute you take out a piece of paper and write something down - unless it's an address - you don't have any freedom of communication." In addition, they have no space for records and no place to lock them up.

In its group programs, up to several hundred youngsters have attended a Saturday movie or dance. Nevertheless, Roving Leaders lists its fulfilled objectives in the first eighteen months of operation: one complete scholarship to state teachers college, two community college scholarships, a championship basketball team, seven young people to Teens on Patrol program, six unwed mothers back to school, 15 young people to permanent employment, 54 young people to summer employment at summer camp, 25 summer camp scholarships, 48 drug

referrals to Black Man's Development Corporation, and 79 venereal disease referrals.

Roving Leaders' funds are from LEAA and from Model Cities.

	Funding for October 1970 to May 31, 1972		
LEAA	\$42,780	(Oct. 1970 to Aug. 1971)	Grant
Model Cities	<u>28,520</u>	(July 1971 to May 1972)	Match-cash contrib.
Total	\$71,300		

In relation to helping youth with problems, Roving Leaders focuses on providing access to services on an individualized basis. Programs to bring about massive changes in the institutions that normally serve youth do not play a large role in the Roving Leaders services.

There was no evidence available whether or not Roving Leaders has had an impact on diverting youth from the Justice System. The only evaluation that has been conducted appeared to be chiefly program monitoring, rather than an assessment of effectiveness.

On a subjective basis, staff imagination in obtaining services without hassle, the flexibility of group programs, and the provision of a variety of services without restriction appear to be assets to this program.

YOUTH SERVICE BUREAU REPORT
BY
ELAINE DUXBURY

Northumberland County Youth Service Bureau
520 North Rock Street
Shamokin, Pennsylvania 17872

Setting

The Northumberland County Youth Service Bureau is located in the business district of Shamokin, a mining town of 14,000 which is losing population. Shamokin is one of several population concentrations in Northumberland County. The county seat is located in Sunbury, about 15 miles away. Agriculture and mining are the basis of the county's economy. Total county population is nearly 100,000.

The Bureau's office is located on a side street and consists of one large room, with an eye-level partition partially enclosing the area where the conference table is located. Five desks are spaced throughout the remaining open area.

Appeal and Accessibility

Both location and office hours make the Bureau accessible to young people living in Shamokin. The Bureau is open each weekday evening until 10 pm, and several boys have begun to drop in each evening. However, transportation limits accessibility for youth living in the other towns; so Bureau staff often go to ~~the~~ boys' homes. And group counseling is conducted in three of the towns. The Help Line sponsored by the Bureau, and located in Sunbury, provides telephone service evenings and weekends. The program participants interviewed conveyed the appeal that the program had for them: "They help you with your problems." "They know how to talk to you. You can trust them that they won't take you to Court."

Reputation of Program

The Northumberland County Bureau's reputation with officials and agencies varies greatly in this essentially conservative area. The program's reputation with the Court is fairly good, and the Judge has asked Bureau staff to sit in on all juvenile hearings. Probation also has a positive relationship with the Bureau and provides a substantial number of the referrals to the Bureau. The reputation with law enforcement agencies ranges from one which refers cases to Probation specifically to be referred on to the Bureau, to others where the lack of cooperation with the program is pronounced, and profound philosophical differences exist. School districts also present a range of attitudes toward the Bureau; but it appears that, for the most part, they provide the Bureau with access to youth at school and to school records. Child Welfare at the county level set up the local Bureau; but after a change of Directors there has been little supervision from this source.

While the program's reputation with agencies is quite varied, it appears to have a positive reputation with the individuals who are provided with its services. Nevertheless, there is a difference between individual staff members' reputation with the youth served. Bureau staff feel that youth in general are indifferent to the existence of the program. Initial negative attitudes toward the Help Line appear to have been overcome; these attitudes were based on the rumor that federal funds were provided to obtain telephone tapping equipment.

Characteristics of Staff

All of the staff are under 30. The Director and one of the staff members (both bearded) have education in psychology and experience in working with young people and with the drug culture. The two other staff members who carry a caseload have neither specialized training nor experience in this field. A volunteer conducts group counseling sessions, but most volunteers are used by the Help Line. Several of the Help Line volunteers are young and long-haired.

Objectives of Program

The Bureau's stated objectives include diversion of youth from the apprehension stage by providing an alternative service which will serve the youth as an advocate for community-based service. What was observed relates to these stated objectives and includes other objectives, such as reducing the pain young people have.

Program Content

The main service provided is counseling, almost exclusively to youth who are referred by other agencies. The Bureau also refers to other agencies, particularly for diagnosis or for out-of-home placement. Group counseling is provided, and the Bureau sponsors the Help Line. The Bureau is also attempting to establish a group home.

The Bureau's methods for delivery include the use of evening office hours, and the provision of group counseling in several communities. The Bureau's Help Line provides access to help for self-referrals.

Many facets of the program are unique to Northumberland County. Compared with other Youth Service Bureaus, the auspices are unique. Funds are provided by HEW to a state agency, which in turn subcontracts with the county to operate the program.

State Plan

There was no report available which included the state plan. It was reported that the state wanted a flexible program, in order to see what would develop.

Legal Problems

Although it has not created any legal problems, the Court has placed

children under the supervision of the Youth Service Bureau. In addition, if a youth the Bureau serves subsequently goes to Court, the Bureau provides the Court with the social history - without informing the family. Another practice that could create legal problems is that Probation keeps petitions without filing them on youth referred to the Bureau - so they will have the petition available and will have negotiating pressure with the youth. There is no set limitation on the time Probation keeps the unfiled petitions.

Summary

In its first year of operation, the Northumberland Youth Service Bureau provided service to 181 young people. No summarized data on the total number of service contacts is available. However, the sample selected for the records review, revealed a range from one contact to over 100 contacts for one youth, and the length of time in the program varied from two days to 11 months.

Quarterly reports for the first two quarters of operation indicate 119 cases served at that time, 101 of whom were provided with casework and counseling. 16 of these 119 youth were provided with foster care, 14 with jobs or referred to job training, 14 with group counseling, and the remainder with miscellaneous services.

Through a grant to the state, HEW provides the majority of this Bureau's funds, supplemented by the county.

Funding for April 15, 1971 to June 20, 1972			
HEW	\$40,000	Grant	
County	<u>17,000</u>	Matching cash contribution	
Total	\$57,000		

Based on 86% of \$57,000 (roughly the amount spent during the first 12 months), it cost an average of \$271 to provide service to each client.

As indicated earlier, some Police refer cases to Probation earmarked for the Youth Service Bureau. And Probation wants to avoid adjudication when it can and therefore also refers youth to the Bureau. Yet no statistics are included in the Bureau's reports on any changes in adjudication in Northumberland County since the Bureau's inception.

The chief role of this Bureau has been in developing new services as an alternative to adjudication. Previously, the only community referrals were the Child Welfare. One advantage of the Youth Service Bureau is that it can focus on youth. In addition, Probation feels that the Bureau's unofficial status gives it a pipeline to the drug culture and a capacity for trust among youth involved in drugs.

In addition to developing new individual and group counseling programs, the Bureau is attempting to establish a group home and a training program for volunteers.

CONTINUED

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The Northumberland County Bureau keeps a number of statistics, most of which are regarding cases served. This Bureau also obtains the number of juvenile arrest - in order to compare changes with the previous month and the previous six months. Because of seasonal variations, these two comparisons represent a gross estimate of change.

The need for changing community attitudes was often mentioned. Yet this is not one of the Bureau's objectives. Nor were any projects specifically oriented toward attitude change.

Overall the Northumberland County Youth Service Bureau provides informal, voluntary services to youth, but it does not have objective data on its effectiveness.

YOUTH SERVICE BUREAU REPORT
BY
JACK ALLBRIGHT

Middletown Township Youth Services Bureau
Town Hall
Middletown, New Jersey 07748

Setting

Middletown, New Jersey is located some forty miles from New York and most of its suburban residents commute to either New York City or north into Northern New Jersey on a daily basis. The town was established some three hundred years ago and was the headquarters for the English forces during our Revolutionary War. The township is loaded with historical sites, old, old churches, and old, old cemeteries. From that point of view it is fascinating. The population is essentially middle class, white, although in the last few years an incursion of Negroes and Puerto Ricans has been observed. The township population is approximately 55,000 at this time and that figure represents a double within the last ten years.

The Middletown Youth Service Bureau is located in a working class area that is now under going considerable physical improvement because of the availability of Model Cities money and the labors of the Army Corps of Engineers.

The Youth Service Bureau building is a gymnasium. It is adequately equipped for a number of physical sports, including basketball, and its upstairs area is divided into several rooms where arts and crafts and music are the activities. The program is essentially a recreational one.

Appeal and Accessibility

There is no public transportation in this area and some youngsters, to get to the building, walk or ride bicycles several miles. The Middletown operation is located in and caters to an indigenous, long term, working class, high crime and delinquency trade. There is considerable target area support for the program.

Program Reputation

There is a considerable schism between the Youth Service Bureau and the Police Department and until that problem is cleared up, probably no progress in the area of coordination can occur.

Characteristics of Staff

The operational staff are essentially young, here-and-now men who are concerned about the youngsters in the area, particularly those who are involved in drug abuse. Apparently drug abuse is a relatively new phenomenon in Middletown and is just now beginning to get the publicity and elicit the concern that the same problem has had in other areas of the country in recent years.

The Program Director has been working with youngsters for 20 years or more. He was previously a Probation Officer and has worked in settlement houses throughout the East.

Objectives of Program

Although the program proposal indicates that this Youth Service Bureau would function in many areas, including education, tutoring, and coordination of existing services, this has not happened to any great extent.

Program Content

The Director of the Youth Service Bureau was the Program Director of the Middletown Township Boys' Club for several years before he wrote the proposal to include Youth Service Bureau functions as part of his responsibility. He indicated that the integration of the Boy's Club and the Youth Service Bureau was done by design. Since this program was funded as a Youth Service Bureau, few changes have really occurred in program. It is a Boy's Club. Counseling and coordinating services are practically non-existent, although some attempts in this area are visible.

In interviews with the staff it was learned that some individual counseling and some group work is most assuredly happening. I did not observe it, but I believe that it does happen when the staff have some time away from supervising the recreational activities.

State Plan

The State Law Enforcement Planning Agency or SLEPA, funds this program along with local contribution by the Middletown township. SLEPA is funding a Youth Service Bureau. The township is funding a Boys' Club and the Director is trying to integrate the two and to date has not been very successful.

Program Problems

Apparently, the same problems exist in this community as exist in many communities. No one is willing to release their authority and/or interest in a program to anyone else, and as a result, effective coordination of existing community resources cannot occur.

Another problem that this program experiences, is the lack of follow-through by support agencies. Certain funds, in-kind services, and pieces of equipment that were promised to the Youth Service Bureau have not been forthcoming.

The program operates in a somewhat slap-dash manner. There are no records, although in the original proposal, records were to be kept. There is no evaluation component, although one of the program goals was to demonstrate that working with youngsters could keep them out of the Juvenile Justice System and an evaluation structure was specified. In fact, in summary, it is difficult to find anything other than the recreation component that is now being carried out.

It is important to note that since January of 1972, the program has been existing on a week to week basis. The three staff people are never sure if they are going to get paid on Friday or not. They are disgruntled, angry, concerned about the role the Director is playing in the program and, quite frankly and openly, looking for employment elsewhere.

It is anticipated that the Middletown New Jersey Youth Service Bureau will not exist much longer.

Summary

Probably the most important single aspect of the total program relates to the disheartened staff of this Bureau. They were hired with some expectations and these expectations have not been met by the Director or the Township.

On the basis of information from all sources during the on-site visit, it is anticipated that the Middletown experiment will not be continued. The reasons for its discontinuance are poor management, lack of commitment on the part of the township which is certainly related to poor public relation practices, and the lack of monitoring and technical assistance within the program on the part of the State of New Jersey.

YOUTH SERVICE BUREAU REPORT

BY

JACK ALLBRIGHT

Neighborhood Youth Diversion Program
1933 Washington Avenue
New York City, New York 10457

Setting

This project is located in the second largest Puerto Rican and Black ghetto in the City of New York. Some 250,000 people live in a 20 square block area, which can only be described as a very low socio-economic tenement slum. The Department of Labor indicates that unemployment in the area is about 12 percent. The staff of this program, as well as other people from the community, indicated that the unemployment rate may be as high as 50 or 60 percent. There is garbage on the streets, a nauseous smell in the air, open drug peddling on virtually every corner, open prostitution in several observable "cribs", and generally a great jumble of people, automobiles, delivery trucks, vendors push carts, children playing in the street, a tacky display of small marginal businesses, and most of all, tenements - great concrete or brick buildings that house 50 or 60 families on some 15 floors of the worst squalor and abject poverty ever observed by the writer.

The building that houses this program is about one-half block long, one-half block deep, and four stories high. It, too, is dilapidated and has been condemned for destruction by the City of New York. The destruction will occur at some obscure future date. That phrase, "obscure future date", seems to describe most of the plans for improving this very hard-core city area.

The building is located in about the middle of the district it is attempting to serve; it is as accessible as anything could be in this area. One of the floors of the building contains a pool table, pingpong table, a boxing ring, some weights for exercises, and at one point during my visit, there were perhaps 150 youngsters using this facility. The staff that works directly with the youngsters is largely indigenous to the area. Virtually all of them speak Spanish as well as English whether they are of Puerto Rican heritage or not, and they are generally in tune with what's happening on the street and with the youngsters.

This area is highly mobile. Large numbers of people are moving about 24 hours a day. While "on the street" at about 1:30 in the morning with Mr. Al Rivera, one of the Puerto Rican staff attached to the program, the only thing that appeared to be different at that time of day was just that; the time of day. There were still cars, trucks, push carts, people, and shops open for business.

Reputation of Program

It seems that the many agencies that now have an operations office in the area and that in some other part of the city would spend some time trying to coordinate and integrate their efforts, now spend that time simply trying to survive. There is very little interaction among the various social service agencies. Probably the best integration of services this program enjoys is with the Public Hospital and Health service agencies that work a congruent area. There is, of course, the official ties that any funded, recognized program has with community agencies at large. These, however, are official only. There is no real working relationship or singleness of purpose.

There is one possible exception to this and that occurs in the relationship this program has with the Probation Office in the area. All of the intake for this program comes from that Probation office and the ties are official and personal.

This situation is in stark contrast to what appears to be the relationship between staff and program consumer. There is a relatively high degree of concern on the part of staff, acceptance and some dependance on the part of consumers, and generally, the people indigenous to the area that have heard of the program seem to think rather highly of it and indicate they would use the services if they were referred to the program from the Court.

Staff Characteristics

The staff, by and large, were born and raised in the area. They also continue to live in the area and are obviously acutely attuned to that environment. There are three exceptions to that statement. The program director is of Irish descent, is an attorney who has been accepted by the New York State Bar, and is very much involved in the planning, funding, and reporting phases of the total program. This is not to say that he does not relate with staff and consumer. He does, but the relationship he has with them impressed me as being one of an outsider with specific skills and talents to offer who is trying to help in a situation that needs incredible amounts of help. The other two exceptions to being indigenous are both female and involved in the research phase of the program. Both are taking graduate course work at Columbia University and are viewed by the rest of the program staff as the "resident intellectuals" who are doing something on the fourth floor that in some fashion relates to the Neighborhood Youth Diversion Program. Both these people are working very hard to change this concept, by trying to relate to total staff personally.

Objectives

The objectives of this program are summarized rather nicely in the name of the project: Neighborhood Youth Diversion Program. The project proposes to divert youngsters from the Juvenile Court system into a community based extra judicial system that would provide

new services and take advantage of existing social services in the area. The program is concentrating on achieving those objectives, but has a very long way to go before those objectives are realized. Certainly, there is a high degree of contact with clients. Some 300 cases have been diverted from the court system. The real question that remains is; diverted to what? The heart of the program is counseling. Essentially, the result of diversion has not been measured, and it is therefore, impossible to make any statement regarding the success or failure of the program.

Program Content

A highly inventive element of the program is called The Forum. The idea of The Forum proceeds on the notion that indigenous workers who know the problems and who have had minimal training in reconciliation and arbitration techniques can help resolve interpersonal and interfamily problems without relying upon the formal judicial system.

The following description of The Forum is a quote from the year-end report of the evaluation staff of the Neighborhood Youth Diversion Program, prepared by James A. Jones and Linda Bailey from the Center for Research and Demonstration, Columbia University School of Social Work, New York, New York, dated February 1972, and taken from page 88 of that document.

The original intent of The Forum was to mediate the differences between the participant and the complainant and to enable them to devise plans for positive action upon which both could agree. The basic notion is that although the current relationship between the youth and his guardian is a poor one, at some time in the past, the relationship had not been as poor. By discussing with them, not only the problem situation, but also the positive events and feelings they used to or are still sharing, it is hoped that judges will invoke a disposition on the part of the parties to establish a better relationship. At the stage of hearings where this willingness is expressed, the judge then asks each participant what he would be willing to do in order to rebuild the relationship. Through this means, some agreements are established which the parties state they will abide by. Usually the follow-up forum is scheduled at this stage for a week or two hence to discuss whether or not the parties lived up to the agreements and what additional steps should be taken.

Operationally, the Forum is composed of three "judges". A judge is an indigenous person who has been specifically trained by the project to hear cases much like the judges in the judicial system. The presenting problem is discussed by the youth, the youth's parents, and the youth's advocate (caseworker), and a disposition is reached as described above. The writer observed two forums and was impressed with the concern on the part of the staff and judges and the willingness to try to work with problems on the part of the program participants.

This program is essentially a community service center with a rather effective outreach base. The basic premise upon which the program functions is that alienation within a family is causative of the phenomenon known as delinquency and that relationships within a family can be salvaged. This, in essence, is the problem that they work on and their goal is to simply help people cope with the situation within which they find themselves.

The program has some aspirations to become the coordinative body for various services for youth in the area, however scarce those services might be. To date, nothing of a coordinative nature has been undertaken other than the most superficial business of the Director of the program attending a Mayor's luncheon or Criminal Justice Planning meeting of one kind or another. The desire of the program staff is to provide direct services to youth, and not coordinate services with other youth serving agencies. This is apparently the desire of the other agencies operating within the city.

State Plan

The State of New York has developed a comprehensive method of dispersing funds available from the Law Enforcement Assistance Act. This program in the State of New York is called the New York State Office of Planning Services, Division of Criminal Justice. Through this entity, Federal funds are disbursed via a system of proposal submission through various layers of bureaucracy.

The Neighborhood Youth Diversion Program does have linkage with the State office and did receive a grant in the amount of \$269,829.

Within this funding system, there seems to be the usual number and kinds of problems that relate primarily to red tape. Funds do not arrive when expected or do arrive when not expected; equipment contracts do not get processed quickly enough; and consultative assistance is not available or if available, is minimal. However, the program did get funded and is in operation.

On the local level, that is in East Tremont, the generic name for the neighborhood within which the target group is located, there has been and continues to be serious problems with various building inspectors, fire codes, zoning priorities, and the like. Probably one quarter of the Project Director's time is spent working on these problems and resolutions are rarely reached.

Summary

It is impossible at this point to state accurately the total number of youngsters that have been exposed to the program. But since the pilot phase of the program began in February 1971, perhaps 300 cases have passed through in some fashion or other.

Certainly not all of these cases have been worked with intensively, but program staff feel that at any one time, approximately one hundred

cases are receiving the best treatment that this program has to offer. That statement would mean that the youngster and/or his family are involved in The Forum as described above and an intensive relationship with a young advocate. In conjunction, it might also mean that some referral was made to perhaps the Health Department and/or the specific problems with a school was worked out.

This project is funded by the New York State Office of Planning Services, Division of Criminal Justice in the amount of \$369,829. Beyond that funding, the Vera Institute of Justice in the form of matching salaries and some cash for the renovation of the building has contributed \$21,1000. Fordham University, in the form of cash for salaries, has contributed \$8,064 and In-Kind Services, from the Vera Institute, the Police Department, the Fordham University, and the probation office combined constitute another sum of \$94,864. The grand total for the budget this fiscal year was \$493,867. It is not possible to break out costs for component parts of the treatment aspects of the program since the elements are welded together so closely, are so homogenized that they are barely discernible. For example, an advocate may be counseling intensively with one youth while overseeing a recreational activity and while surrounded by several youngsters he has involved in some tutoring effort.

In conclusion, it is appropriate to state that this program, because of its staff and the ethnic and demographic situation that exists in the target neighborhood, is experiencing a unique phenomenon. Time magazine wrote an article relative to this phenomenon: Gangism. Gangs are returning to the New York scene. They are particularly prevalent in this area, and whether working with gangs was part of the original program proposal or not, this program is dealing with them. On one of the days that I was on site, ten leaders of ten of the most notorious gangs from the area met with one of the staff to begin working on problems in the neighborhood. This unprecedented meeting, besides causing quite a stir within the project headquarters, leads me to a couple of conclusions.

Since the gang chiefs were willing to meet in the same building in a peaceful fashion to deal with problems, I believe it is fair to conclude that the character of the resurgent gang has changed from the "West Side Story" orientation of the 1950's to a more politically oriented group: a group that is more willing to deal with and work withing establishment channels and processes to accomplish a given end.

The probable causation for their willingness to work with the establishment on problems is the result of the whole generation of young adults who were reared during the civil rights movement, the black power and Black Is Beautiful phenomenon, Medgar Evers, Dr. Martin Luther King, President John F. Kennedy, Senator Robert F. Kennedy, Malcom X, the Soledad Brothers, Angela Davis, the Vietnam conflict, and a period of student

unrest and riot all brought to them in living color by an electronics device called television. They were literally weaned with the television set on bringing conflict, activism, and revolt into their living room; exposing them to differences of opinion, varying life styles, and the tangible process that has come from sit-ins, slow downs, threats, and in some cases, outright anarchy. These youngsters have seen measurable progress and dissent was "the pabulum" of their infancy.

Since that time, they have seen a cooling off period. They have seen the leaders of various minority groups relying more and more upon arbitration, but always keeping the threat of some sort of violent reaction close to the surface of any negotiation.

In my opinion, these youngsters are utilizing the tools they have been taught to use in the last ten or fifteen years.

The problems that gang leaders and their cadre are concerned about are no longer problems of "turf" and girls. The problems that gangs are now attempting to deal with relate to drugs and drug peddlers, various means of victimizing racial minorities and the very poor and the means of making government listen to their problems and further do something about them.

The week before I arrived on site, a pusher was beaten to death by a gang because he was turning on new, very young people in the community. The gang is quite aware that drugs and survival are not compatible and are equally aware that government has been relatively unsuccessful in dealing with the drug abuse problem. They have, therefore, taken a position of doing for themselves what government has failed to do, much in the spirit of the old West vigilantes. The weekend after I left, a second drug pusher was beaten to death by another gang for selling drugs to establish addicts that were adulterated with some poisonous substance. Again the government could not do or would not do something about the situation, so the gang moved in.

The gangs are selective in the situations in which they choose to get involved. They do not bother prostitutes, number runners, and other sorts of illegal gambling enterprises. They do not view these as harmful to the indigenous residents. They, rather obviously, do view drug abuse as a problem that will lead to the demise of residents and have undertaken a program to stamp out drug abuse. Interestingly, a pusher in the area is quite safe if he deals in heroin only to established addicts and avoids expanding his clientele. He is also quite safe if he deals only in marijuana, amphetamines, barbituates, and cocaine for recreational use. In short, heroin

is out, turning new clients is out, and pushers, to stay healthy, needs be quite aware of it.

At this stage of the game it is impossible to predict whether the Neighborhood Youth Diversion Project and their involvement with gangs and gangism will be successful. It is, however, quite probable that that resurgence of the gang as a recognizable force in the community will grow in strength, size, and effectiveness.

YOUTH SERVICE BUREAU REPORT

BY

JACK ALLBRIGHT

Wiltwyck School for Boys, Brooklyn Project
260 Park Avenue
South New York, New York 10010

Setting

This project has been operating for approximately six months at a Park Avenue address adjacent to the New York financial District. Very recently quarters have been obtained in the Bedford Styvesant Black-Puerto Rican ghetto and the operations staff of the project will be moving to that location in the very near future. The location is so new that the Project Director was not aware of the address at the time of the interview.

The various support services that relate to the Brooklyn Project and to the Wiltwyck School for Boys will remain at the Park Avenue address but the Outreach staff, the tutoring staff, and the casework staff will move to the on-site location.

The Brooklyn Project is only one element of the Wiltwyck School for Boys, Inc. The Wiltwyck School itself is a secure 24-hour privately owned and operated custody institution that receives youngsters from the Juvenile Court on a state-wide basis. It is supported by various trusts and contributions and has been in operation for some time. The Youth Service Bureau within the incorporated Wiltwyck program is not really functional at this point, but is certainly gearing up to have impact upon the area it has chosen for its target.

The target area is one precinct, the 79th., within the Bedford Styvesant ghetto which is the largest Black-Puerto Rican ghetto in the world. Bedford Styvesant, in many ways, is the font of all ghetto problems. There is crime, gambling, prostitution, narcotics, poverty, racism, political disinterest and manipulation, lack of education, lack of health and other community resources, and on, and on, and on. The real problem, however, is its size. Each problem area is multiplied by the sheer numbers that reside in the area. There are a half million people within the one Police precinct that this project intends to serve.

Accessibility and Appeal of Program

Apparently, the on-site location is geographically dead center to the target area. It will be as accessible as is possible in the physical sense, but then in New York City, everything is relatively accessible.

This is a very new and comprehensive program. Throughout the course of the on-site visit, virtually any problems I could conjure up

or any questions that I could ask have been thought about and planned for by the staff of the project. It is very difficult to say that the project will be totally successful in every area it's going to attempt to service, but at least the project personnel is thinking about something more than direct counseling services.

Characteristics of Staff

The staff of the project are of two kinds, it seems. They are either rather highly educated, experienced professionals who are typically middle managers for the project or indigenous helpers who have minimal education in a formal sense but who know Bedford Styvesant and its problems from their own personal experience. The indigenous helpers impressed me as being interested and excited about the project and all the possibilities it has for Bedford-Styvesant and for each individual worker. The professional staff was generally impressive, but there seemed to be an undue amount of concern about salaries and fringe benefits (which seemed liberal), future funding, and the political situation that exists that conceivably could get them a promotion or transfer to some Federal job somewhere. It is interesting to note that of the several community resources contacted in New York with respect to this program and one other Youth Service Bureau, I observed that the reputation of the Wiltwyck School and the Brooklyn Project is somewhat tarnished by this aspect.

Program Objectives

I mentioned earlier that the project is very comprehensive. The elements involved include counseling services, both individual and family, recreation, tutoring with some prospects for a full-time school, a homemaking element, an outreach program, a recreational program, a visiting nurse, health component, a research and evaluation component, and, of course, the necessary administrative services to support a staff of 35 to 40 workers.

The written proposals indicate that the services will be generalized for anyone within the target area. In the course of completing the various interviews during the on-site visit, I became confused since some of the interviewees indicated that a youngster would have to be released from the Wiltwyck School proper to be eligible for the program in Bedford Styvesant while others indicated that being parolled from Wiltwyck had no bearing on in-take policy. I am unable to definitely answer this question, but I suspect that both answers are partly true. Probably, initial intake, which is already beginning, will be composed of young boys recently parolled from the Wiltwyck School. As the program begins to roll, intake will be generalized and include the total precinct.

Again, the most unique aspect of the project has to be its comprehensive nature. I personally feel that this very large undertaking as described in the original proposal will be altered in the future. I simply do not

see how this one agency can "be all things to all people" in the very trouble-ridden Bedford-Styvesant ghetto.

Program Establishemnt

This project has the usual number of problems in getting started that relate to building inspectors, architects, city and county and state planning officials and landlords. These apparently have all been solved at this point since the new on-site location for the building has been obtained. The project is funded partly with HEW money, State of New York Office of Crime Control money, Wiltwyck School for Boys, Inc. money, and the Addiction Services Agency of New York City.

A breakdown of the 1970 Federal census giving population characteristics of Precinct 79, Bedford, Styvesant, Brooklyn, New York indicates generally that the area is overwhelmingly Black, has an extremely high arrest rate for both adults and juveniles, a very high broken home rate, approximately half of its population is under the age of 20, and an extremely high unemployment rate.

It is impossible to say much about the effectiveness of the model or the impact that the project has had in the area since it is so very new. From the contacts I had with other community agencies and resources, it seems evident to me that the police and the courts at least are expecting great things from the Brooklyn Project. They speak highly of the idea and of the staff and seem to be quite ready to take full advantage of the services that this Bureau has to offer.

It is interesting to note that virtually any social agency you can think of was involved in some fashion in the planning phase of the Bureau and that follow-up with these agencies has been carried out.

Special Problems

One of the new phenomenon that apparently all the social agencies in New York are trying to deal with in some productive fashion is the insurgence of youth gangs. The gangs have taken on a somewhat different characteristic that the highly publicized gangs of the early 1950's. The youngsters that constitute these gangs are the younger bothers and sisters of the gang members of the 1950's, and they have had a generally different experience in socialization than their older predecessors. The gang names are the same. The gangs' colors (characteristics clothing that identifies the gang member of belonging to a specific gang) may be the same. The goal may be partially the same i.e., to have an exciting time and strive for identification in a highly populated amorphous ghetto characterized by a state of anomie, and I am sure many other similarities. In the opinion of several Youth Service Bureau Directors and the staff of several bureaus that I observed there is one very different characteristic that becomes apparent if we try to compare the gangs of the 1950's and the gangs of the 1970's. The difference is process. The gangs

of the 1950's resorted to violence to protect their area and their people. The gangs of the 1950's did not, and would not cooperate with social agencies or official representatives of government in any way. The gangs of the 1970's are very different in this respect. They gang leaders do meet with police, welfare workers, street workers, and the like. They seem to be quite aware that if the conditions of their community are to be improved then help from establishments is necessary. They are quite willing to listen to suggestions from agency representatives. They do not tolerate sugarcoating a problem with oratory and demand service and action now.

Summary

In the original proposal of the Brooklyn Project, no mention is made of gang work but the comprehensive and flexible nature of the program makes it quite easy for certain program staff to be shunted in the direction of trying to deal with the gang phenomenon.

It is certainly hoped that the effort will be successful but in the face of what I consider to be overwhelming problems in a city that is somewhat characterized by the number of overwhelming problems it has to deal with everyday, I do not think that working with gang with the limited staff and resources available will be successful in the Bedford-Styvesant area.

What I do think is that the gangs will create enough pressure with the community of social agencies in Bedford-Styvesant to create an agency that will do nothing but deal with gangs and gang problems. However, it will be stifled by funding problems, bureaucratic need, and the sheer and overwhelming weight of the problems that exist in this worst ghetto in the world.

SOUTHERN STATES

ARKANSAS

Morrilton

KENTUCKY

Bowling Green

Louisville

MISSISSIPPI

Jackson

NORTH CAROLINA

Greensboro

Winston-Salem

VIRGINIA

Norfolk

YOUTH SERVICE BUREAU REPORT

BY

JACK GIFFORD

Petit Jean Comprehensive Juvenile Services
501 North St. Joseph Street
Morrilton, Arkansas 72110

Setting

Morrilton, Arkansas is located in Conway County. The population of the county is 16,600. The project initiated as a county-wide project and is now in the process of expanding to include Van Buren County, population 7,900, and Perry County, population 5,900. These three counties are all located near Petit Jean Mountain from which the project takes its name. The counties are located an hour south of Little Rock, Arkansas.

There are several large industries which support the town of Morrilton and the neighboring area. Most of the residents are employed by these factories. In addition, some do farm work or have small farms.

Appeal and Accessibility of Program

Since the project serves a three-county area, accessibility by the clients is extremely difficult. Presently there is only one office with plans to open sub-offices in the other two counties. Very few if any, of the clients are within walking distance or bus distance from the project offices.

Project offices are located in the same building with Mental Health Services. Actually, the project is functionally connected with the Mental Health Services.

Reputation of Program

All of the public services in the area are closely knit and everyone knows everyone else. Consequently, the project staff's relationships with other agencies is good.

The project staff claim to be responsible for a lot of community organization of the area youth. Actually, I think this work has been limited to special civic activities, such as choral groups and clean-up campaigns.

Staff Characteristics

Sara Bentley is Director of the project. She claims 60 percent of her time with the project and the remaining 40 percent with Mental Health Services. Sara's husband is the postmaster in town and she knows everyone - the judges, the police, etc. Mrs. Bentley has a background in social work and recently went back to college to get her degree. She is direct in her approach and staff do not question her directions.

Steve Willbanks has the title of Deputy Director. He also functions as the county probation officer. Steve has two years of college. I get the feeling that Steve is the one who actually does the counseling with the clients, with Mrs. Bentley more involved in the overall operation of the project.

Mrs. Pauline Jones is classified as the intake worker. While many of her duties are clerical, her position is important in that she actually makes a decision whether a child or family is referred to a counselor in the youth project or in Mental Health Services.

Mrs. Mary McKennon is a case-aide. She assists in intake work and makes home visits. I get the feeling that much of the counseling for the bureau is done in the office except for the contact that Mary makes.

There are three advisory groups to the project, the Adult Advisory Board, the Youth Council, and the Inter-Agency Council. From these boards are selected the managing board for the project. All of the boards are involved in policy decisions related to the project, but in my opinion, the Youth Council does not actually provide much input.

The two sub-offices that will open in the other counties will each have a director and an intake worker, but they have not yet been hired.

Objectives

The main objective of the program is to reduce delinquency in the three county area. The functional objective of the project is what the project staff call "resource management". In my opinion, there is a real opportunity to demonstrate a reduction in cases going through court. Prior to the project, there were no services available in the area. Probation services were minimal and almost non-existent. The project offers alternatives to these rural courts for disposition of cases. This alternative, if it is used at all, should provide for a statistical and actual reduction of cases entering the criminal justice system.

Program Content

It is difficult to determine what everyone actually does. Probably the biggest component of the project are those services offered as probation. These would be referrals by the court. Compared to other projects, there does not seem to be a large number of referrals from the schools although there are a few.

The main approach for the project is to identify client needs and to locate services that are available to fill those needs.

There have also been some attempts to organize a youth council and to involve local youth in the project. This part of the program resembles a middle-class social youth group. Attendance has dropped

off lately and the youth council at present is barely active. Staff plan to revitalize this part of the program.

The most unique aspect of the program seems to be that it offers some alternative when none existed. The second interesting aspect is the coordination of a Youth Bureau with a local Mental Health Service.

State Plan

The state agency is the Arkansas State Commission on Crime and Law Enforcement. The Commission has five or six regions. Conway County is part of a 15 county regional planning council.

Summary

The bureau has served 76 children since its beginning. It presently has 40 enrolled as active cases. It would be difficult to estimate the total number of service contacts, however, contact with the clients is usually not frequent because of the distances. I do think that in a crisis situation clients are seen almost daily.

The program components tend to flow into one another and are not really distinguishable so the cost of the various components could not be isolated. Generally, I would guess that most of the program costs go toward what might be considered probation services.

In my opinion, the project is limited in its effectiveness. On the other hand, the impact which it has made is in an area (rural) where there has been very little progress for a long time. If we look at the project as an alternative for the courts, a new reservoir has been developed to divert cases out of the system. In my opinion, if the services do not become more intensive, the reservoir will become filled and the process will continue as before. Meanwhile, the project seems to be doing what it is designed to do - keep children out of the system.

YOUTH SERVICE BUREAU REPORT
BY
JACK GIFFORD

Bowling Green Youth Bureau
730 Fairview Avenue
Bowling Green, Kentucky 42101

Setting

Bowling Green is a small town located about 120 miles south of Louisville, Kentucky. It is considered a college town because the Western Kentucky University is located right in the main part of town.

For the most part, the town is poor having sections which are all Black, and on the West side of town, a section which is very poor White of low economic status.

The town does not have enough identification with a city to be classified as suburban, yet, because of the college, does not resemble a typically rural town. I would classify it somewhere in between.

The project offices are located in what resembles a professional building. The Model City offices are located in the same building, next door. The project has very little office space consisting only of a reception area and the director's office.

The project also operates a Youth Center on the west side of town. This has been a major part of the program, but because of a recent fire, the center is not presently open. Staff and youngsters have been busy clearing away the debris and repairs will commence soon.

Across the street from the center is St. Joseph's High School gymnasium. This is a neighborhood gym which belongs to the Catholic Church in the neighborhood. The project uses the gym for its activities.

The two locations of the project help make it accessible to the clients. Even so, some parts of the target area are not easily within walking distance of either location. Also, there is no convenient bus service around any parts of the town.

Reputation of Program

There seems to be a discrepancy in the way in which project staff utilizes other agencies. The project director states that the project does not refer children as a rule to other agencies. He said they used to, but they do not anymore. The reason is that in most cases these services are not adequate and in some instances, tend to label the youngster. Another staff member makes references to making referrals to other agencies. A third staff member says that his philosophy is that he refers children to people within agencies and never to an agency itself. For example, if there is a staff member in child welfare that he trusts and respects, he will refer the child to that staff member in that agency. Otherwise, he does not refer.

The project has an excellent relationship with the courts. The local juvenile court judge is totally supportive of the project and he has not turned down any request made by the staff on behalf of children.

The project also has an excellent relationship with schools. The school board was involved in the formation of the project and has a representative on the project Board.

The relationship between the project and police seems about average, with the juvenile division working fairly closely with the project. The project does not receive many referrals from the police.

On the surface the project has a close working relationship with child welfare. Actually, there is considerable dissension between project staff and child welfare staff. The child welfare department was involved with the project in planning a half-way house to be operated by the project. Staff feels that child welfare has not followed through with support.

There is no question that the project director who is Black has considerable influence with the Black area in the community. He is well respected. Early in the project, the director attempted to work with participants from the White area and had a lot of trouble. Consequently, he hired White staff who now have the responsibility for working in the White area. Since that time, Black staff accompany White staff in the White area and White staff accompany Black staff in the Black area. Overall, the staff have a good working relationship with the young people in the town. These same conditions also apply to the staff's relationships with the project participants.

Staff Characteristics

Mr. Jim Embry is director of the project. He is young, Black, and knowledgeable about the philosophy and functioning of Youth Service Bureaus. He had no work experience before his connection with the project. He had been a student at Western Kentucky University. He provides real leadership for both the Black and White staff in the project. All the staff seem to respect his abilities and judgement.

Dorothy Offutt is a counselor and also has responsibility for training other project staff as well as staff in other agencies as requested. Prior to this assignment, she was a teacher in Gary, Indiana. Her husband works as an employment counselor in the local O.E.O. employment office. Both Dorothy and her husband are very "tuned-in" to the needs of the Black man in the South, and much of their interest and motivation is directed to that interest. Dorothy's background is in teaching, primarily Physical Education.

Hal Dennis has the title of Program Director. His main function is counseling and the coordination of program activities. Hal has had a lot to work through with staff. He is a young man from the Southern

White culture and all of the concerns and activities usually associated with the "Black Movement" were unknown to him prior to coming to the project. He has worked very hard at trying to understand his Black boss and his Black co-workers.

Stan England is director of the teen center. He receives some of his direction from Hal Dennis and Jim Embry jointly. Stan is a quiet, reserved young White. He grew up one block from the teen center and, after some work experience away from Bowling Green, has come back to Bowling Green with his wife and child. He plans to stay there. He has a real commitment to improving the general living conditions in the neighborhood.

Staff have spent a lot of time in working through their differences. This has been a key factor in the development of the program. The resolution of these differences has been carried into the community and there is very much a feeling in the community of these people as an integrated force. This is why they have become known as the Mod Squad.

There is a Youth Bureau Advisory Board. The Board actually allows the project considerable flexibility. It is not a governing board, but because of the support and power it gives to the project, its function is much more than advisory.

Objectives

Statistically, the objectives of the program are related to the objectives of the Model Cities program. The Model Cities program calls for a reduction in delinquency in the city by 20 percent in five years. Actually, the project tends to operate out of functional rather than statistical objectives. Specifically, the objectives of the program are to divert youngsters out of the criminal justice system. The broader goals have to do with satisfying human needs as defined by the individuals themselves who are seeking help. Frankly, I do not think that the staff have concerned themselves much with the statistical objectives of Model Cities. I would imagine that they will become more involved statistically in the future when they will be looking for justifications for refunding.

Program Content

Most of the work that is done is one-to-one counseling. The approach to counseling is the negotiating of contracts with the youngsters. They do not use the term "contract" and no agreement is written down. They come to an understanding with the child and set specific objectives or rules which the child agrees to follow. Staff are careful not to set any objectives that the young person is not willing to live with. Often, the negotiating also include developing "contracts" between other agencies and the child i.e., with school teachers, principals, etc.

The teen center is utilized pretty much as a drop-in center. Children from the immediate neighborhood come and play. Most of the activities are recreational - dances, sports, games, etc.

Western Kentucky University provides students, both graduate and undergraduate, who serve as volunteers in the project. These are actually few in number, probably five or six. Most of the volunteers seem to be utilized at the teen center.

The project has also organized some informal Youth groups in the city. One example is the "Friends of Soul Club". This is a club consisting of Black youth who, until recently, had been involved in vandalism, some light drug use, and who were problems in the community. Jim Embry started meeting with this group and has been responsible for redirecting a lot of the groups activities toward improving their stature as Black men.

In the writer's opinion, the most unique aspect of the program is the fact that program staff offer a whole new dimension of interracial working relationships to the community. In a southern town with some polarization of racial attitudes, both between the Black district and the poor White district; between the White administrators and the Black staff; between White judges and White or Black offenders; amidst all of this, the staff move effectively and jointly with a purpose.

State Plan

The Kentucky Crime Commission is the State planning agency. There are 16 regional crime councils. Bowling Green is in the Barren River Crime Council, No. 4 which consists of ten counties. The project receives funds from the Kentucky Crime Commission and is part of both the State plan and the Model Cities Plan.

Summary

Since the beginning of the project, the Bowling Green Youth Bureau has worked with 392 youth. Currently, there are 93 in the program. It would be difficult to estimate the number of contacts, but I would suppose that they average about three or four a day, not counting the teen center activities.

Approximately one-half of the participants are contacted and seen through the Youth center. The majority of services provided by the center are recreational programs, but counseling is also done in conjunction with the schools.

The remainder of the participants are seen by the staff who operate out of the project offices.

Most of the referrals come from the court or are connected with the court.

Project costs are difficult to determine because the individual

components are not separated in the budget. I tried to get a breakdown of these figures, but the budget for the forthcoming year is the best I could do. These figures include the half-way house which has been approved but which has not yet been implemented. There has been community opposition to the various sites selected for the house. Community residents do not want the house in their block.

The project claims a 30 percent reduction in delinquency in the target area since the beginning of the project. This is probably a correct figure because the Model Cities director reported the reduction at 29 percent. I attempted to get official verification of these statistics, but we could not get them from the police department during my visit; however, as closely as the project works with the courts, there should be no reason to doubt the claim.

The program tends to operate independently of existing agencies except for the court and the schools. At least in several instances, project staff have organized existing "gangs" in the community into legitimate clubs with a positive purpose.

In my opinion, the project has been very effective in its operation and will probably survive as a city-county project following the expiration of federal funding.

YOUTH SERVICE BUREAU REPORT
BY
JACK GIFFORD

Youth Services Bureau
1623 West Chestnut Street
Louisville, Kentucky 40203

Setting

The target area for the project is located in a very old part of town, entirely Black. Most of the buildings are one family residences with an occasional two family flat here and there. Everything has the characteristics of a neighborhood - neighborhood grocery stores, drug stores, and a few bars. These are scattered among several business type corners throughout the project area.

The project area is about three or four square miles. Two or three streets running through the area are fairly busy thoroughfares, but none would be described as city arteries. The project utilizes two buildings in its operations. The Project Director has her offices in an old building which houses the Russell Area Neighborhood Council. This is an office converted from a large old frame residence about 2,500 square feet overall.

Down the street about one-half mile is the project activity center. This, too, is an old building which was converted from a large residence. It is about 2,500 square feet. There is a small sign on the front of the building identifying it as the Youth Services Bureau.

The center is within walking distance for a large part of the target area, but people from the remote parts would have a difficult time with transportation. Buses are not convenient.

Since the neighborhood has many organizations and ongoing activities, a lot of the activities for the Bureau take place at other locations such as: churches, schools, housing developments, and a center called "Plymouth House."

Reputation of Program

Juvenile Court and probation, as well as welfare, are all administered through a centralized department called the Metropolitan Social Services Department. Since MSSD provides the local match for the project, staff relationship with those functions should be described as good.

The project claims a good relationship with police. Their concept of police includes both the Louisville Police Department and the Neighborhood Merchant Police. I saw no evidence of the Louisville Police being in the project area while I was there. The young people involved in the project have membership cards. If they are stopped by the police they show their membership cards and frequently the police will let them go without further questioning.

Project relationship with schools is apparently good since many of their referrals come from the schools. A few of the youth who skip school sometimes hang-out at the center, but usually the center becomes really active right after school hours.

Probably the strongest relationship which the program has is with the youth in general in the neighborhood. Project staff are totally identified with the Black Movement and this provides the mechanism for leadership by project staff of the young people in the neighborhood. This same identification exists with the participating youth.

Staff Characteristics

The Metropolitan Social Services Department was involved in the organization of the Area Council. The Council consists of representatives from each of the six census tracts which comprise the target area. The Council might be described as a civic betterment organization. The Council organizes programs and coordinates the activities of the neighborhood. From the Council membership the managing board of the Council is elected. The Youth Services Bureau was developed by, and ties directly into, the Russell Area Council. The Council Board is also the managing board for the Youth Services Bureau. Also, the Bureau has developed a Youth Council from among its participants.

The Project Director, Mrs. Lucile Phillips is employed by MSSD as a staff person to the Russell Area Neighborhood Council. She is a very quiet, efficient, Black woman, 46 years old, and very much establishment oriented. She is totally committed to the neighborhood. Mrs. Phillips claims about 35 percent of her time as director of the Bureau. She holds the line very firmly with staff on issues about which she has clear direction from the Board of from MSSD. Otherwise, I think staff determine their own direction.

Mr. Harold Howard is designated as the Diagnostic Social Worker. His offices are located in the center. He is about 25 years old, Black, dresses in robes and has a Masters in Social work. He is the person who makes things move at the center. The day to day activities are really his responsibility. Mr. Howard sees himself as a leader in the Black Movement. I get the feeling from Mr. Howard that he is going off in 15 directions at once. Mr. Howard had only been on the job about three weeks at the time of my visit. He replaced a woman who held the same position.

Mr. Stroud is the Youth Director. He organized the Youth Council and is involved in all community organization efforts having to do with young people in the neighborhood. Mr. Stroud is a very quiet, contemplative Black man about 24 years old and recently a student of Western Kentucky University.

The remainder of the staff spend most of their time conducting group sessions and working with young people. All are committed to the

concept of raising the level of the Black man not only in the Russell Area Neighborhood but in the state and nation as well.

Objectives of Program

There appears to be two faces to the Youth Services Bureau. One is the face represented by Mrs. Phillips and is oriented toward reduction of juvenile delinquency and directly tied with the formal agency organization in the city. The second face is that represented by the rest of the Bureau staff. In my opinion, the objectives of the second face have to do with delinquency indirectly. The whole purpose for those staff seems to be to improve the situation of the Black man in Louisville.

Concept

The project receives referrals from schools, MSSD, parents, and neighborhood residents at large. At intake, the youngster is interviewed by Mr. Harold Howard, the Diagnostic Social Worker. Following the interview, Mr. Howard, with staff, assigns the youngster to one of three levels of service: A, B, or C. All of the youngsters in the project participate in group sessions conducted by staff. The A group consists of those youngsters who are actively in trouble with the law of who have had serious problems. These children are seen sometimes as often as daily and at least several times a week. B group are those children who are on the verge of getting into trouble or who are having school problems. They are seen about two times a week. The C group consists of those youngsters who apply for membership into the program by their own volition and who are typically not serious problem children. Participants in C group are seen about once a week. Group sessions are also run according to these groupings.

The Youth Services Bureau also functions as a local drop-in center for the neighborhood. Children from the local schools stop by and use the pool table or engage in other recreational activities at the center.

The Bureau also ties into other programs in the community. For example, the Methodist Church conducts group activities at their church and the project staff assist in the organization of the activities. If a committee is meeting in the housing development to develop recreational programs for youth, the Bureau staff will be represented at the meeting.

While I was at the center, five or six young Black men came into the center to discuss with Mr. Howard the possibility of beginning a jail reform program for the State of Kentucky.

In my opinion, the most unique aspect of the program is that it provides an almost entirely cultural approach to the problem of delinquency. It is tied into the formal criminal justice system only in name. Functionally, the objectives circulate around raising the Black man out of a situation of deprivation.

State Plan

The Kentucky Crime Commission is the State agency. This program is part of the delinquency prevention part of the state-wide plan.

Summary

The records system for the project is extremely poor. They have a number of cards in the file, about 100, but these have not been updated and it is a bewilderment how any kind of statistics could be gotten from them. According to the project staff, they are in the process of working up a new system of record keeping.

According to staff, there were 59 active cases in the Bureau as of the date of my visit which was March 15, 1972.

Perhaps the roughest guess would be that 20 youth are classified in group A, 20 additional in B group, and the remainder in C group.

Because the operation is so informal, it would be impossible to determine the exact number of youth in the program. I would say that most of the time spent by staff is in just reaching the young people. Perhaps second would be the group sessions, and third would be community meetings.

In order to comment on the effectiveness of the Bureau, we would have to interpret the definition of effectiveness. If "effectiveness" means a numerical and statistical reduction in juvenile delinquency as a result of project efforts over a reasonably short period of time, then I would think it might be doubtful that the project is effective. If on the other hand, by effectiveness we mean that ultimately those in the community gain an increase in survival skills over a long period of time because of an increased sense of self-worth, then I believe the project could be called successful. The project certainly has had an impact in the neighborhood.

YOUTH SERVICE BUREAU REPORT
BY
JACK GIFFORD

Tri-County Community Center
323 Rose Street
Jackson, Mississippi 39203

Setting

The project serves the three counties of Hinds, Madison and Rankin. The city of Jackson, which is the most populated area, is located in Hinds County. The total population of the target area is 481,669.

The project offices are located in a Black neighborhood in the city of Jackson. The building is a large, old converted residence. The project offices are fairly accessible to those participants who live in the Black area of Jackson. Very few live within walking distance. Bus transportation is possible for those who live in Jackson. In the outlying counties, transportation would be nearly impossible. The project operates a small sub-office in Rankin County. Most of the participants who live in Madison and Rankin Counties are seen in their homes.

Not far from the project offices is Jackson State College, which a few years ago was the site of a major student disturbance where the militia fired into the student dormitories. The effects of this incident are still carried in the city, by the Black man as a symbol of injustice and oppression, and by the White man as a threat of chaos and disorder.

Reputation

The project has the best working relationship with those agencies that are designed to address the needs of the poor Black and poor White population, i.e., welfare, comprehensive health services, drop-in centers, legal aid, etc. With those agencies which are connected to the broader political base, there does not appear to be a close working relationship, i.e., the schools, court. Because these relationships are tied to the political structure in the community, I shall discuss some of these problems in more detail under the heading "Summary".

In the target area, the project has a pretty good reputation, but tends to be seen by youth as linked with authority because the project receives most of its cases from the Youth Court.

Staff Characteristics

The project coordinator is Alfred Rhodes. He was the originator of the project and the one who got everyone together in the planning. He is a knowledgeable, well educated, Black man who is widely traveled and who is involved with many activities related to the progress of the Black man in the South and, as I understand it, has had some

exposure nationally. Mr. Rhodes claims one-fourth of his time for the project. For this he is paid \$3,000 per year. Actually it would appear that the amount of time he spends with the project varies considerably, sometimes a lot, sometimes not so much. In any case, he is the passive force behind the project. He influences the Project Director and advises in terms of direction and overall program.

Bennie Thompson is the Project Director. He, too, is an active young Black man who tries to keep himself informed as to what is going on nationally in regard to other projects and funding opportunities. Unlike Alfred Rhodes, who appears not to be close to staff, Bennie keeps in touch with where other staff people are at. Staff do not seem to see him as a "boss". I think they view him as a participating member of the staff.

Jessie Hill, a counselor, is a very important part of the project. He does counseling in the city of Jackson and the County of Hinds. Jessie has a very formal and polite manner. His politeness has allowed him to establish excellent relationships with the judge in the Jackson-Hinds Youth Court. I got the feeling that the judge trusts Jessie. He is about the only person who communicates with the court on behalf of the project or project participants in the Jackson-Hinds Court.

Donna Berry is the only White counselor in the project. Her position is paid for by the Community Services Association of Jackson. She has only been working at the project a few weeks. Donna came from the Multi Service Center in Jackson. She is using her previous contacts with clients at the Multi Service Center for a springboard to introduce services to the poor White into the project. She seems to be very popular with disadvantaged White clients 18 to 22. I think that Donna was brought into the project in order to increase the project's relationship in the poor White area of Jackson.

Howard Young and Cornelius Horton are counselors who are assigned exclusively to the outlying counties. Their function seems to be divided between case-finding and counseling. To a large extent they work through the Youth Courts in those two counties.

The personalities of the staff make up an unusual combination. Several of the counselors have a Black protestant church background; some seem to typically represent the culture of the area; Donna Berry brings into the project the concerns of the poor White; Alfred Rhodes and Bennie Thompson reflect the values of young aggressive Black men who are tuned into the changing racial picture in the South. Out of this heterogeneity evolves a picture of staff as a group concerned about governmental systems as they affect the poor and disadvantaged.

Objectives of Program

The project seems to have two sets of objectives. The first set are

formalized and are contained in the project literature. These are:
1. To reduce and prevent delinquent youth from alienation. 2. To institute a new strategy for the reduction and prevention of youth drop out from school training and society. 3. To teach delinquents good grooming habits, effective use of language, and respect for others.

The second set of objectives are the ones that seem to be the real ones. These seem to circulate around issues of advocacy, health, opportunity, and especially education. While this second set of objectives is not written or laid out, many of the project activities seem to be directed toward those issues.

In addition to the formal project objectives, Y.D.D.P.A. has imposed a requirement for the project that it demonstrate a reduction of delinquency in the target area by two percent.

Program Content

The principal activity for the project is counseling. This is usually on a one-to-one basis in the client's home. Most of the referral for counseling comes from the Youth Courts and from the schools.

The project at present has a limited volunteer program with plans to expand the program considerably next year. There is a real resource of volunteer manpower from Jackson State College. Some, but not many, of the volunteers are used for tutoring.

The project has a Youth Advisory Board which is comprised of young people from the target area, mostly from Jackson. I get the feeling that staff listens to this group and considers it a real input.

A mile or so from the project is the Robert F. Kennedy Youth Center. This is a drop-in center of the neighborhood variety, whose primary activity is recreation. The RFK Center and the project work closely together making referrals to each other. Also, the Director of the RFK Center is a close friend of the Project Director and Alfred Rhodes.

Most of the formal caseworker services are coordinated through the Jackson Hinds Comprehensive Health Services. The project operates directly with this agency taking its youngsters there for psychiatric workups, health services and family services.

State Plan

The project does not have linkage into the State Plan. On the contrary, the State Planning Agency has opposed the project.

Summary

Since the beginning of the project, a total of 569 youths have been served. Presently there are 325 active cases in the project. There does not seem to be any reason to question these figures. Actually, there is a lot of reporting by all staff in the project. They keep

daily records of their activities as well as filling out monthly reports. One weakness of the records system is that this data does not seem to be put to much use. That is, I was not able to obtain an analysis or compilation of the data.

Most of the funding for the project comes from Y.D.D.P.A. I think it will be difficult for the project to secure funding after the support from Y.D.D.P.A. terminates. The political picture is so bad that I think local funding will be difficult.

While it is only my impression, I got the feeling that opposition to the project has been transmitted through formal political agencies. This pressure is less evident in Jackson perhaps because the urban governmental agencies are more independent. For example, the judge of the Youth Court in Hinds County is supportive of the project and will go along with the project staff. Also, the project seems to have a fairly good relationship with the Jackson Police Department. On the other hand, the project does not have as good cooperation from the Youth Court in Madison and Rankin Counties. Since Hinds County is so different from Madison and Rankin Counties, it might actually be better if Madison and Rankin Counties were served by a separate project. If, however, this separation was made, the power and influence which the project derives from its contacts in the city would not be brought to bear in the two outlying counties and the effectiveness of the project might be lessened.

As a result of the problems which the project has encountered, the energy necessary to deal with the political situation has almost become a component of the project. The very fact that the project is "out there" seems to challenge the status quo of governmental agencies in the area. In my opinion, the most unique aspect of the project is that it can continue to survive under the opposition that it has faced.

YOUTH SERVICE BUREAU REPORT
BY
JACK GIFFORD

Youth Crisis Center, Inc.
1119 North West Street
Jackson, Mississippi 39302

Setting

The Youth Crisis Center is located right in the main section of the city of Jackson. It is only a short distance from the downtown area. It is situated in a neighborhood which is very old, clean, and what would probably now be called a lower middle class neighborhood which was once an exclusive part of town. Geographically, the center is in a good location to attract youth on a drop-in basis. The structure seems a bit too quaint and formal to be appealing to youth.

Reputation of Program

Everything about the operation of the project relates to professionalism. Therefore, all of the project's relationships with formal professional agencies or groups is outstanding. The judge of the local youth court is on the Managing Board. The probation department wrote the proposal. Schools are not really involved since the youngsters staying at the center do not attend school.

There has been a problem with the relationship between the project and police agencies. This is probably due to the fact that the center takes in runaways and youth with drug problems. The police have some feeling about the young people staying at the project tending to be exempt from the formal process of the law.

Staff Characteristics

Dr. William Long is the power behind the project. Dr. Long is a pediatrician with a practice which serves upper middle class clients in the city of Jackson. Dr. Long is a member of the American Academy of Pediatrics. The Academy has for some time been interested in getting involved in social programs. Dr. Long is concerned about the fact that, with a lot of community programs, there are people running around acting like professionals who do not know what they are doing. With this concern, and with the backing of the American Academy of Pediatrics, he organized the center with the help of some professionals in the city.

Last year he was on the Executive Board of Directors of the project. He still seems to be the person who determines the directions and policy of the project.

There are only three paid staff members in the project. The project director and the couple who stay there.

A.B. Short is the Project Director. A.B., as he is called, supervises the day-to-day activities of the house. He is a counselor at the house and supervises the activities of the live-in couple.

The resident couple has just been hired. Apparently these two positions have been a big problem for the project. The turnover has been very high. Also, since A.B. Short does the counseling, the activities of the couple is mostly limited to housekeeping and cooking.

There are many professional volunteers connected with the project. These include a psychiatrist, social worker, M.D.'s, accountants, attorneys, etc. Most volunteer about two to four hours per month of their time. Several are on call. The volunteers probably have a greater voice on the policy of the center than the project director.

Objectives

The objectives of the project are entirely functional. That is, the objectives are to provide food and shelter for youth in trouble and to secure professional help. Since the project only has the capacity for housing seven youngsters with an average intake of about 14 per month, statistical objectives would not seem to be appropriate.

Program Content

Children who have problems can come to the house for help. Once they sign up, they are not allowed to leave the premises unless they permanently sign out. The maximum length of stay is five days. While they are at the center, food and shelter is provided, they have no work duties assigned, and they are counseled by the project director, Mr. Short. Also, any professional services which the child needs such as counseling by a social worker or psychiatrist, legal advice, physician's services, etc. are arranged. The youngster goes to the professional's office for these services.

Staff do not contact the children's parents unless the child agrees. Also, the authorities are not notified if the child has a drug problem.

State Plan

The project is funded through the Mississippi State Division of Law Enforcement assistance which is the State funding agency. The proposal for the project was written and submitted by the Jackson-Hinds Youth Court which is the probation agency for the county.

Legal Problems

To my knowledge there have been no formal legal problems; however, the question of not notifying parents of youth and of not referring drug users to the police has certainly been a subject of discussion both in the community and with law enforcement agencies.

Summary

Since the project commenced operation, 126 youths have stayed at the

center. To my knowledge no other youth received services. On the date of my visit, there were three young people registered as being in the house. Two were out and I saw one.

The cost of the program is nominal since many of the services provided are donated by the professionals in the community. The total operating budget for the center is \$28,837. Most of this cost goes toward maintaining the house. Salaries constitute the other major expenditure.

There is no way that the project could be considered as having a major impact on the city. I think one thing demonstrated by the project is that a portion of the delinquency problem can be addressed through professional volunteer services. To marshal the services of these professionals has taken considerable effort. And yet we are only dealing with a few children at a time. In all fairness to the center, it was not designed to address the overall problems of delinquency in the city of Jackson. It is designed as an opportunity to provide services to middle class children who are in trouble with themselves and who need help. At least to some extent, the center accomplishes what it set out to do.

YOUTH SERVICE BUREAU REPORT
BY
ELAINE DUXBURY

Youth Services Bureau of Greensboro, Inc.
225 North Green
Greensboro, North Carolina 27402

Setting

The Youth Services Bureau of Greensboro, Inc., is located on one of the main streets of downtown Greensboro and is across the street from the city hall and the police department, a factor that has enhanced relationships between the police and the Bureau.

The entire Bureau is housed in one room - up a flight of stairs in an office building. Being located entirely in one room does not appear to handicap the Bureau, particularly since staff members have a great deal of respect for each other's and the young people's privacy. In addition, Bureau staff often make use of informal settings, such as going for a walk or for a Coke, for counseling.

Appeal and Accesibility of Program

Youth Services appears to have positive appeal and accessibility for clients. The downtown location provides central accessibility from the entire city. Staff feel that the anonymity of the Bureau location within an office building is an asset in encouraging some youth to come to the Bureau. In addition, accessibility is greatly magnified by Bureau staff's willingness to go where the client is at any day or hour. Staff members are reached at home after hours by the Switchboard or by existing clients, since the Bureau offices are open Monday through Friday until 5-pm. In the coming year, Youth Services hopes to obtain a machine that will transfer telephone calls, so that after-hours accesibility will be increased to include all youth in the community.

Factors in the appeal that the program has for clients includes the confidentiality of the service and that it is a service for youth only. A demonstration of the confidentiality that exists is that Bureau staff do not take action without the young person's knowledge. The positive appeal of Youth Services was revealed in interviews with program participants: "Most of the people are young, and you can talk to them and they aren't supposed to tell anyone what you say." "It's more like a group of people, not an organization. If you need them somewhere, they'll come over. It's a great place to come; I depend on these people more than my friends."

Reputation of Program

The similarity of Youth Services' reputation with officials and agencies and with the youth served is unique, for both adults and young people interviewed have a favorable opinion of the program, the staff, and the services offered.

One condition of the juvenile justice system in North Carolina makes the Youth Service Bureau concept a particularly palatable one. When the courts in the state were reorganized a few years ago, each district had the option of providing for informal probation. Because the district in which Greensboro is located did not choose this option, court counselors cannot provide any service to a youth until he or she has been adjudicated. Thus, both the judge and the court counselors welcomed a voluntary, non-stigmatizing option.

Relationships with the court are good. Bureau staff felt that the Judge was cooperative and would do anything he could to keep a youth out of training school. Several probation people (court counselors) were involved in planning for the Bureau and continue to participate on the board and through informal, personal referrals. Court staff not strongly involved in the planning phases were less supportive at the beginning.

Law enforcement's attitudes in Greensboro are another factor contributing to the Bureau's development. An enlightened captain of the police juvenile division, whose training includes the Delinquency Control Institute at The University of Southern California, has been supportive of the project. The interview with the director reveals some of the dynamics of the interrelationships: "Captain Simpson and I have an agreement that if any of our staff does anything that somebody else doesn't understand, we will sit down and talk about it. Not for the sake of the agency, but for the sake of the kids we are going to be working with. And we have done that. But we talk about it when it happens and not so that feelings can build up. Sometimes we'll go over and just sit down with them and talk, just to keep the relationship going. And we thank them, because they do a tremendous job; and when they aren't working alone, they will work all the harder."

In the beginning, some of the police thought they would coddle kids - that they would not be stern. However, Bureau staff believe in being firm, not stern. About five of the juvenile officers refer youth to Youth Services; a couple of others are not yet referring. In general, the police appreciate that the Bureau has the trust and confidence of a number of people, particularly "hippies", and that they can talk to them better than police. The Bureau has a relationship with police, regarding runaways, particularly: even if a detention order is out on a youth, the Bureau need not turn him in. The Bureau needs only to let police know that they know where he is, but the young person can still walk out the door.

The reputation with schools is also favorable, and the Bureau occasionally receives unsolicited letters from school personnel, praising the work Youth Services staff has done. One area of disagreement occurred when the Bureau printed posters about changes in laws relating to contributing to delinquency, and school people objected to the words "sexual intercourse" on the posters.

Youth Services works with established agencies, such as Family Services and Mental Health, on cases. It also works with underground services, such as Switchboard. The police do not seem to object that Youth Services finds some of the missing runaways through Switchboard; yet police do not work directly with Switchboard.

The mayor is supportive of the program, and lay members on the managing board appear to be strongly committed to Youth Services.

Characteristics of Staff

Staff of this Youth Services Bureau are all 25 years of age or younger. The director is 25, White, and in her own words, Establishment. She has two years of college. Her experiences in the social field began at the age of 16, working in a migrant worker's health clinic in Florida, where she helped deliver babies in the fields. Other staff includes a female Black counselor, a White male "freak" who is a counselor aide, a Black receptionist, and two part-time administrative assistants (college students) - one Black and one White.

The most significant characteristics of the staff were summed up by the counselor aide: "We have a really diversified staff, and the relationship between the staff is pretty special." It appeared that being housed in one room has aided the interactions between staff members. Yet the relationship is one that they have worked at, deliberately and over a long period of time, to achieve. While close to one another, staff members have a great deal of respect for one another's privacy in their one-room office.

Volunteers are used in the program in several ways. Some of the most active managing board members are volunteers. And college student interns provide group work and informal big brother/big sister relationships in four area service centers.

Objectives of Program

According to its constitution, the purpose of the Youth Services of Greensboro, Inc., is "to offer an alternative from the court to the Police Department, schools, individuals and other organizations involved with youth; to conduct studies, assemble data, and prepare factual plans to combat juvenile delinquency; and to mobilize resources in the community to implement such plans." This is in line with the objectives being carried out, with a particular focus on providing counseling services and opportunities to each client to actualize his personal needs before he becomes involved with the juvenile court.

Program Content

The main service provided to achieve the objectives is counseling - particularly one-to-one ego supportive casework. Staff are familiar with reality therapy and behavior modification, but they use whatever works. They focus on helping young people deal with reality and on emphasizing each young person's strengths. Because juveniles in

North Carolina are under 16, this is the age group served almost exclusively. Runaways, which doubled in one year in Greensboro, are one of the primary groups Youth Services deals with. Counselors strive for the clients to feel they have made most of the progress on their own. ("There are so many agencies today wanting to do for the child, and not giving the child a chance to do for himself.") Staff show the client various alternatives and then let him make the decisions.

Youth Services deals primarily with the child for several reasons: "First, because the child is our primary concern, and the child needs to know that he is our primary concern. And also there is a family counseling agency here in town, and we do not want to in any way overlap. We do not do long-term family work. But we do not leave the parents out of it, either. We talk with them and consult with them."

Youth Services refers clients to other programs when necessary. It refers clients to court only if the client is battered or abused and needs the protection of the court. The Bureau does not refer to court without the child's knowledge. Clients are made aware of the ramifications of the court procedure and are urged to make the decision themselves.

In addition to counseling for young people, this Bureau established four Area Service Centers, which are each staffed by college student volunteers for about 15 hours per week. The Bureau has also established its own "long-haired" Boy Scout troop.

Other services of the Bureau are those involved with coordinating community agencies, community education regarding the needs of juveniles, and research about juveniles' needs.

This Bureau's most unique aspect is the ability to have the confidence of youth in trouble, while maintaining the respect of other agencies in the community. Other unique aspects include staff's willingness to respond immediately to youth in trouble - regardless of the hour or day. The positive feelings of staff for one another, and the team spirit, deliberately developed, is also very unique.

State Plan

Youth Service Bureaus are a part of the state plan in North Carolina. But there was some question whether the same Youth Services Bureau would be funded two years in a row - or whether Youth Services Bureau funds would be used in another community.

Legal Problems

One of the legal problems encountered by this Bureau involved funding. When the regional planning agency published regulations ten months into the project which would have invalidated most of the match, the

board of directors threatened to sue the region in order to be reimbursed for the money already spent. This lawsuit was perhaps more likely because the chairman of the Board of Directors is an attorney practicing in Greensboro. He was asked to become involved with the Bureau in its early stages, because those planning it wanted an attorney to aid them in becoming incorporated.

Although it has not created any legal problems, on a few occasions the Judge has put youth on probation and assigned them to the Bureau. Other areas which could introduce legal issues are the deliberate stance the Bureau has taken to not require parental approval for participation and also the sub rosa relationship with runaways.

Summary

Funding for this Bureau's first year was from LEAA in the amount of \$42,000, with matching in-kind contributions totaling \$28,000.

From June 1971 through March 1972 this Bureau had provided direct service to 117 youths. This does not include most of the children served by the interns in the area service centers. As of the end of March, 60 of the cases were active. After three-month and six-month follow-up of inactive cases, only three have been reopened for further services.

This Youth Services Bureau has focused on developing new resources in order to more effectively deliver services to youth. It also coordinates existing services, particularly on a case basis. One way it does this is by filling a void between the services provided by the underground and those provided by establishment agencies.

The Bureau reports, "Of the 103 juveniles served by Youth Services from June 10, 1971 to February 29, 1972, approximately 37% of these were referred to Youth Services Bureau as an effective alternative to court action and possible commitments to training school."

Data provided by the police department shows a 13% decrease in juvenile offenses in Greensboro in 1971 - and a 17% decrease in recidivists (second or subsequent offenders). There was a 13% reduction in the number of cases referred to court and an 8% reduction in the number of cases retained by the Police Department. The precise role of the Youth Services Bureau in these changes can only be speculated. Nevertheless, it is indicative of a climate of delinquency reduction.

This Bureau evaluates the effect of its efforts with each child by phoning him at intervals to see how he is doing. It also evaluates its effect by whether he gets in trouble again. Other agencies involved with the case are also contacted in a case follow-up.

Overall, the Youth Services Bureau of Greensboro, Inc., appeared to be a genuine advocate for youth who are on the verge of entering the juvenile justice system.

YOUTH SERVICE BUREAU REPORT
BY
ELAINE DUXBURY

Youth Services Bureau of Wake Forest University
110 North Hawthorne Road
Winston-Salem, North Carolina 27104

Setting

The Youth Service Bureau of Wake Forest University is located in a combined residential and commercial neighborhood. Because a suitable location could not be found in the heart of the Model Cities area, the Bureau is located in a house in a working class neighborhood on the periphery of the Model Neighborhood.

Since the Bureau does not primarily provide direct service, all rooms in the house are used for offices for program staff. The only direct service provided is through Project Return, which works with inmates in prison and returnees to the community.

Reputation of Program

In a sense, the primary clients of this Bureau are other agencies and organizations, since the Bureau's main focus is on developing youth opportunities. The Bureau's reputation with probation and courts is very poor, dating back to the Bureau's establishment. The Director of the Bureau had been fired from his job as Director of Court Services in the Juvenile Court for hiring an ex-offender. Most of the Court staff resigned in response to this decision. The local Urban Coalition moved immediately to help set up the Bureau. Within two weeks the Bureau was established with funds from three local foundations.

In comparison with bureaus that provide tangible, direct service to youth, this Bureau, by providing leadership in coordinated planning, may not be as likely to elicit positive attitudes from other agencies. For example, at least two private agencies preferred to continue their own planning. And when administrators but not boards were involved in planning, the boards did not always respond favorably. On the other hand, many agencies and organizations have persisted in working with the Bureau to develop youth opportunities. In addition, the reputation of the special projects appears to be good. The schools and other agencies cooperate in Project Turnaround, and the Department of Corrections has been cooperative with Project Return.

Characteristics of Staff

The program staff's characteristics vary by project. The Director and Project Manager of Project Turnaround are both social workers. Staff for Project Return have correctional back-grounds - either in law enforcement or as ex-offenders. Community contact staff for Project Return are Black. The rest of the staff, except the secretary,

is White. The Bureau had had a larger staff, but the failure of the state planning agency to renew the Bureau's grant necessitated trimming the staff.

Objectives of Program

While each of the Bureau's projects has its own services, there are broad overall objectives for the entire program. Stressing interagency cooperation at all points, the Bureau seeks to fill gaps in existing services, demonstrate new and effective ways to deal with youth problems, and document the needs and problems of young people in the community so problem solving efforts can be developed. Program observation reveals that each project is oriented toward these objectives. In addition, there is emphasis on engaging young people in problem solving.

Program Content

There are several methodologies for achieving the Bureau's objectives. To document the needs and problems of young people, the Bureau conducted an inventory of youth services and programs. It provided profiles of 83 youth-serving agencies in the county, a study of young people's attitudes, information about youth problems in the community, and a list of recommendations for improving youth opportunities in the community. All youth-serving agencies were invited to a meeting to discuss the recommendations and the Bureau is aware of at least 21 examples of these recommendations being implemented.

To develop a comprehensive, community-wide approach to coordinated planning of youth opportunities and to insure the opportunity for young people to participate in planning, Bureau staff met with staff of the Citizens Coalition eleven times during a seven-month period in 1971 to develop Bylaws for a Council on Youth Opportunities. In addition, Bureau staff met with numerous agency administrators and young people to discuss the proposed council. Subsequent meetings were held with the Citizens Coalition Director to find out what kind of relationship should be developed between the Citizens Coalition and the Council on Youth Opportunities. However, partially because the Coalition does not have adequate staff, it is doubtful that it will assume responsibility for coordinated planning of youth opportunities.

This Youth Service Bureau has also undertaken several smaller studies broadly related to delinquency prevention. These have included a study of attitudes and knowledge of drug abuse, a study of drug use, a participant-observation study among Black youth on factors preventing their becoming involved in recreation and character development programs, and a questionnaire to determine what recreation or youth opportunities low income White youth would like to see developed.

The main service provided by Project Return is to work with 16 through 24-year-old inmates in prison or returning from prison to Forsyth County to prevent recidivism. This is done through visiting the

inmate upon incarceration, helping him find a job, getting him transferred to facilities closer to Forsyth County or where he can receive job training, providing transportation for family prison visits, and attempting to straighten out his home situation prior to his release from prison.

Project Turnaround focuses on system change in the schools. In an attempt to bridge gaps between community resources and schools, the Bureau coordinates a project team of agency and school personnel in order to create a more positive creative learning experience and to reduce truancy. In addition, the Bureau introduced a citizenship training program, "You and the Law" in one of the schools.

Compared with other Youth Service Bureaus, this Bureau is unique in that it basically does not provide direct service to youth, but instead it seeks to instigate change in existing programs.

State Plan

While this Bureau received funds from the state planning agency last year, the grant from that source was not renewed.

Summary

During 1972 the Bureau's entire budget of \$76,000 is from Model Cities. This is a reduction from the \$118,000 budget of the previous year.

As this report indicates, the Youth Service Bureau of Wake Forest has concentrated its energies on creating change in the institutions that serve youth. Evidence of the impact of these efforts may be inferred from the 21 examples of the inventory's recommendations being implemented. Of course, coordinating existing resources and developing new ones is also central to this Bureau's activities.

Diversion from the Juvenile Justice System could potentially be a bi-product of this activity, but it is not one of the bureau's objectives.

Overall, the surveys and research conducted by this Bureau are of the highest quality. In addition to quantitative data, the Bureau articulately documents its activities in narrative form.

YOUTH SERVICE BUREAU REPORT
BY
ELAINE DUXBURY

Project CAST
1015 E. Princess Anne Road
Norfolk, Va. 23504

Setting

Project CAST is located in an inner city neighborhood characterized by vast areas of vacant land where houses have been torn down, to eventually be replaced by new residences. These vacant areas are punctuated by an occasional two or three-story deteriorating brick house. The street where Project CAST has its offices is mainly used for light industry. Project CAST's offices are in the back of a building, accessible down a driveway. The front of the building houses five other social and health agencies. Offices and equipment are in good condition and are typical of many well-kept public agencies. Project CAST has a fenced, lighted parking lot at the rear of the building, which it plans to use for project activities.

Appeal and Accessibility of Program

Office hours of Project CAST increase its accessibility; staff is on duty at the offices from 9-am to 11-pm five days a week and from 9-am to 5-pm on Saturday. On the other hand, inadequate transportation to the offices and the off-street location at the rear of a building, limit accessibility. Project staff feel that the location, the hours, and the process of going to people's homes when there is a need for help indicated, all enhance the appeal that this program has for potential recipients of service. However, other possible factors affecting appeal include the use of the court's standard intake procedure and the inextricable interweaving of the probation and preventive services. That is, after intake a client may be referred to either the counseling or the probation component.

Reputation of Program

Because the court administrator formulated the idea for the project, saw that it was implemented, and is the project manager, the program has an excellent reputation with the court and with probation. In addition, probation services are a sizeable portion of Project CAST. The relationships with police are not as close, and police have been reluctant to refer youth directly to Project CAST. One reason for this reluctance is that police may only refer youth living in the Model Cities area and may not refer youth living in the housing projects within that area. Thus, they must consult an address list each time they consider referring a youth to Project CAST. Nor have police been heavily involved in planning for Project CAST. In addition, they have felt that project staff should make more home visits. Relationships with Police appear to be improving, partially due to the project's moving to its present site, closer to the Police Station,

and also due to persistence by project staff. Relationships with schools appear to be stronger than with Police, with one of Project CAST's programs operating in the schools.

Characteristics of Staff

The Program Director is an ex-priest in his 40's who was a Probation Officer immediately prior to taking this position. The remainder of the staff observed, all appeared to be under 30, with a roughly equal proportion of black and white staff members, Male staff members wear ties and have well-trimmed hair. Volunteers are mainly college students.

Objectives of Program

Program objectives, in staff's words, include preventing deviant behavior and curtailing recidivism, particularly through the family and through intensive counseling and job placement. This appeared consistent with what was observed. The written objectives are more exhaustive and more elaborate than the present program would suggest. One example of the written objectives is: "To prevent juvenile delinquency through research, training programs and volunteer programs."

Program Content

The main services provided by Project CAST are intake and field probation services, job placement, and individual, family, and group counseling. In addition, teachers work as part-time probation counselors in three schools. A shelter care facility was scheduled to be in operation within a month of the site visit.

Project CAST focuses its services on juveniles living within the Model Cities area (other than in the housing projects) who are on probation or who have had recent contact with the Norfolk Police Department. Model Cities residents experiencing family difficulties that could result in court action are also eligible for counseling services. Thus, the project serves both juveniles and adults. Project CAST had been receiving names of youth from the police department and contacting them "cold"; however, recently police began to tell the youth and his family that they were referring his name to CAST. The intake process for all components follows the regular court procedures of interviews and forms.

Compared with other Youth Service Bureaus, the most unique aspect of the program is the combination of coercive and non-coercive services, with unified intake for both the preventative and rehabilitative services. In the eyes of those associated with the project, the most unique features are the increased capability of reaching out to the community and the capacity of providing extended counseling which includes parents. Part of this capability is based on the extended hours of operation, project staff feel. The project manager also pointed to the teachers who are paid as part-time probation counselors in the school system as one of the unique features.

State Plan

No information on the State Plan was available and no linkages to that plan were mentioned.

Summary

During Project CAST's first nine months of operation (April through December 1971), it provided direct service to 734 juveniles, as well as 180 adults. The services provided to the juveniles included:

Intake only	93
Counseling	207
Probation	211
Job placement	<u>223</u>

Total juveniles served 734

Number of service contacts for this time period are not recorded. Project CAST's proposal for the 1972 year indicated that it planned to serve 400 juveniles, considerably less than the first year.

Funding for Project CAST is from three Federal sources: LEAA, HEW, and Model Cities.

Funding for July 1, 1971 to June 30, 1972

LEAA	\$146,000	Grant
HEW	40,000	Grant
Model Cities	70,000	Called match-in-kind by Director
Model Cities	<u>60,000</u>	Called match-in-kind by Director
Total	\$316,000	

Of the 734 juveniles served by Project CAST during April-December 1971, 24 were returned to court, with six of these being from the counseling component, two from job placement, and 16 from probation. No records for a comparable period and area before the project came into existence were obtained. However, the project staff indicated that the number of youth from the area being sent to the state training school had been reduced considerably.

Coordinating existing resources does not appear to be a primary focus of Project CAST, although some mention was made of attempting to develop more referrals to adjacent resources. In addition the project is attempting to increase the present level of coordination with law enforcement. Delivering established services in new ways and developing new services seemed to be more central to this program's activities. For example, probation services are available for longer hours, are located in the neighborhood, and involve parents more frequently. New services include in the teacher-probation counselors, the unofficial counseling, and the job placement services.

In a document about evaluation, the project described two criteria on which impact or change are studied. These criteria are: alternate to court action and rate of juvenile delinquency recidivism. Project CAST reports that the alternate to court action is measured by the number using services without further court action as compared to the same number ending in court action. The rate of juvenile delinquency recidivism is measured by those returning for further court action.

In conjunction with Model Cities, Project CAST is developing an information system which will provide data on clients' characteristics (including whether or not a resident of the Model Neighborhood), on the component providing service, on the number of contacts, and on the status of cases (new or continuing). The project is also beginning to use weighted output measures, comparing the planned with the actual output.

Comparison data on court action for youth not exposed to the project's services would allow for a more effective evaluation of the project's effectiveness.

SOUTH-WESTERN STATES

OKLAHOMA

Tulsa

NEW MEXICO

Las Cruces

TEXAS

El Paso

Fort Worth

San Angelo

San Antonio

CONTINUED

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YOUTH SERVICE BUREAU REPORT

BY

EDWARD HARRINGTON

Youth Services of Tulsa
222 East 5th Street
Tulsa, Oklahoma 74103

Setting

The offices of the Youth Services of Tulsa are located in a small commercial building shared with several other social service agencies on the fringe of the commercial center of Tulsa. There is an office available for each of the staff members, plus a small interviewing room just off the reception area. The primary program component of the Youth Services of Tulsa is the one-to-one counseling relationship provided by volunteers to its young clients. So the program takes place away from the organization's headquarters. The physical setting gave me the impression that it was the location of a new agency making do with limited resources. The staff were friendly and helpful, the kind of people it's easy to feel comfortable with.

Reputation

Youth Services of Tulsa is held in high regard by Probation and school officials. YST was initiated at the suggestion of the Juvenile Court Judge and enthusiastically supported by the Director of the Juvenile Bureau of the District Court, Bob Evans, who is a member of the Oklahoma Crime Commission. YST's management committee includes Lawrence Meyers, the Assistant Director of the Juvenile Bureau of the District Court. Judge James Griffin is on the Board of Directors, along with other community leaders who influence traditional agencies, including Mr. Ross Cockrell, President of the Tulsa Council of Churches, Board Chairman, Dr. M.M. Hargrove, Trustees Professor of Business Administration at the University of Tulsa, and also President of the downtown Rotarians of Tulsa, Dr. Eugene Swearingen, President of the National Bank of Tulsa, and Dr. Ray Warren, from the Kiwanis. The volunteers who work with the Bureau have a high level of confidence in, and respect for the staff, while the young clients who work solely with the volunteers see their assigned volunteer as a significant person and benefactor in their life.

Staff Characteristics

The Executive Director of Youth Services of Tulsa, John Richard Galusha, 39, is a professional Missionary Administrator who graduated from college with a Bachelor of Divinity Degree and studied two post-graduate years majoring in anthropology, languages, and world cultures. Mr. Galusha is affiliated with the Tulsa Council of Churches and sees the development of a successful Youth Services Bureau in Tulsa as his assignment by the Council of Churches.

Anthony L. Bastone, age 27, is the Casework Supervisor for Y.S.T. He has a Master of Art degree in Corrections, and his six years

experience in Juvenile Corrections includes two years as a Probation Officer with the Tarrant County Juvenile Probation Department in Fort Worth, Texas.

Mrs. Yvonne Grewe, age 35, Social Worker, has 12 years experience as a Youth Worker and was recently the Youth Coordinator for the Catholic Youth Organization in Tulsa. Mrs. Grewe has an Associate of Arts Degree and is pursuing her baccalaureate on a part-time basis.

Miss Christine Sluyter, age 21, is the program's Secretary. Miss Sluyter acts as Receptionist.

These four people make up the paid staff of Y.S.T. Currently there are about 125 unpaid volunteers providing the one-to-one counseling relationship to the Bureau's clients. Dr. Barry A. Kinsey, Department of Sociology, University of Tulsa, surveyed the Y.S.T. volunteer counselors. Some of the information Dr. Kinsey collected is an indication of the characteristics of the volunteers. By age, 33 1/3 percent are age 20 through 29; 33 1/3 percent are age 30 through 39; 20% are ages 40 through 49; and 14% are ages 50 and above. Approximately 53 percent of the volunteer Counselors are female. The volunteers' education level is higher than found in the general Tulsa population. Approximately 53% of the volunteers are college graduates and 46 percent of these college graduates have post-graduate degrees. The occupational breakdown of the volunteers is professional - 30 percent; business - 13 percent; technical-clerical - 20 percent; and 37 percent of the volunteers list themselves as housewives. About 67 percent of the volunteers in Dr. Kinsey's sample had worked with Youth Services of Tulsa for ten or more months.

Objectives

The objective of the program is the prevention of delinquency. Y.S.T. attempts to do this by accepting referral of children who are "acting out" or involved in minor infractions of the law from law enforcement agencies, courts, parents, schools, and other sources. During the period of July, 1971, through December, 1971, 170 youngsters were referred to Y.S.T. Of this number, 54 were referred by the Juvenile Court; 13 by State Juvenile Parole; 21 by Schools; 19 by a parent or relative, and nine by the Childrens Medical Centers' O.E.O. funded neighborhood counseling service. During the latter part of this period the Juvenile Bureau of the District Court started routinely notifying the parent or guardian of each first offender coming to its attention, of the Court's concern, and urging the parents to contact the Youth Services of Tulsa so "your child can receive needed help, thus preventing possible court action later on". Y.S.T.'s total intake referrals from these sources for 1971 were 378 cases, and as of December 31, 1971, 152 of these cases remained active. The way the program is operated is consistent with its written objectives.

Program Content

The program is based upon the concept of a one-to-one counseling relationship. The Casework Supervisor and the Social Worker, recruit, train, and supervise volunteers who provide the one-to-one counseling relationship with the young clients.

Each new case is evaluated by the Casework Supervisor or the Social Worker. At this point, the case is either closed at intake, referred to another agency, or assigned to an appropriate volunteer for the one-to-one counseling relationship.

Volunteers are recruited through various means. Over 50 have been recruited as a result of a spot T.V. announcement. Local Ministers have made appeals to their congregations, and many volunteers have responded. There have been newspaper stories, service club speeches, and the efforts of the volunteers themselves who recruit friends and acquaintances. Each volunteer is screened by the Casework Supervisor. This screening includes an interview, and a short psychological inventory designed to screen out persons with an unusual need to control or dominate others. Each volunteer accepted into the program must have 40 hours of training during the first three months of their work with Y.S.T. and 20 hours of training during each subsequent year.

The one-to-one counseling relationship begins with the signing of an informal agreement amount the parents, the youth, and the volunteer. This informal agreement defines the limits of the counseling relationship and what each party can expect from the other. Each volunteer is supervised by a paid staff member of Y.S.T. and required to submit a volunteer contact report due monthly and a volunteer time report indicating date of contacts, miles driven, hours worked, and out-of-pocket expense.

In addition to the one-to-one counseling relationships, Y.S.T. makes good use of local resources. During the year 1971, they used a total of 32 different agencies as resources for their clients, including 26 referrals to the Family and Childrens services; 15 to the Neighborhood Counseling Service; seven to the Children's Medical Center; two to Legal Aid; eight to Project Twelve (an educational program for school dropouts); two to the Tulsa Pshychiatric Center; four to Planned Parenthood; and five to the Health Department. A number of other referrals were made totaling 127 different youths referred to other agencies during 1971.

Unique Aspects of Program

This program's use of volunteers in a well-planned and well-supervised manner is its most unique aspect. Y.S.T. does exactly what it claims to do; it accepts troubled children and works with them on an individualized basis to prevent them from becoming seriously involved in the juvenile justice system.

Linkage to State Plan

Youth Services of Tulsa, Incorporated is a grantee of the Oklahoma Crime Commission. The Oklahoma Crime Commission has made it very clear that its grants to Y.S.T. are "seed money", that Y.S.T. will be evaluated on a yearly basis, and that fiscal year 1972-73 is the last year it can possibly receive funds through the Commission.

Legal Problems

No legal problems have been encountered. This positive situation is the result of the excellent and continuing support and consultation of the Courts and the Juvenile Probation Bureau.

Summary

378 children were referred to Y.S.T. during 1971 and at the end of the year, 152 of these cases were still active. Dr. Kinsey's evaluation of the program indicated that the volunteers spent an average of 2 1/2 hours each week with the child assigned to them for service.

For fiscal year 1971-72 Y.S.T.'s primary source of funds is a \$42,165 grant from the Oklahoma Crime Commission with a \$14,270 local match, which includes \$7,270 cash donations from Churches, individuals and civic groups with a \$7,000 in-kind contribution from individuals and organizations. Y.S.T. is the only organization of its kind with its objectives and its program in the Tulsa area. At present, the program's effectiveness is being researched by Dr. Barry A. Kinsey, but up to this time, its effectiveness can only be evaluated by the efficiency of the program and the testimony of knowledgeable people. My impression, based upon interviews with staff, community resources, and clients, and a review of records, is that this is an effective program. Mr. Billy Felible, Assistant Supervisor of Attendance, Tulsa Public Schools, is of the opinion that Y.S.T. has an effective program based upon his review of school attendance sheets. Cases he personally knows of are no longer appearing on the detention reports and he receives positive feedback from other public officials who work with youngsters who have been in the program.

Youth Services of Tulsa emphasizes direct services provided by volunteers rather than advocacy of social change or the more traditional provision of direct services by paid staff. It is an excellent model for any organization interested in a well-planned and a professional use of volunteers in a significant and effective way. As with many Youth Service Bureaus at this time, here is a dedicated, competent staff doing a job that needs to be done for children and facing a bleak financial future.

YOUTH SERVICE BUREAU REPORT
BY
EDWARD HARRINGTON

Council for Youth
1018 North Mesquite
Las Cruces, New Mexico 88001

Setting

The Council for Youth is located in a Barrio and housed in the former home of the local Parish Priests. The facility includes what was originally a three bedroom house and a semi-detached two bedroom addition in the back, both structures totaling 2,076 square feet. The three bedrooms of the main structure each have been converted into a four bed dormitory. The two-room structure now houses the offices of the Director, his Secretary, and the outreach Supervisor. These structures are located on a rather large lot and adjacent to the buildings is a basketball court and a great deal of additional space. Consistent with the rest of the neighborhood, there is no lawn or other landscaping on the property.

The staff and the clients of the Council welcome the participation of the Barrio and nearby school children in the recreational and feeding program.

The Council for Youth has an excellent reputation with private and public agencies engaged in social service and rehabilitation. It has good working relationships with the Las Cruces Police Department, Probation, and the Courts. The Council has a very good reputation with its clients and the Barrio youths.

Characteristics of Staff

The Executive Director, Laun C. Smith III, age 28, is an Anglo who graduated from nearby University of New Mexico with a Bachelor of Arts degree in Journalism and Psychology. Following his graduation, Mr. Smith worked for the Daily Newspaper in Las Cruces. His interest in the Council for Youth developed first by trying to help the struggling agency cope with its financial problems. Then, Mr. Smith saw a need for the program, which was originally solely residential, to provide aftercare to its residents and an outreach or prevention service for the community. Mr. Smith has provided leadership in expanding and enlarging the purpose and the services of the Council for Youth.

The staff consists of the Director; the Out-Reach Supervisor; Ramona Davis, a young, Black female Social Worker; Zoilo Irizarry, the Out-Reach Worker, a 24-year old bi-lingual Puerto Rican; and the young Anglo Secretary. The Residential Program Director, Bill Davidson, supervises four Counselors, two of whom are Mexican-Americans, one Negro, and one Anglo. He also supervises a Cook.

A number of people volunteer their services, including a University of New Mexico graduate student, William J. Schiller, who is preparing a program evaluation of the Council for Youth. The main source of volunteers is the University of New Mexico students who provide tutoring, recreational supervision, and counseling services to youngsters in the program.

Objectives of Program

The written goals of the program are:

- a. To prevent, treat, and control juvenile delinquency.
- b. To coordinate existing community efforts.
- c. To create and promote needed services non-existent in the community.

The stated purpose of the Council is "to offer assistance to the youth of the community through working with the young people thereof, their families, and concerned community entities". The Council for Youth does pursue its stated purpose by providing services in both its outreach and residential programs to pre-delinquent and delinquent youths which do prevent, treat and control juvenile delinquency. However, the residential program component of the Council for Youth being so highly visible may strongly influence an observer's conception of the total program. The high visibility of the residential program, coupled with the early history of the organization, originally a solely residential program, has engendered some lack of understanding about the expanded youth services role of the Council in the community.

Some people continue to think of the Council primarily in terms of the residential program. Based on my own observations, I am of the opinion that the Council for Youth is providing the kinds of direct services to youth in the community expected of a Youth Service Bureau. It is not providing the system-wide coordination and some of the advocacy functions sometimes expected of the Youth Service Bureaus.

Program Content

This program has three major components.

Residential. The Council for Youth is licensed by the State of New Mexico to operate a 24-hour child care facility for dependent children. The facility has a capacity of 11. At present, there are 11 boys ranging in age from 9 1/2 to 17 in the program, nine of these youngsters are in the "short-range treatment program that lasts from three to six or nine months" and two of the youngsters are in day-care program spending their evenings and some weekends at home. The young men attend local schools in the neighborhood. They bring their school friends to the Center as visitors as they might if they were living at home.

There was always at least one Counselor on duty. Each Counselor has three boys assigned to him for individual casework. Each Counselor conducts a minimum of two thirty-minute individual counseling sessions with each of his assigned cases each week. He is responsible for

providing tutoring on a one-to-one basis to his cases. Counselors are also responsible for periodic reports on individual cases and for initiating case conferences with the Intake-Release Committee.

During the last day of our visit the young men in the residential program were being disciplined for an incident that occurred the previous evening. They were involved in horse play with shoe polish throwing which resulted in shoe polish stains on the walls throughout the residence. Their punishment was to repaint the stained walls themselves before going on their scheduled swimming recreation. By early afternoon, the boys who had laughed and enjoyed themselves throughout the painting and cleanup were piling into the staff members' cars for the trip to the University of New Mexico. (The University has extended the privilege of using its pool to the Council.)

Day Care. The youngsters in the day care program spend their day either at the Center or at the local public school in which they are enrolled and spend their evenings and some weekends at home. This program is used not only as a support to youngsters with behavior problems, but also as a pre-release program for the regular residential program youngsters.

Outreach. This program is staffed by the outreach Supervisor and an outreach worker. There were 45 active cases at the time of our visit. Supervision is provided both to youngsters who have completed the residential program and to pre-delinquent youngsters who have been referred by other agencies and parents. In our review of a sample of the Council's cases, referral agencies included a young man's father, a community action program worker, child welfare, the Police Department, the Probation Department, and schools. Barbara Walter, Director of Youth Services for South-west Mental Health, was highly complementary of the Council's outreach workers who have cooperated with her agency in working with entire families. The aftercare responsibilities of the outreach workers include a contract with the schools the children are attending every morning and a followup on any problem behavior.

Unique Aspects of Program

The Council for Youth, as it now exists, evolved out of a strictly residential program. This has its drawbacks, including identification of the agency by some as a primarily residential program, but on the other hand, the residential program provides a number of resources not available to other Youth Service Bureaus. The Council can provide emergency shelter for runaways and other youngsters who have no place to stay. Supervised recreation and educational tutoring are integral parts of the program. The Council is expanding its program to meet other needs of the youth in the community. According to Police, Probation, and private agencies who work with the Council for Youth, it is a fledgling agency that has been expanding and improving and doing the job it set out to do.

Linkage to State Plan

The Council for Youth receives 75% of its \$78,000 annual budget from a Law Enforcement Assistance Act Grant which ends in October, 1972. The remaining funds come from local donations which, in the past, have included donations from the Health and Social Services Department of the State of New Mexico.

Summary

Total Number of Children Served. At the time of our visit, there were a total of 56 active cases; nine residential, two day care, and 45 outreach. No record is kept of the total number of service contacts, but the outreach aftercare cases are contacted almost daily. The level of contact is high in all program components.

Kinds of Services. A wide range of services from tutoring, supervised recreation, one-to-one, counseling group counseling, referral to specialized services, to group living are offered by the Council. The focus is on services to individuals and families, rather than bringing about major changes or restructuring of the juvenile justice system.

Effectiveness of the Model Visited. The kinds of statistical demonstrations of effectiveness now asked of social service programs are not available here. The method for collecting data on which to base an evaluation of program effectiveness for the Council is just now being developed by a graduate student at the University of New Mexico. However, the testimony of local officials, agency professionals, staff and clients of the program, indicates a satisfaction that the Council is doing the job it purports to do. The Council is located in an area with very few services for youth who are in danger of serious or continued delinquent involvement. The first need of this area seemed to be for a residential program as an alternative to the State Industrial School, there being no services between the limited probation services offered by the local courts and the State school. Where there are gaps in services to children, this agency tends to fill those gaps rather than coordinate the efforts of others.

Special Interests

In an area poor in resources for children, we have a private agency attempting to fill gaps in services that range from delinquency prevention through residential care and the post release supervision of its clients. The problems facing the Council are common to these kinds of agencies; the uncertainty of its future funding and the need for further interpretation and communication of its changing role to other agencies and organizations in the community.

YOUTH SERVICE BUREAU REPORT
BY
EDWARD HARRINGTON

Youth Services Bureau of El Paso
120 South Campbell
El Paso, Texas 79901

Setting

The Offices of the Youth Services Bureau of El Paso are located in the basement of the City of El Paso's office annex. The Director and his Secretary each have good-sized offices totaling 722 square feet. These offices are very creatively decorated and quite attractive. The Bureau has the use of an adjoining conference room of 500 square feet. The hot-line component is located in a 300 square foot office at 1501 North Mason, El Paso, and because of its function, its location is not known to clients or the general public.

The Youth Services Bureau is involved in six major program areas:

1. Counseling of dropouts.
2. The Youth Jobs campaign.
3. Youth-Police Dialogues.
4. The Youth Patrol.
5. Hot-line.
6. The Youth/Police Recreation program.

The clients contact the Youth Services Bureau directly for participation in the counseling of dropouts, youth jobs, and youth patrol programs. School officials select youths for the Youth-Police Dialogues Program which is coordinated by the Director of the Youth Services Bureau, but takes place at the Child Guidance Center or other neutral meeting place for the participants. The Youth-Police Recreation Program is one where the participating police officers and accompanying youth partner go out to specifically assigned neighborhoods to initiate and conduct their programs between the hours of 6:00p.m. and 10:00p.m. Monday through Saturday, The hot-line is open between 6:00p.m. and Midnight, Sunday through Thursday, and between 6:00p.m. and 4:00a.m. on Friday and Saturday. The Bureau offices are open Monday through Friday, 8:00a.m. to 6:00p.m. and, in addition, the El Paso Forum on Youth meets on Saturday and Sunday.

Staff

Staff paid with Bureau funds include the following:

Executive Director. Mr. Kenneth Flynn, age 38, is an Anglo with a Bachelors Degree in Journalism. Mr. Flynn is bi-lingual, communicating fluently in Spanish. His wife is the former Margarita Rubalcava of Chihuahua City, Mexico; both English and Spanish are spoken in Mr. Flynn's home. Mr. Flynn had ten years of experience in journalism, public information, and public relations prior to his most recent employment as the El Paso Mayor's Assistant on Youth Affairs.

Secretary. Cristina Cedillo, age 26, also speaks fluent Spanish and has eight and one half years experience as a Secretary and Administrative Assistant.

Director - Hot-Line. Mrs. Kathy White, in her 20's is employed as the Executive Director of a hot-line for 20 hours each week. She was employed by the Child Guidance Center in the same capacity prior to the transfer of the hot-line program to the Youth Services Bureau.

In addition to these employees, the following salary allocations have been established:

1. Recreation Assistants at \$1.60 per hour - total allocation - \$15,974.
2. Psychiatrist - Child Guidance Center - total allocation \$10,000.
3. Off-Duty Law Enforcement Agents - total allocation \$39,936.

In addition, the Youth Services Bureau receives in-kind contributions as follows:

1. Youth Patrol Supervision - totaling \$21,994.
2. City Accounting Services - totaling \$2,400.
3. Psychiatrist (20 hours per month) - totaling \$6,000.
4. Two Dialogue Moderators (El Paso Child Guidance Center) - \$3,840.
5. Hot-Line Listeners (100 hours a week) - totaling \$15,600.
6. Psychiatrists (El Paso Child Guidance Center) - totaling \$10,000.
7. Recreation Aide Trainer (24 hours a month) - totaling \$1,728.
8. Recreation Consultant - totaling \$1,728
9. Vocational Counselors - 2 -(Texas Employment Commission) - \$2,400.

In addition, the Youth Service Bureau receives the assistance of six part-time (20 hours per week each) work-study students from the University of Texas at El Paso. These work-study students act as Counselors for assigned clients of the Bureau. The work-study students in the current year are Irma Castaneda, Fabiola Gallardo, Irma Quintanar, Sandy Rodriguez, Ray Tena, and Gilbert Torres.

The majority of the police officers involved in the Youth Patrol and the Youth-Police Recreation Programs have Spanish surnames. The emphasis on the ability to communicate in Spanish and relate to Spanish-speaking people is a response to urgent needs in the community. There is a high rate of unemployment among Spanish-speaking youths and a serious degree of misunderstanding between Spanish-speaking youth and law enforcement in the community.

Objectives

Mr. Flynn, the Director of the program, sees its objective as the diversion of youth from the criminal justice system and an effort to "keep kids out of jail". The City of El Paso expects the Youth Service Bureau to serve as a referral agency for troubled youth and as an information center on all matters affecting youth. More specific expectations include such things as, "a year-round recreation program", "training of law enforcement officers in the problems which affect young people", "provide more effective services outside of the court for children and youth with behavior problems," and to "Fill in the

gap in services for children who need help, but are not yet a serious threat to public safety".

These objectives and expectations account, in part, for the broad range and diversity of the programs for which the Youth Services Bureau is responsible. The Youth Services Bureau of El Paso diligently pursues these objectives.

Program Content

Counseling of Dropouts. Texas law requires the Court's approval before a young person under the age of 16 can drop out of school. The Juvenile Court in El Paso requires that all juveniles applying for a permit to leave school first contact the Director of the Youth Services Bureau and explain their situation to him. The Court will not issue a permit to leave school to any youngster who had not received the prior recommendation for such action by Mr. Flynn. This counseling program attempts to get at the reasons behind the youngster's request to leave school and very often referrals are made to agencies that can solve the underlying problems. If the solution appears to involve work, referrals are made to employers or other agencies that can facilitate employment.

Youth Jobs Campaign. This program involves extensive use of the media to develop employment resources and cooperation with the Texas Employment Commission and other agencies.

Youth-Police Dialogues. This is a program where educators select anti-authority and militant youth for sensitivity and encounter sessions with selected police officers. Some of these sessions are scheduled over a period of time and some are day-long sessions, all are under the supervision of psychiatrists affiliated with the Child Guidance Center.

Youth Patrol. The Youth Patrol is available to any youngster who would like to spend four hours on patrol with a police officer on a Friday or Saturday evening. The youngster is a witness to the reality of police work during periods of high activity.

Hot-line. This program is an anonymous listener program. The listeners are screened prior to acceptance into the program, receive training and supervision, and have psychiatric consultation available as an added support when receiving some kinds of critical calls.

Youth-Police Recreation Program. This is a program where a Police Officer on his off-duty hours is paired with a selected youth, who has been identified as a natural leader in his community, to go into selected neighborhoods to establish communication with the youth in the neighborhood and develop constructive programs in cooperation with the residents of the neighborhood.

Unique Aspects of Program

El Paso, Texas, has come to realize the urgency of the problems facing its youth. In September, 1969, Mr. Flynn was appointed the Mayor's Assistant on Youth Affairs to develop a Youth Opportunity Program which would, among other things, provide some employment for the youth of El Paso. The Youth Opportunity Program was successful in bringing Federal funds to the City to provide for summer employment, but as this program went forward, City Officials and the general public became increasingly aware of the seriousness of the youth problem and the need for much wider services to meet the needs of many of young people in the community. Many different programs, each aimed at dealing with specific problems, were placed under the administration of a new city agency, the Youth Services Bureau. This new effort began in July, 1971. As perceptions of youth service needs change in the community, and as some programs succeed and others do not live up to the expectations, the focus and the character of the Youth Service Bureau changes. It has been changing very rapidly and new programs are being developed to keep pace with these changes.

Linkage to State Plan

The 1972 Criminal Justice Plan for Texas urges more effective and better coordinated services outside the Courts for children and youth with behavioral problems. It sets as an objective the establishment of up to ten community or regional projects under the title "Youth Service Bureaus". The plan goes on to say that "Youth Service Bureaus will be established with the understanding that the local Government units will absorb the costs of their operation on expiration of Federal-State assistance program". The Youth Services Bureau of El Paso was granted \$97,232. for the period 7/1/71 to 6/30/72 by the Texas Criminal Justice Council to operate its programs which are consistent with the State plan. In addition to the Criminal Justice Council grant, the Youth Services Bureau received \$65,640. in matching in-kind contributions of City employee's salaries from the City of El Paso.

The El Paso City Council acts as managing Board for the Youth Services Bureau and fully supports the Bureau in the conduct of its business with other public agencies.

Summary

Number of Children Served. During the period of July 1, 1971, to February 23, 1972, 97 young people were referred to the Youth Service Bureau of El Paso. Their average age was 16 to 17. There were 64 males and 33 females. This included 71 Mexican-Americans, 14 Caucasians, 9 Mexican Nationals and 3 Black. 46 of these youngsters were high school dropouts; 75 were economically disadvantaged. 40 of these young people were self-referrals, 19 came from other program components not specifically designed as counseling services, 17 from schools, 15 from parents, five from courts, and one from a relative. The majority of the referrals identified the presenting problem as unemployment. Other problems listed were: trouble with the law;

acute family conflict; school problems; drugs; emotional/adjustment problems; and pregnancy.

Effectiveness. No experimental research design has been developed to evaluate this program's effectiveness. This writer reviewed a synopsis of the 97 cases counseled as of February 23, 1972, and judged that, in terms of meeting the immediate needs of its' clients and making solid referrals to appropriate agencies, this program is effective. However, this bureau's most significant contribution may be in its' coordination of existing community resources and development of new services to youth.

YOUTH SERVICE BUREAU REPORT
BY
EDWARD HARRINGTON

Youth Services Bureau of Tarrant County
1622 Rodgers Road
Fort Worth, Texas

Setting

The office of the Youth Services Bureau of Tarrant County is a two-thousand square foot single-story commercial office building located in a commercial district southwest of downtown Fort Worth. The offices are comfortably furnished and adequate for the administrative, research and clerical staff. Office space for the direct service workers, is inadequate and does not lend itself to counseling or interviews. No space is provided for recreational or group activities. The program emphasis is on "outreach: with the direct service staff making their contacts with clients in the community, in schools, in churches, and in homes, etc. The target area includes all of Tarrant County with no heavy concentration of clients in any one area, but rather a broad distribution of clients over a large area. The offices are not readily accessible to clients other than by motor vehicle.

Characteristics of Staff

The staff are young, tri-racial, with a tendency toward long hair of afros, and beards. The dress is casual. Upon entering the offices, one is greeted by the receptionist, a friendly, attractive, young black woman. This writer was impressed by the relaxed, open, and warm way the Bureau staff related to their youthful clients. This impression was confirmed in contacts with community resources and program participants.

The Bureau emphasizes its relationships with non-traditional, non-public, youth-serving agencies in the community. This emphasis results in excellent relationships with the non-traditional community agencies and in a certain amount of uneasiness with traditional agencies, such as probation and police. Bureau staff members have excellent relationships with vocal advocates for social change and with young people local offices are suspicious of. The operators of youth hostels, crash pads, and counseling services, have confidence in the Bureau's staff, as do the Bureau's clients.

In one sense, the Bureau faces two directions. The Youth Coordinators, who are the direct service caseworkers in the Bureau, the Intake Coordinator, and the Assistant Director present the kind of images that the young and alienated youth can readily identify with. The Director, on the other hand, a neat, well-dressed, articulate, middle-class professional, with a Ph.D. in Social Theory, consciously projects an image he hopes will be reassuring to the more traditional and conservative segments of the community. The tri-racial make up of the direct service staff,

two Caucasians, two Blacks, and two Mexican/Americans, is unusual in Tarrant County, Texas, and dramatizes staff attitudes in this highly visible area. The Director, while holding a Ph.D. himself, takes pride in the Bureau's recruitment policies which place emphasis on proven ability to relate to youth in a helping role, rather than on college degrees and other written certification.

Objectives of Program

The objective of the Youth Service Bureau of Tarrant County is to prevent delinquency by identifying the problems of troubled youngsters and their families and directing them to available resources and in this way to divert them from the juvenile justice system. Other objectives include identification of young people in the community for the purpose of coordinating existing agencies to fill the gaps in services to youngsters and by acting as a catalyst in stimulating and developing new youth-serving resources. The Bureau does do what it purports to do. There is some questioning of priorities among the objectives on the part of community resources and staff. Captain Corn, Commander of the Juvenile Division of the Fort Worth Police Department, expected the Bureau to do more coordination of services for youth than he thinks it does. Steve Larson, both a Bureau Board Member and the Co-Director of one of its referral and resource agencies, expected the Bureau to be more of a catalytic agent for social change than he thinks it is. Several staff members wondered if the Bureau couldn't do more to stimulate the development of needed resources to fill the gaps in services for youth in the community. However, this writer's observations indicate that the Bureau is doing admirably in all areas and that its present allocation of the majority of the Youth Coordinator's time to the provision of direct, short-term counseling to youth is most appropriate in terms of its objectives as documented in the Bureau's proposals and by-laws.

Unique aspects of Program

The most unique aspect of this program is its ability to maintain working relationships with traditional agencies, such as schools, and police while at the same time establishing and maintaining excellent rapport with the troubled youth in the community and with private youth-oriented agencies. This agency bridges what would be an enormous chasm between the traditional publicly funded agencies and the new youth culture evolving in the community, both the troubled, alienated youngsters themselves and the new kinds of agencies that have developed in response to their needs.

Linkage to State Plan

The Youth Services of Tarrant County is linked to the 1972 Criminal Justice Plan for Texas. The Texas Criminal Justice Plan cites as a problem the community's failure to provide adequate services for the delinquency-prone child short of court action and set the objective to establish up to ten community or regional projects for the detection and treatment of juvenile delinquency under the title "Youth Service

Bureaus". The major source of the Youth Service Bureau's funding is the Texas Criminal Justice Council. However, the Texas plan goes on to say that "Youth Service Bureaus will be established with the understanding that the local Government units will absorb the costs of their operation on expiration of Federal-State assistance program".

Summary

Total number of children served. During the period November 1, 1970, through December 31, 1971, the Youth Services Bureau of Tarrant County provided services to a total of 225 clients. Of these, the ages for 191 are recorded, 29 were between the ages of 18 and 24, while the remaining 162 cases were in the 10 to 17 age group as indicated below:

AGES OF YOUTH SERVICE BUREAU CLIENTS IN THE 10 to 17 GROUP

<u>Ages</u>	<u>No.</u>	<u>% of total of 10-17 Ages</u>	<u>% of all clients ages 10-24</u>
10	0	0	0
11	0	0	0
12	8	5.0	4.2
13	20	12.3	10.8
14	25	15.4	13.1
15	41	25.3	21.5
16	47	29.0	24.6
17	21	13.0	11.0
Totals	162	100.0	85.2

Kinds of services. The Youth Services Bureau of Tarrant County emphasizes a role as a crisis intervention service by attempting to understand each client's problem and make a referral to the most appropriate agency. Of the 225 clients served during the reporting period noted above, 65.3% were referred to other agencies. This included only 4.4% referred to law enforcement agencies. While the staff of the Youth Services Bureau expressed a need to act as an agent of institutional change by identifying the needs of youth and coordinating agencies serving youth in practice, the Youth Coordinators were actually providing the needed direct services themselves due to the gaps in services available to children and youth in Tarrant County. Most of the active cases were being seen several times a week. Direct services included individual counseling, family counseling, placement services, job hunting, and whatever helping service seemed appropriate to the situation. The Youth Coordinators of this Bureau have something special to offer their clients that the workers in traditional agencies lack and that is their intimate working relationships with the new youth culture resources on the streets and in the community. The Youth Coordinators do come up with a compatible place for the troubled youth clients to stay the night or live a while and they do put their clients in touch with people they can accept and who will help them.

The Director of this Bureau, Mr. Donald Weiss, is the temporary chairman of the Texas Association of Youth Service Bureaus which is drafting legislation which would enable the State of Texas to financially support

Youth Service Bureaus throughout the State. Mr. Weiss is providing leadership to the other Youth Service Bureau Directors in the Region and the survival of Youth Service Bureaus in Texas now requires that the first priority be given to future funding. During the current fiscal year, this Bureau is receiving 75% of its operating funds from a Federal Government Grant under LEAA distributed by the Texas Criminal Justice Council through the North Central Texas Association of Governments. This amounts to \$94,366. The other 25% comes from in-kind cash contributions, including a contribution of about \$6,000 in cash from the Tarrant County Commissioner's Court.

Effectiveness of the model visited. The effectiveness of this Youth Service Bureau in diverting significant numbers of youth from the Juvenile Justice System must await the development of further statistical data, but at this point it does have some features which may be of interest to others concerned with planning and developing Youth Service Bureaus.

1. While this Youth Service Bureau's Board includes as its Chairman the Honorable Scott Moore, Juvenile Court Judge and a Lieutenant in the Arlington City Police Department, it is the brain child of people, such as Steve Larson, Co-Director, Urban Ministeries, who are identified with the youth culture and with rapid and radical social change. This is threatening to established agencies which poses special problems in communications for the Director and his staff. In this case, the Director is making a special effort to maintain and improve relationships with established agencies, such as Probation and the Police.
2. The scattered Youth Services Bureaus in this region have banded together. The majority of these Bureaus lack any assurances of future funding. They have formed an association and are working together to solve mutual problems.
3. In selecting staff, the management of this Bureau has made it a policy to ignore licenses, credentials, diplomas and have concentrated on the personal characteristics and attributes of the job candidates. The management has evaluated each prospective employee's ability to relate to young people, proven performance in other youth-serving employment, and other related personal characteristics. To date, they have been imminently successful in selecting competent, dedicated staff.

YOUTH SERVICE BUREAU REPORT

BY

EDWARD HARRINGTON

Youth Services and Resource Bureau, Inc.
501 Trust Building
San Angelo, Texas 76901

Setting

The Youth Services and Resource Bureau's offices are located in four rooms totaling 2,000 square feet on the fifth floor of the Trust Building in downtown San Angelo, Texas. The interior of the building, the offices, and furniture have all seen much use.

The Bureau serves a large geographical area, a 15-county region of approximately 4,500 square miles, population 108,000. San Angelo City itself contains approximately three-fourths of the total population of the region. The Bureau has no specific geographically limited target population. The offices are within about three blocks of the Police and Probation Departments and a few minutes by automobile to the other major resources for the region.

Reputation of Program

The Bureau has a very good to excellent reputation with agencies such as the Mental Health and Mental Retardation Center, Guidance and Attendance Offices of the City Schools, and local service organizations. The Police see the Bureau as a resource for runaways and as a legitimate, worthwhile agency. The Probation Officer is concerned about jurisdictional boundaries and responsibilities. The Bureau has an excellent reputation with its clients.

Characteristics of Staff

The Project Director is Edward Underwood, age 24. Mr. Underwood is a Caucasian who has completed one year of graduate work beyond his Bachelor's Degree with special training in diagnostic application in Mental Hygiene. His last job before joining the Youth Services and Resource Bureau was in New Orleans, Louisiana as a Probation Officer. In addition to his administrative responsibilities, Mr. Underwood provides crisis counseling to Bureau clients.

In addition to the Project Director, the Bureau staff consists of one full-time Counselor, two part-time Counselor Aides, and Administrative Secretary-Bookkeeper and ten unpaid volunteers.

Mr Ron Haynes, is the Bureau's Counselor. Mr. Haynes' duties include supervision of the two part-time Counselor Aides and the volunteers. He has responsibility for services to the active cases. At present, he is the co-leader of two groups in a cooperative effort with Mental Hygiene and the Junior High School. He keeps records and statistics on the direct service cases.

The Administrative Secretary-Bookkeeper is Mrs. Wanda Mason, a Caucasian in her 30's. She acts as Receptionist for the Bureau. The large office she occupies is also utilized as a lobby and waiting area for the rest of the offices. The two part-time Counselors are both students at San Angelo State University majoring in Sociology. Morris Overstreet is a 21-year-old Black male and Toni Garcia, a 21-year-old Mexican-American female. The Counselor Aides act as outreach workers to the ethnic groups with which they are identified.

The Bureau has ten unpaid volunteers and one of them, Nancy Pulanski, acts as Volunteer Supervisor working eight hours one day a week on a regular basis in addition to whatever one-to-one counseling assignments she accepts. Mrs. Pulanski has a Bachelor Degree and is a certified English High School Teacher. She currently works as a substitute Teacher on an intermittent basis in addition to her junior aide and volunteer activities.

Objectives

The objective of the Youth Services and Resource Bureau is the diversion of youth from the criminal justice system. Primarily, the Bureau attempts to do this by coordination and development of youth-serving resources in the community. Secondly, they provide direct services to youth in crisis situations. The Bureau does what it claims to do within its limited resources.

Program Content

The Bureau uses various community organization techniques to improve the coordination and development of community resources for youth. It has sponsored conferences and training workshops for the community agencies serving youth. The Bureau compiled the first directory of community services for San Angelo and had it printed as a public service by General Telephone and the Graham Corporation. There is testimony to the success of the Bureau in opening up communications between youth-serving agencies and in sponsoring cooperative on-going working relationships between them. The Bureau has been linking up many different youth-serving agencies in the community which heretofore have not established working relationships.

The Bureau provides crisis counseling to youth. The young client is first interviewed by the Counselor or the Director and then the case is assigned to a volunteer for follow-up. Every effort is made to provide a temporary counseling relationship with referral of the young client to the most appropriate existing community resource.

The Bureau changed Directors in January, 1971, and with that change in Directors came a shift in emphasis of the Bureau from direct services to youth to indirect services involving coordination and development of community resources. With this change in emphasis, the Bureau began several demonstration projects. One of these involves San Angelo State University, the Mental Health/Mental Retardation

Center, and Family Counseling. It is a parent training program based on Dr. Thomas Gordon's Parent Effectiveness Training Program. In another demonstration project, the Bureau is cooperating with the San Angelo Independent School District, Mental Health/Mental Retardation Center, Junior League and San Angelo State University in a child development program to demonstrate that early detection and treatment of unusual behavior can reduce the incidence of behavior problems in the school. Along with these demonstration projects, the Bureau is converting one of its four offices into a training room equipped with sound recording, two-way mirrors, and video tape recorders donated by Texas Cablevision.

Unique Aspects of Program

The most unique aspect of this program was a theme that permeated the atmosphere, "learn by doing," a consciously and deliberately non-traditional, experimental approach. A lot of time is spent by the Project Director in interacting with other agencies, generating ideas, starting things as compared to a small amount of time spent on documenting and justifying the existence of the Bureau.

State Plan

The 1972 Criminal Justice plan for Texas sets as an objective the establishment of up to ten community or regional projects for the detection and treatment of juvenile delinquency under the title, "Youth Service Bureaus." The plan states that "Youth Service Bureaus will be established with the understanding that the local Government units will absorb the cost of their operation on expiration of Federal-State assistance." The Bureau is linked to the State plan as a grantee of the Texas Criminal Justice Council through the Concho Council of Governments.

Summary

Number of children served. During the period March, 1970, through March, 1971, the Bureau served 199 young persons ranging in age from nine years to twenty and above. There were two nine year olds, and two twenty and above year olds, while the majority of the young people served were 14, 15, and 16. The numbers were respectively 32, 33, and 52. The ethnic characteristics of the youth served were 81% Anglos, 14% Mexican-American, and 5% Negro. This is a rough approximation of the ethnic characteristics of the general population of the region.

The most current statistics during our visit were for February, 1972, when a total of 33 cases were received by the Bureau, 24 male and nine female. The ethnic breakdown was approximately the same as the year before. The problems included school adjustment, 13; family conflicts, 9; personal problems, 4; drugs, 2; runaways, 1; etc. The services provided were short-term counseling, 6; counseling/ referral, 20; and referral, 7. The community resources utilized for referral included the Mental Health/Mental Retardation Center, Independent School District, Texas Employment Commission,

Welfare. During the on-site observation period in March, the Bureau had 15 active cases. 66% of them were Anglo, 24% Mexican-American, and 7% Negro. There were 8 males and 7 females. They had been referred by the schools, 4; mother, 3; police, 1; probation, 1; grandmother, 2; self-referral, 1; friend, 1; concerned citizen, 1; and 1 by the Mental Health/Mental Retardation Center. They ranged in age from 9 to 18 and the reasons for referral included suicidal tendencies, family conflicts, truancy, runaway, and stealing.

Costs. The Bureau is a grantee of the Texas Criminal Justice Council in the amount of \$34,289 which is matched with \$13,226 from the local community for a total budget for the period January, 1972, through January, 1973, of \$47,515. Ten thousand dollars of this match is in professional services donated by the Mental Health/Mental Retardation Center. The value of the services provided by the ten volunteers is not included in the match.

Effectiveness. No experimental research model comparing the Bureau's clients with a control group is being utilized in this program. The project was evaluated by the Texas Research League, P.O. Box 12456, Austin, Texas, 78711 (published in July, 1971). The Texas Research League's staff interviewed a number of community agencies, and obtained parents' and clients' reactions to the Bureau to evaluate what degree of satisfaction was experienced by agencies and persons coming in contact with the Bureau. They found that the Bureau was well accepted by young people, parents, and other social agencies in San Angelo.

There is a great deal of evidence and testimony to indicate that this Bureau has played a significant role in coordinating existing community resources and in working to develop new ones. The testimony of School Counselors and professionals in the Mental Health/Mental Retardation Center indicates that significant numbers of youth are being diverted from the juvenile justice system.

YOUTH SERVICE BUREAU REPORT

BY

EDWARD HARRINGTON

Youth Services Project, City of San Antonio
P. O. Box 9066
San Antonio, Texas 78204

Setting

The Youth Service Project delivers its services through three centers located in a Model Cities Neighborhood area in housing projects made available by the San Antonio Housing Authority. All three centers are ground-floor apartments in quadruplexes.

ALAZAN-APACHE CENTER. 1102 San Jacinto, is located in the Alazan-Apache Courts. This is a Mexican-American area. The center is a two-bedroom apartment that has been converted to reception area and offices. On entering the apartment, one is greeted by Clara Peña, the young, attractive, bilingual secretary. Beyond her, in the kitchen, is a desk where the Worden School of Social Welfare first-year graduate student works. One bedroom provides an office for Art Herrera, the Center Supervisor, age 24, a former Probation Officer who was raised in nearby San Juan Court, an area very similar to Alazan-Apache. The other room is used by the two Caseworkers, Richard Rodriguez and Salvador Ortiz.

SAN JUAN CENTER. 322 Escoba Walk. This center is a three bedroom apartment located in a quadruplex in the San Juan homes housing project, another Mexican-American area. Here again, one is greeted by an attractive, young, bilingual Secretary, Yolanda Hernandez. The Center Supervisor is Jose Garza. Mr. Garza is 34 and formerly a night Intake Worker with the local Bexar County Probation Department. A Worden School of Social Services graduate student is also assigned here on a field placement. The two youth workers, Sergio Soto and Rodolfo Rodriguez, are bilingual and very familiar with the area.

LINCOLN CENTER. 2207 West Poplar, is a two-bedroom apartment located in a quadruplex shared with two Black families and a field office of the Community Relations Division of the San Antonio Police Department. Upon entering the Center Office, previously a two-bedroom apartment, one is greeted by Judy Barnes, another young Secretary who, like her counterparts, is friendly and courteous in her greeting. The Lincoln Heights Center is located in a Black neighborhood. The Center supervisor, the secretary and one of the two youth workers are black. The Center Supervisor, Cedric McCrary, age 27, was born in the Lincoln Heights area and has lived in the area for 14 years. Although this Center is located in a Black neighborhood and designed to serve the Black population of that neighborhood, much of the intake consists of young Mexican-Americans who also reside nearby. One of the youth workers is a Mexican-American, Jesse Castillo, who was born in the Model Neighborhood area and presently resides there.

Central Office Staff

The Youth Services Project administrative staff is located at 600 Hemisfair Plaza, San Antonio, Texas. The staff consists of the Project Supervisor, Fernando Arellano, age 32, a bilingual Mexican-American, and life-long resident of the service area, who is a certified professional in recreation in the State of Texas. The Assistant Supervisor is Harvey Holland, a bright, young, black college graduate from Gary, Indiana. The Research and Development Analyst, Mr. Richard Vasser, is a native Anglo-Texan from a nearby town. The central staff secretary, who also acts as Personnel Officer for the Project is Alice Hamby.

Appeal and Accessibility of Program

All three Centers are located in the neighborhoods they are designed to serve. Sixty percent of the Center staff were born in the Model Neighborhood areas and over fifty three percent presently reside in the areas. The normal office hours for all three of the Centers are 9:00 AM to 6:00 PM Monday through Friday.

The Youth Services Project has three bilingual Night Intake Workers, Frank Monreal, Armando Lopez, and George Castillo, who work ten-hour shifts at the Juvenile Aide Bureau of the San Antonio Police Department. The three intake workers provide coverage from 4:00 PM to 2:00 AM seven days per week. There is an additional night intake worker on Friday, Saturday, and Sunday from 10:00 PM to 8:00 AM, and on Saturdays, another night intake worker from 8:00 AM to 5:00 PM. The location of the night intake workers at the Juvenile Aide Bureau of the San Antonio Police Department during these hours is a key factor in the accessibility of this organization to both their primary source of referrals and their clients.

This project has a very good to excellent reputation with the Courts, Probation, Police, Schools, and the individuals served. One of the effective leaders in the development of this program has been Mr. Richard Moreno, the Chief Juvenile Probation Officer of Bexar County. Mr. Moreno is a sincere and eloquent advocate of the project. He played a significant role in the planning and development of the project and encouraged capable and motivated members of his own staff to leave the Probation Department and work for the project. San Antonio Chief of Police, E. E. Peters, in Chief's memo 72-7 dated February 3, 1972, ordered "all officers" to deliver juveniles picked up for the following offenses to one of the three Centers: glue/paint sniffing, liquor violations, runaway, ungovernable, disorderly conduct, truancy, loitering, and other. Project staff participation in Model Neighborhood Area Resident Councils and neighborhood Parent Teacher Association meetings coupled with the location of the Centers right in one of the housing project apartments, contributes to the success the staff has had in gaining a solid reputation in the community.

Objectives

The objectives of the Youth Services Project is to divert misdemeanor juvenile offenders from the Criminal Justice system by providing an alternative way of delivering services to juvenile offenders. This project does exactly what it sets out to do.

When Police Officers identify misdemeanants or troubled youth in the Model Neighborhood areas, they take them to the nearby Youth Services Project Center where they are assured the youngster will receive attention, rather than deliver him to the Juvenile Aide Bureau in the downtown Police Headquarters some miles distant. At night, when the Neighborhood Centers are closed, the Night Intake Worker is available at the Juvenile Aide Bureau at the Police Station. Here the Police Officer fills out one short form and turns the youngster over to the Intake Worker who provides guaranteed follow-up on the case. The effectiveness of this organizational pattern is reflected in the source of monthly referrals for January, 1972:

Youth Services Project Night Intake	---	12
San Antonio Police Department	-----	53
		<u>65</u>

Parents	-----	1
Schools	-----	2
Other Agencies	-----	1
		<u>4</u>

Total ----- 69 Referrals for January

This month reflects a change in policy and procedures. The previous month, December, 1971, the project received a total of 40 referrals, none of which were from the San Antonio Police Department, and 39 of which were from the Probation Department. This shift in referral source indicates that this project has developed an organizational structure and working relationships that effectively reduce client penetration into the Criminal Justice System.

The Youth Services Project Intake Workers collect identifying information and some social background and history on the Project's new clients. Following intake, each youngster is assigned to a Youth Worker who attempts to understand what brought the youngster to the attention of the Project and what best to do about it. The Youth Workers provide individualized counseling and some direct program services, such as the boxing program. In addition, the Project emphasizes referrals to other agencies. During the period October 1, 1971, to January 31, 1972, 16 referrals were made to the Texas Vocational Rehabilitation Commission, five referrals to Image and O.E.O. Job Development Agency for Mexican-American youth, eight referrals to the San Antonio Neighborhood Youth Organization, two referrals to

the Community Child Guidance Center, seven referrals to Mental Health, etc.

This project claims it is the first coordinated City effort by the City of San Antonio to provide services to youthful misdemeanants in their own communities. This claim is supported by the Probation, Police, and the O.E.O. Officials contacted during the on-site visit to the Project's three Centers in San Antonio. This Project's relationship with Probation and Police contrasts sharply with other Youth Service Bureau efforts we have observed in Texas and elsewhere. In San Antonio, the Youth Services Project is an integral part of the governmental structure with a well defined role, jurisdiction, and responsibilities.

State Plan Linkage

The 1972 Criminal Justice plan for Texas refers to the President's Commission on "The Challenge of Crime in a Free Society" which decries the fact that "so many youth were having petitions filed against them and were being adjudged delinquent for minor acts which, when committed by adults, do not constitute grounds for action. As an alternative, the Commission urged more effective and better coordination services outside the Courts for children and youth with behavioral problems". The Texas Criminal Justice plan cites as a problem the community's failure to provide adequate services for the delinquency-prone child short of Court action and set the objective to establish up to ten community or regional projects for the detection and treatment of juvenile delinquency under the title of "Youth Service Bureau". The plan goes on to say that "Youth Service Bureaus will be established with the understanding that the local government units will absorb the costs of their operation on expiration of Federal-State program."

Youth Service Bureau's project staff consult with Texas Criminal Justice Commission staff on a regular basis. However, they derive their funding from the Youth Development and Delinquency Prevention Administration of the U.S. Department of Health, Education and Welfare and from the City of San Antonio itself.

Official Status

This project has avoided the "legal problems" encountered in some other parts of Texas where there are some questions about the legality of referring minor misdemeanants to Youth Service Bureaus. Sound planning and the establishment of effective relationships with key agencies by the originators of the Youth Services Project, have resulted in an absence of legal problems for the project. One example of this sound planning includes the development of a procedure and a legal form that makes it possible for minor children to request emergency shelter care from the Probation Department. When Youth Services Project Night Intake Workers are unable to locate a placement for a young client, that client may, and many do, utilize the form and procedures for obtaining emergency shelter at the Juvenile Probation Department's Detention Center overnight or, in some cases, for two

or three days until the Project staff can locate a relative or other placement alternative willing to accept the child in their home.

Summary

At the time of our visit, a total of 141 children were being served by the Youth Services Project. Most of the children were being seen several times a week. Services included counseling, family counseling, referral to other agencies, generic social case work by social work graduate students on their field placements, and recreation activities aimed at character building, i.e., boxing program.

The yearly budget for this program consists of Y.D.D.P.A.- H.E.W. Grant of \$200,000 and in-kind support from the City of San Antonio, Texas, amounting to \$74,619.

To the on-site observer, this program appeared to be most effective. Its effectiveness is being monitored by Model Cities and the program's own Central office staff who are developing a data collection system to assess the program's effectiveness in diverting the youth in the Model Neighborhood from the Juvenile Justice System. This Project seems to have already had an impact in diverting a significant number of youth from the system. Data is tabulated monthly and a yearly computer analysis of the data is planned. The project will report results to the Special Services Department, City of San Antonio and to Model Cities. The Model Cities Evaluation Division of the City of San Antonio will evaluate the Project's goals, strategies, and objectives in crime prevention.

This Project has a number of significant features which should be of special interest to Agencies and individuals planning Youth Service Bureaus. First, key agency administrators and personnel were involved in the development of the Project from the very beginning. Second, the Project is organized to provide a convenient and needed service to existing agencies, as well as to its new clients. A third feature of this project is the determined and on-going effort of all its' staff to maintain effective communications and working relationships with Probation, Police, Schools, and other youth-serving agencies located in the Project areas. This project does not compete with existing and traditional agencies for clients, it cooperates with them by filling commonly recognized gaps in existing services.

MID-ATLANTIC STATES

MARYLAND

Hughesville

Fairmount Heights

PENNSYLVANIA

Shamokin

NEW JERSEY

Middleton

NEW YORK

Bronx

New York

YOUTH SERVICE BUREAU REPORT

BY

LOREN W. LOOK

Youth Service Bureau
413 Franklin Street
Dekalb, Illinois 60115

Setting

The Dekalb Youth Service Bureau is located in a small house located on a residential street just adjacent to the Municipal Center of Dekalb where the police department, city hall and other official agencies of the city are located. There is limited space available in the house but it provides a more than adequate atmosphere that is a compromise between informality and a place to work.

Appeal and Accessibility of Program

The location of the Bureau is excellent. It is located right in the center of town and yet it is in a place where young people will feel comfortable. Although there is no public transportation, Dekalb is a small town and the Bureau could not be located in a more accessible area. Another advantage of the location is that the official community of Dekalb, including the Police, Welfare Department, etc. is located within walking distance of the bureau.

Reputation of Program

On the second day of my visit to Dekalb I attended a portion of a meeting that was organized by the Bureau to get their workers together with the Police force of Dekalb. I also had the opportunity of visiting a school and talking to administrators and counselors there. It was clear that the reputation of this Youth Service Bureau is excellent with these two agencies and indications were that this reputation held throughout other agencies of Dekalb as well. In addition, there seem to be a lot of support for the Youth Service Bureau among youth. I concluded this through observing the Director, Jack Wood, and two of his staff in contact with a number of their clients.

Characteristics of Staff

The Director of this Youth Service Bureau, Jack Wood, is a man of "charisma". He, in effect, is the Youth Service Bureau. Jack Wood conceived the idea of the Youth Service Bureau long before it was funded. He developed it; he developed the relationships with the community and with the young people. Now he is the driving force in maintaining it as a flexible, responsive and imaginative youth serving agency. Although I did not talk extensively with the rest of Mr. Wood's staff I talked with them enough to be impressed with their commitment, their intelligence, their youth (they were all in their early 20's) and their devotion to the Director as the driving force and the leader. The primary reason that a volunteer program

has not been developed in this bureau has to do with the impatience of the Director and his staff to get the job done. They prefer doing the work themselves, though they might be working many hours a day, than depend on the uncertain services of untrained volunteers.

Objectives of Program

The stated major goals of this bureau is to divert youth from the criminal justice system. Some of the sub-objectives are: 1) to resolve school problems so that young people will remain in school; 2) to help young people gain employment; 3) to provide services to runaways and homeless youth; 4) to provide services to young people who are having problems with their families; 5) to provide services for young people who have drug problems; 6) to respond to any young person at the time of a life crisis situation. These sub-objectives are not written down and are based on what I heard and observed in Dekalb. To one degree or another, there is activity going on within the Youth Service Bureau that responds to every one of these objectives.

Program Content

The Youth Service Bureau in Dekalb provides a response to any young person in trouble who is referred to them. This response is, in the main, a short term response. If the problem is of the complexity that will require long term service or specialized expertise, the Youth Service Bureau staff refer the case to another agency. The only cases that are kept for any period of time are usually when the need is for family counseling. The Youth Service Bureau staff see themselves as able to provide a high quality of services in this area, while there is no other agency that seems to be able to do this. Their future plans are to try to provide a program for runaways. There are an increasing number of runaway children coming to their attention, and alternatives on how to deal effectively with these youth are less than adequate. While the Youth Service Bureau pretty well identifies themselves with the "establishment" world, they, at the same time, see their role as advocates for youth. The Director has not been hesitant to point out to these agencies where their services are falling short and how they might be improved.

A major emphasis at the Dekalb Youth Service Bureau is that of having staff available. They organize shifts so that there is someone on duty at the center until 9 at night. They emphasize going to the client's home rather than counseling in the office. They emphasize involving families. Although they are using Behavior Modification as a technique in working with families, their approach to dealing with their clients is eclectic, flexible and open. For example: recently their female caseworker began to do group counseling with some of her clients. Her group includes not only clients, but about 50% high school students who have never been in trouble, and are there to act as models. The process of the group has disclosed that the "models" have just as many problems as the "clients" have, and as a result these young people have become clients as well. This approach is viewed as a discovery and will be continued experimentally.

The most unique aspect of this Youth Service Bureau is the Director, with his ability to gain the support of the community, and at the same time get the respect and response of youth. It is he who has made this Youth Service Bureau into an extremely effective program. I am concerned about what will happen when Jack Wood, the Director, leaves. The program is extremely dependent on him and his personality. There is no heir apparent. It is difficult to conceive of the fact that anyone else could come in and really replace Jack Wood.

The proposal for 1972-73 that has already been prepared for submission to the Illinois Law Enforcement Commission, conceives of a county wide Youth Service Bureau. Jack Wood is still to be the Director and there will be some changes in the staffing pattern. In talking with Mr. Wood and later with Mr. Magnus J. Seng, Associate attached to the Illinois Law Enforcement Commission, there is every assurance that the new proposal will be funded. This will probably assure Mr. Wood staying with the program for at least an additional year.

State Plan

The Dekalb Youth Service Bureau is one of four Youth Service Bureau's presently being funded by the Illinois Law Enforcement Commission. There is no particular plan at the state level, except that there is an interest in experimenting with the Youth Service Bureau concept and to see whether the model is viable. I interviewed Magnus J. Seng, PhD., Criminal Justice Associate, who is one of the executives in the Illinois Law Enforcement Commission responsible for Youth Service Bureau funding. Their view is that they are having a variety of experiences with Youth Service Bureaus, some good and some not so good. They still have a "wait and see" attitude about whether or not they should be in the Youth Service Bureau business. Dekalb Youth Service Bureau, as it expands to a county program next year, is seen as a pilot program for three other adjacent counties. If the Dekalb program is successful there is a good possibility that three other counties will go into the Youth Service Bureau business on a similar basis during 1973-74. ILEC has adopted a "wait and see" attitude before it will commit to funding this expanded program.

Summary

The Dekalb Youth Service Bureau has provided direct services to 122 youth, from September 1, 1971, until March 6, 1972. On this latter date there were 29 active cases. Record keeping at the Bureau does not distinguish between intensive and other types of cases. It is clear, however, that a number of young people who dropped in as one time contacts are not considered active cases. Active cases are defined as those young people who were being provided with on-going services at the Youth Service Bureau.

Prior to the establishment of the Youth Service Bureau as a funded organization, the Director, who was then the Youth Counselor for the city, operating his own brand of youth services, received over

90% of his referrals from the Police Department. Since this Youth Service Bureau has been funded, the source of referrals have changed. Although over half of the referrals are still coming from the Police Department (and about the same number) there has been a large increase in referrals from the School Department and an even larger increase in self or parent referrals.

The kinds of services offered at the Youth Service Bureau are: 1) crisis intervention - (short term responses to immediate problems); 2) referrals to other agencies; 3) family counseling on a long term basis.

The cost of the program during the current Federal fiscal year is \$67,000, approximately. 60% is provided by the Illinois Law Enforcement Commission and 40% is funded by the city of Dekalb. There are no other cost breakdowns.

The most clear evidence of the effectiveness of this model is that during 1971 a total of 19 Dekalb youths were referred to the Juvenile Court, but since September, 1971 when the Dekalb Youth Service Bureau was established, only one youth was referred to the Juvenile Court. All others were referred by law enforcement to the Youth Service Bureau and did not enter the Juvenile Justice System. During 1971 every single youth arrested by the Police Department in Dekalb, Illinois was referred to the Youth Service Bureau as opposed to being referred to the Probation Department and the Court system. Of the total number of referrals to the Youth Service Bureaus by the police (86) only 20 of these young people again came to the attention of the police department for a second time. All of these 20 were referred back for the second time to the Youth Service Bureau. This is evidence not only of the effectiveness of the Bureau, but also of the Bureau's impact in changing the way that the Police deal with young people.

Each month the Director of the Dekalb Bureau meets as a member of the Coordination Council of agencies serving youth. He is the leader of this council and he uses it as a base for developing and expanding resources for the young people who come to the Youth Service Bureau.

It is certainly clear that the Dekalb Youth Service Bureau is indeed accomplishing its objectives of diverting young people from the criminal justice system. There is also a strong indication that they are having an increasing impact on youth serving agencies in helping them to become more responsive to the needs of youth. In addition, they are involved in "plugging gaps" in services available to youth by providing family counseling and by developing programs for drug abusers, runaways, and homeless young people.

YOUTH SERVICE BUREAU REPORT

BY

LOREN W. LOOK

Youth Service Bureau "The Bridge"
434 1/2 East North West Highway
Palatine, Illinois 60067

Setting

The Palatine Youth Service Center is located on a major highway that goes through the outskirts of the downtown area of the village of Palatine. It is in a commercial district and located among a number of rather run down stores. It is on the second floor with commercial enterprises of various sorts underneath. There are no private residences on this street although immediately adjacent is a residential area inhabited by middle class and lower middle class Caucasian families.

Appeal and Accessibility of Program

There is a good bus service around Palatine and the residents of the village are generally fairly well off financially. Thus, there is little problem in terms of accessibility of this program for clients who reside in Palatine. More and more, however, this Youth Service Bureau is appealing to communities adjacent to Palatine. During my visit through the program I heard several comments that accessibility of the program was a problem for these people. The program itself, however, was certainly quite appealing to the young people whom I met in Palatine, both in terms of the staff and the facilities. They were informal and available. Staff spent at least as much time going out to clients as they did responding to clients within their facilities. It was clear that the staff of the Bureau were accepted by the young people, and the facilities reflected the youth culture of Palatine quite appropriately.

Reputation of Program

The Youth Service Bureau in Palatine is obviously quite popular with the youth who are served by it. Their statistics of 500 or so people coming into the facility every month is probably an under-estimation. It also seemed as if their efforts to relate to the community have been successful as far as being accepted by probation, the schools and other social service agencies serving youth. On the other hand, I found general agreement among most staff that there was a serious problem as far as the Bureau's relationship with Police was concerned. I was told that one of the first things that happened after the Youth Service Bureau was opened was that an incident occurred which convinced the Police Department that "The Bridge" was covering up for some narcotic users. This resulted in a stereotype within the Police Department of the Youth Service Bureau as a "den for narcotic addicts" or something of the sort. This was verified to me by both of the Police Officers who act as Police Consultants in the high schools of Palatine. On the other hand, the Bureau's relationship with

these consultants is excellent. These consultants have acted as a buffer between the Bureau and the Police Department. The new Director of the Youth Service Bureau was quite cognizant of this problem and has already begun to work on it by making some personal contacts with the Police Chief.

Characteristics of Staff

The Director is a young man, age 32, who spent the last several years working as an outreach worker for the YMCA in urban Chicago. He lives 30 miles away in a town called Royal Oak, nearer to Chicago. This distance could become something of a problem in terms of availability, although no one believes this at the present time. The Director, Don Rago, is very youth oriented. His style of leadership is really just being formed since he has never been in a real supervisory position before. His approach though is non-directive, and appropriately so, for the staff of the Youth Service Bureau that he has inherited are all very dominant people who feel very proud and independent about what they have been doing. They would be very threatened if their Director were any other way. There are three full time counselors on the staff and a half time secretary. There is also a full time community development worker who is not on the payroll of the Youth Service Bureau although she works there full time. She is paid directly out of the Palatine Township city budget.

I had occasion to talk to all of the staff mentioned above with the exception of one of the full time counselors who was absent during the time I was visiting Palatine. They all came across as extremely energetic, competent and imaginative people, but quite individualistic. All of these paid staff were young people in their twenties, with the exception of one full time counselor who is a woman lawyer from California who has not been licensed in the Illinois Bar as yet. I visited the program when the Executive Director had just been appointed and he was going through a "honeymoon period" with his new staff. I could see many signs of problems that were likely to occur interpersonally between him and his staff if they were not attended to. For example, his style was quite the opposite of the former Director who is described as a "one man dynamo" who had very specific ideas on what the program was supposed to do and insisted on everyone doing it that way. He was able to get away with this kind of approach because of his "charisma" and because all of the staff were hired by him and were sold on his ideas before they went to work there. His death came as quite a shock and was quite a loss that has not yet been fully faced by the staff. There is bound to be a lot of comparison problems that the new Executive Director will have to deal with. Also, two of the full time counselors had applied for the Directorship and were rejected as candidates in favor of the new Director. I was surprised to see no overt signs of any negative feelings about this among the staff. In addition to the paid staff, people who work at "The Bridge" include the following: first, there is a public health nurse who provides 20 hours of direct

services to "The Bridge" every week. Her employer is Cook County. There are two outreach workers who are employed by Arlington Heights Village located adjacent to Palatine. These people work at "The Bridge" between 15 and 20 hours a week. They also advertise for "The Bridge" and many of the clients who come to their facilities come as a result of the efforts of these outreach workers. Also, the Director of Youth Services at the Schaumburg Township provides eight hours of direct service to clients of "The Bridge". This is an exchange arrangement whereby "The Bridge" provides counseling services for young people from that area. The community of Schaumburg is immediately adjacent to Palatine. Finally, there is a youth worker from Hoffman Estates Villages, another adjacent community who provides eight hours of direct services to youth by the same arrangement as the man from Schaumburg Township.

There is a large volunteer component to the Youth Service Bureau in Palatine. These volunteers are trained by the Youth Service Bureau staff and provide coverage for their "hotline" for youth in trouble. These volunteers are mostly adults. They are recruited through contact with community groups and through contact with the community college. They are getting more and more of their volunteers from the college since they were able to make an arrangement where students from the college can earn credits by participating in the volunteer "hotline" program. The future should see an increase in the number of youth involved in this service, as a result.

Objectives of Program

The Palatine Youth Service Bureau does not have anything written down with the topic "Objectives". In their original proposal to LEAA funding agency in Illinois, they stated under the topic heading "Methodology": "The Youth Service Bureau provides services for handling delinquent and non-delinquent youth referred by police, courts, parents, schools, self, friends and other sources." It further states under this topic: "The Bureau will try to divert youth from the juvenile correctional system and will be available for assistance to probationers and parolees." In talking to the Youth Service Bureau staff at Palatine, a consensus objective understood by all of them was that the Bureau did have the objective of diverting youth from the juvenile correctional system. All of the staff expressed concern that they really did not have any written, understood consensus objectives for the Youth Service Bureau that could be measured and evaluated. The new Director stated that his number one priority was to get all of the staff together for a two or three day conference. The first thing on the agenda at that conference would be to reach consensus objectives that would be written down and would become a part of a planning process of the future. It was my observation that the Youth Service Bureau staff do really need a better understanding of exactly what their objectives are. I got the feeling in my discussions that almost every individual understood pretty well what he wanted to do at "The Bridge". I was much less certain that there was that much understanding about what the Youth Service Bureau should be trying to accomplish as an organization or as a project.

Program Content

This Youth Service Bureau seemed to be primarily concerned with providing direct services to young people where none exist presently, and to direct young people to existing services through a referral process. Their number one method of communicating with young people was through the telephone service or "hotline", as people refer to it. The vast majority of young people served came to the Youth Service Bureau because of contacts through the telephone service or through the contacts with the outreach workers. As a result there was a lot of motivation on the part of the young people to respond to the Youth Service Bureau once they arrived there. That is to say, they come to the Youth Service Bureau because they decided to do it, not because somebody thought it would be "good for them". This is the most unique aspect of the program and is both its strength and its weakness. It makes it much more effective on the one hand, because the clients who come there are already motivated, while on the other hand, it is not utilized as a significant resource at this time by the police or other agencies in the community who initiate the formal process of bringing young people into the correctional system. Program components of this Youth Service Bureau are: 1) the switchboard and volunteer program mentioned previously; 2) counseling services; 3) referral services; 4) an ombudsman program that is just getting started; 5) medical counseling and services through a public health nurse, and 7) the beginning of a placement service for runaways.

State Plan

The state agency which funds Youth Service Bureaus out of LEAA funds is called the Illinois Law Enforcement Commission. It is located in Chicago. The man who is in charge of the funding for Youth Service Bureaus is Magnus J. Seng, Ph.D., whose office is in Chicago. I talked with Dr. Seng for about an hour and a half in Chicago. As a result of my conversation with him and my conversation with staff at Palatine, I reached a few tentative conclusions and learned some things about the Illinois approach to Youth Service Bureaus. For one thing, there seems to be some ambivalence on the part of the state funding agencies about Youth Service Bureaus. The concept itself is not one that has been thoroughly bought. The attitude toward the Palatine project seems full of ambivalence. On the one hand they allow a lot of freedom to develop the program with very few ground rules. Dr. Seng seemed to be quite enthusiastic about a lot of the things that he is hearing from Palatine in terms of the services they are performing. On the other hand, the message has been received at Palatine that ILEC will not fund them after the end of the current fiscal year, which will be December 31, 1972. They have been told that the ILEC is declaring a moratorium on investing further in Youth Service Bureaus. For this reason the Youth Service Bureau is looking elsewhere for funding. However this is not the same message that is being heard by people in Dekalb Youth Service Bureau or by the Youth Service Bureau in Rock Island, Illinois. I think the primary reason for their differential attitude towards

Palatine has to do with the fact that Palatine has really been alienated to a large extent from law enforcement. As a result, there have been very few referrals to them from law enforcement, which is a contrast to other Youth Service Bureaus in Illinois. Dr. Seng expressed concern whether or not the Palatine Youth Service Bureau was actually serving the target population that Youth Service Bureaus should be directed toward.

Summary

The Palatine Youth Service Bureau between the dates March 1, 1971 and December 31, 1971 had 1,432 young people receive face to face counseling. The Palatine Youth Service Bureau does not distinguish between active and inactive cases. They make out profile sheets when young people come in, and then, should they come in again, this is also recorded. From time to time the files are cleared of those young people who are not coming in to the center. Another measure of the service provided is the switchboard, "hotline". Records are kept here, and from March 1, 1971 through January 31, 1972 there were 2,018 phone calls received. Data is kept from these telephone calls regarding what the content of the telephone calls are and whether or not the young people later come into the Youth Service Bureau for follow up counseling on a face to face basis.

The Palatine Youth Service Bureau is primarily concerned with plugging gaps in service to youth. They do this by: 1) reaching out in various ways to make contact with young people who have not been contacted before; 2) by providing these services directly to the young people if these services are not available in the community, and 3) by putting young people in touch with existing services in the community through a system of referral. It is in this system of referral that the Palatine Youth Service Bureau has developed where they can legitimately describe themselves as "The Bridge". That is to say, they are developing effective means of bridging the alienation between the young people and at least some parts of the establishment.

The only cost figures available are in the budget. This budget does not reflect many of the services both professional and volunteer that are provided by the Palatine Youth Service Bureau. For example, there is a full time community development worker who is paid for out of the Palatine Township budget; there is 50% of a public health nurse's time that is paid for out of Cook County money; there are two outreach workers from Arlington Heights who provide at least two days a week service to "The Bridge", and there are counselors from Schaumburg Township and from Hoffman Estates Village who each give at least one day a week of their time to the Youth Service Bureau. Of course, there are also the volunteer workers who are not paid at all.

It would be practically impossible to do a cost effectiveness study of this project at the present time. It is equally difficult to make an estimate as to the extent the Youth Service Bureau is diverting significant numbers of youth from the Juvenile Justice System, because the target group is so vaguely defined and does not include any significant number of referrals from the Police Department or other law enforcement agencies.

In spite of this, this program appears to be extremely effective in working with troubled youngsters in this middle class Caucasian community.

YOUTH SERVICE BUREAU REPORT

BY

LOREN W. LOOK

Youth Guidance Council of Rock Island
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Setting

The facilities of the Youth Service Bureau in Rock Island include the Director's office with his secretary, which is located in the City Hall and the two offices where the professional counselors operate from, which is about two blocks away in a city office building.

Appeal and Accessibility of Program

The facilities that this Youth Service Bureau operates out of are entirely inadequate from several different points of view. First, they are difficult to locate and lack appeal to young people. Second, they are entirely inadequate in size. Third, they separate the Administrator of the project from his two counselors and in this way increase communication problems.

Reputation of Program

The reputation of the Youth Service Bureau within the family of youth serving agencies is mixed. The court system seems to have considerable confidence in the Bureau as a resource, for it is using them increasingly to supplement Probation services. Probation services seem to look at the Youth Service Bureau with suspicion. The Police Department uses the Youth Service Bureaus for referrals extensively, yet seems reluctant to really use the Youth Service Bureau to refer high risk cases. Professional counselors feel that the Police Department is not really sympathetic with the objectives of the Youth Service Bureau. With the youth of Rock Island the reputation of the Youth Service Bureau also appears to be a mixed one. My impression was, from a distance, that the Bureau appears to be a part of the law enforcement system and is viewed by youth in that way. On the other hand the young people whom I talked to who are receiving services expressed positive feelings about the Bureau and its staff.

Characteristics of Staff

Henry Sinda, the Director of the Youth Service Bureau, was recruited from the Chicago area to head this program. He is 30 years old and has had little experience in leadership roles before assuming his present position. He is very aware of being in the middle of a great many conflicting demands and expectations. He spends much of his time doing public relations work. His public relations have been successful in that he is well liked by most agency people around the community. On the other hand, my own contacts did not indicate that he was able to sell the Police Department or the Probation Department on the kinds of treatment objectives that have been embraced by the

counseling program in his Bureau. It was my impression that the Police and the Probation people in Rock Island have really very little idea of what the Youth Service Bureau is doing with young people. To the extent that they do, they are suspicious. They see this as possibly being "soft" and "permissive". Both of the counselors in the program see their legitimate role as being advocates for youth. The difference between the two counselors is that one is a "caseworker" while the other one is more interested in the sociological approach to the problems of youth. If they were working in a more coordinated way their approaches would balance each other in terms of responding to needs. It appeared to me, however, that each of the counselors was operating pretty much individually in the way that he, as an individual, was most comfortable.

Objectives of Program

Every one in the program indicates that the major objective of the program is to keep young people out of the Juvenile Justice System. The counseling program that is the major activity of this Youth Service Bureau certainly addresses this objective.

Program Content

Direct Services to youth and their families is the primary program content of this Youth Service Bureau. This includes the services of some 60 volunteers who work on a "big brother" type of counseling basis with individuals. It is this volunteer program that I found to be the most unique aspect of the Bureau. In addition to this major service the Bureau does some referring of youth to other agencies and also gets involved in placement of homeless or runaway youths on occasion. They are in the process now of proposing the development of a group home in Rock Island.

The Juvenile Court is tending more and more to use the program as a supplement to the probation services. A number of the young people who are receiving individual or family counseling from the Youth Service Bureau are on Probation. Their participation in the Youth Service Bureau program is usually a condition of probation in these instances. In addition to this, the Youth Service Bureau has recently been called upon to do several social investigations for the Juvenile Court. This has tended to increase the division between the Probation Department people and the Youth Guidance Council staff. The Probation staff tend to see the Youth Service Bureau staff as being permissive while the reverse attitude from Youth Service Bureau staff is that the Probation Department is punitive. My interpretation of what I heard was that the Probation Department, even though they are overworked, really do resent the Youth Guidance Council staff "doing their job". This close involvement with the Juvenile Court processes also tends to make the Youth Guidance Council program appear to be another institution similar to the regular establishment institutions and not an alternative to this system.

State Plan

The Rock Island Youth Guidance Council program is a Youth Service Bureau whose primary funding source is the Illinois Law Enforcement Commission. They also receive a small amount of money from the Model Cities program and some "in kind" contributions from the city of Rock Island. This Youth Service Bureau is one of several that the State of Illinois funds through the use of LEAA money. During 1972 a county wide program will be implemented that will embrace the present Youth Service Bureau. The money has already been allocated by LEAA. In the new program there will be a County Director and six other workers. The present Youth Service Bureau will remain intact and will be coordinated with the county wide program, but not subordinate to it.

Summary

At the time that I visited the bureau they reported that they had served a total of 177 cases since they started as a bureau on January 11, 1971. 131 of these were still active. A more current report on this is in the quarterly summary of activities that the Bureau sends to the funding agency that gives data up to March 31, 1972. The primary sources of referral are from the Police Department and from the School Department. The Bureau does not distinguish between intensive cases and other types of cases. Some of the cases are handled by the professional workers, but the majority of the cases are receiving counseling from volunteers. The Bureau maintains a card index of cases, but the actual case files are scattered among the professional workers and the volunteers and are not available for scrutiny. As previously stated the Youth Service Bureau reports 4,505 contacts with, or on behalf of their clients since the Youth Service Bureau began. This averages out to over 300 contacts per month. Since the Youth Service Bureau started they report that the total cost of the program per client has averaged approximately \$225. In terms of effectiveness, data maintained by the Youth Service Bureau indicates there was a general increase in crime in the city of Rock Island during 1971, but that juvenile crime has decreased during that same period. They are not claiming that their program caused the decrease but do suggest that they have played some part in this reduction. The Law Enforcement Administration program of Western Illinois University prepared a short evaluation of the Youth Guidance Council program during the latter part of 1971. Their findings were very inconclusive. They were somewhat critical that the Police Department did not make more referrals to the program. The Police records indicate that out of 1,045 juvenile cases that were processed during 1971 only 49 were referred to the Youth Service Bureau.

The Rock Island Youth Guidance Council, as it is called, is primarily involved in providing direct counseling service to young people and their families. There are approximately 60 volunteers to supplement their efforts in their counseling program. Their major effort has

been to try to get agencies in the community, the Police Department and the schools, to refer cases to them so that they can expand their direct services. In providing these services they are frequently finding themselves in the position of being advocates for the young people with other agency people being the adversaries.

YOUTH SERVICE BUREAU REPORT

BY

LOREN W. LOOK

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Setting

The Howard County Youth Service Bureau was just moving to a new location on the day of the on-site visit. The new building is an old, but very large mansion located in a middle class district about three or four miles from the center of Kokomo. The residential area is very old and is primarily Caucasian in its ethnic population. The plans of the Youth Service Bureau are that this building become a multi-service center. They envision having agencies such as the recreation department, probation department, narcotics abuse program, employment department and others, all having employees working in the building and providing services there.

Appeal and Accessibility of Program

The major problem with the location of the program is that it is some distance away from most of the city of Kokomo and there is no bus service available. The building itself, however, has much appeal and should be quite a comfortable place for young people to come to.

Reputation of Program

The Bureau has made good inroads in terms of developing a positive relationship with most of the agencies that serve youth. They have been aided in this because the official Director of the project is the Juvenile Court Judge. Judge Kinsey has more or less mandated cooperation from the Probation Department where many of the cases that the Youth Service Bureau are referred from. The Youth Service Bureau has just begun to have a relationship with the Police Department. Although I was in the city of Kokomo for three days I was unable to get an appointment with the police staff who work with the Youth Service Bureau. The Youth Service Bureau, according to their own statements and the statements of the school counselor with whom I talked, has had some problems in their relationship with the schools. This has had to do with the schools' expectations that the Youth Service Bureau be an enforcer much as they expect the courts to be a coercive force when young people will not attend school or give them trouble in school in some other ways. It does not appear that the Howard County Youth Service Bureau is known to youth in general among the population. For over a year prior to my visit to Kokomo the Youth Service Bureau was located in the YMCA downtown and was really invisible as a service.

On the basis of the interviews which I had with clients, participants in the program are pleased with services of the Youth Service Bureau.

The other efforts that are being made by the Bureau on behalf of youth are not identified by young people as coming from the Bureau. Now that the organization is located in their own building the situation will undoubtedly change. Although the Youth Service Bureau is moving towards becoming a multi-service center and has some ambition to become a drop-in center for youth there are some significant questions as to whether or not the community will tolerate the Youth Service Bureau providing direct services for the "long hairs" and people from the drug culture. The Director of the project (or Coordinator, as is his official title), expressed some concern for such a program component should there be any complaints. The head of the drug abuse program also has many doubts that the people who are in his program will be tolerated in the building.

Characteristics of Staff

The Director of the project, whose official title is Coordinator (the official Director is the Juvenile Court Judge), has been in charge of the Bureau only five months and will shortly leave the position to take a similar position in Indianapolis where he lives. This was to take place within a week or two after I visited the Howard County Youth Service Bureau. The Juvenile Court Judge was already involved in trying to recruit a new person for this position, but had not yet decided who that would be. This young man, Larry Hembrey, who has been directing the project for the past five months impressed me as being quite knowledgeable and capable. The previous Director had evidently been more willing to test the limits of community tolerance. Mr. Hembrey, while having what apparently were the same objectives as the former Director in regard to youth advocacy, has been more inclined to work within the limits of the support base that he sees as being there in the community. Having already had two Directors and a third one coming within 15 months has been a serious handicap to this Bureau.

I also talked to Bill King, the only person in the bureau who does pure casework. He is 21 years old and only went to work at the Bureau three weeks before my visit. He has already become deeply involved with several young people who have been referred to the Bureau from the courts. He is a serious and competent young man who appears to be deeply committed to working with young people in trouble.

I also talked to the Coordinator of the recreation component of the program. This 51 year old man who retired from working in a local radio station for the past 20 years seems to have worlds of energy and ideas in the area of recreation for youth. He is very much a salesman of his ideas and probably does quite a good job of presenting them to public agencies. He seems to leave working directly with young people themselves to his two assistants. The other professional person in this program was unavailable for interview. He is a young man in his mid-20's and works 95% of his time with

the YMCA developing programs for minorities and disadvantaged youth. There is one other Black person working in the project who is the female secretary to the Director. The Director has involved her in a lot of intake work with youngsters who are referred to the Bureau. The Recreation Coordinator also has a secretary who, in addition to secretarial work does a lot of screening for recreation programs. Both secretaries seemed quite committed to the program and involved.

Objectives of Program

The stated objectives of the program are: 1) to serve in an advocacy capacity for youth in the community; 2) to serve as a coordinator of youth services in the community; and 3) to provide crisis intervention service. My observations of the program are that the coordination is a major service being performed by the Youth Service Bureau as is crisis intervention. Youth advocacy is happening to some degree but is not the kind of major component one would expect if it has the first priority in the objectives as it indicated in the written statement of objectives.

Program Content

Direct services include some individual counseling and family casework along with a referral service for young people to other youth serving agencies. Part of the recreation component; i.e., the encampment project and the Honda Club are also direct services to youth. Also this Youth Service Bureau acts as the agency that administers the NYC program in the community. The major emphasis of the program, however, is coordination and development of services within existing agencies. This is done through the weekly "Case Conference" and through individual contacts with agencies. It is the hope of the Bureau that their new building will become a common multi-service center where services can be coordinated and performed at one location.

The Youth Service Bureau Director has stated that he feels that the most unique service that they have performed, is the months that they spent in helping agencies write up programs to get Federal monies for new community programs. In the writer's opinion, the most unique service of the Bureau seems to be the recreation component. It is true, however, that this Youth Service Bureau as compared with other bureaus visited, has spent a lot of time plugging gaps in service. Not only have they helped write Federal proposals for some agencies, they are actually carrying the main casework responsibility for the Probation Department. What casework is done by the Probation Department is done by the volunteer Probation Officers. These people are recruited and trained by the Youth Service Bureau. In addition to this, the Juvenile Court Judge uses the Youth Service Bureau as an alternative to Probation in many instances.

State Plan

This Youth Service Bureau is one of twenty Youth Service Bureaus funded out of LEAA funds by the Indiana Criminal Justice Planning

Agency. Youth Service Bureaus, with the exception of the one located in Peru, Indiana, are funded through the Juvenile Court Judge of the particular community. That is to say, the official project Director is the Juvenile Court Judge. They then have a second person, called the Coordinator, who actually is the Director of the program and whose salary is funded out of the grant monies.

Summary

The Youth Service Bureau reports that they served 373 young people from January of 1971 to March 1972. This includes some young people who received one time attention. Either they were seeking a job, were referred to other agencies for assistance in regard to some other problem or perhaps they were assisted through a crisis. These files are left open with the idea that there might be some additional contact or other follow through. They do not distinguish between intensive cases and other levels of service; nor do they keep a total record of all of their service contacts. Many young people who are included in the 373 cases served came to the Youth Service Bureau seeking employment in an NYC job (for instance, out of the 335 cases served during 1971, 199 were referred to NYC). The other two major sources of referral during 1971 were the courts, 47 cases and the schools, 61 cases.

This Youth Service Bureau has been primarily concerned with having impact on services to youth by coordinating existing services and by convincing existing services to increase or alter their services on the basis of the needs of youth. For this reason they have underplayed the business of data gathering and data analysis. They have no breakdown as to costs of different components of their program except that there are two different budgets, one for the Youth Service Bureau and the other for the recreation component of the Youth Service Bureau. The Youth Service Bureau recreation component has a \$31,000 LEAA grant with \$22,800 "in kind". The regular Youth Service Bureau has a \$32,000 LEAA grant with the total "in kind" budget cost of \$49,190.

This Youth Service Bureau has not dealt extensively with evaluation. They have no evaluation component as such, nor do they express an interest in developing one. They see their effectiveness as being measurable in terms of observing their impact on the youth serving agencies in the community over time. They feel that it is too early to really make such an evaluation. I would agree that it is too early to really say with certainty exactly the degree of impact that the bureau had had in contributing to a real change in the institutions that they have been attempting to influence. They point to the recreation departments of the schools, the YMCA, the Mental Health Agency and to the Probation services in the county as showing evidence of significant impact and change. From everything that I could learn during my visit to the Bureau it would certainly seem that their efforts in these instances have provided for more effective services to use than previously available. The problem is that there is really no significant data to document or measure this effectiveness.

In a similar vein there has been a significant reduction in the number of youth who have been processed through the Juvenile Court during 1971 as compared with 1970. The reduction is almost 50%. Undoubtedly, the Youth Service Bureau has been a variable in this change. Data and data analysis are not available to make this connection, however.

The Juvenile Court Judge in Howard County is the significant person who has influenced and will influence the direction of this Youth Service Bureau. Judge Kinsey is a very positive and progressive man and his influence has been, in the main, constructive. On the other hand, he has a heavy responsibility in representing an extremely conservative community. He feels this responsibility and to some extent has influenced the Youth Service Bureau to not enter into areas of youth advocacy that they would otherwise be involved in. There is a serious problem among youth in the schools that has to do with racial tensions. The Youth Service Bureau has been ready to offer some intervention here but the Judge has been reluctant to allow this because of the pressure he feels from the administrators of the School Department. Also the Youth Service Bureau would long ago have gone into the business of operating a drop-in center and would have approached involvement with youth having drug problems were it not for concern about the attitude of the Judge. At any rate the business of having a Youth Service Bureau funded through a Juvenile Court leaves open the question of whether or not it is possible to prevent the Youth Service Bureau from becoming, in essence, another part of the Juvenile Justice System as opposed to being an alternative to it.

YOUTH SERVICE BUREAU REPORT

BY
LOREN W. LOOK

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Setting

The Miami County Youth Service Bureau is located in an office building on the edge of the center of the downtown area of Peru. Residences are located within the next block or two. The office area is spacious and relatively adequate for the needs of the bureau.

Appeal and Accessibility of Program

The Youth Service Bureau is relatively accessible to youth. It is located centrally and it is in such a location and its appearance is such that you do not feel young people would be adverse to freely come and go. On the other hand, it does not attract "drop-ins" but is satisfactory for those who come by appointment because they want some kind of counseling or other help.

Reputation of Program

The Miami County Youth Service Bureau has made a lot of headway in gaining acceptance into the community of agencies serving youth. Mr. Hession, the project director, is concerned about the poor relationship with the probation department and the judges as well as some problems he has with the police. Although he states that his relationship is good with the police department, except for the chief of police, it is noteworthy that none of the referrals listed came from the police department. Much of the success that the director has had in his efforts to become a part of and accepted by the official community has had to do with the successful projects that he has proposed and successfully completed. During the summer of 1971 he was able to successfully implement a summer activities program with the assistance of the local U. S. Army base. He was able to get the community to offer a swimming program for young people that had not previously been available. He has been able to implement a "hotline" for young people in trouble and now functions as the recruiter for volunteers as well as the trainer. He has other projects in mind which he is proposing through his "Case Conference" and through his managing board that may be equally popular although some of them are quite controversial.

It is not clear that the Youth Service Bureau itself has a reputation with the young people in the county and city being served. The Director, although he provides considerable direct counseling to young people referred from various agencies does not solicit this service and does not see his bureau as becoming a counseling center. He is far more committed to expanding the services of existing agencies and making them

more relevant. On the other hand the Youth Service Bureau is becoming gradually known as an alternative direct service for youth.

Staff Characteristics

The Director, Pat Hession, is a former priest. He resigned his priesthood in 1968 for reasons of celibacy and also because he felt that he could do service better outside of the church. He is a very religious man. He is extremely interested in youth and in institutional change. He has very definite ideas on the role of a youth service bureau. He believes that the youth service bureau should not try to compete with other agencies in terms of providing services to youth. His practices, from everything I could learn, are consistent with his commitment.

The Director's secretary is known as a Records Coordinator. Her duties were described to me as partly clerical and partly counseling. My observation is that the duties that she performs are almost entirely clerical and that the Director is reluctant to use her to carry out other functions. She is a young black woman who impressed me as being competent, bright and restless.

Objectives

The major objectives of this Youth Service Bureau is diversion from the criminal justice system, development of resources for youth and finally to modify youth systems so that they are more relevant to young people. From all I could learn during my short stay in Peru, all of the Director's efforts preserve the integrity of these objectives.

Program Content

Peru is a middle class and upper middle class, 90% caucasian community. The institutions are very conservative, as are most of the people who are long time residents. The Youth Service Bureau, as Pat Hession has developed it, recognizes the conservatism and the reluctance to change in this community and his pace responds to the nature of the community in a fairly effective way. He has not set himself or the Youth Service Bureau up as an outside expert coming in to tell the people what they should do. Instead he has developed a program of community organization where changes, when they are effected, are participated in by the community agencies already in existence and these services eventually become part of these community agencies. This does not mean to say that he does not test the limits, but he has been able to do this in such a way that he has not received the stigma of "city slicker."

The Miami County Youth Service Bureau is then, essentially an agency that coordinates services and develops model programs for youth. They provide direct services to young people only to the extent that there is no one else to do it.

State Plan

The Miami County Youth Service Bureau is one of twenty youth service bureaus presently in operation in Indiana. They are all funded by the Indiana Criminal Justice Planning Agency located in Indianapolis. With the exception of the Miami County Youth Service Bureau all other

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youth service bureaus in the state have named the juvenile court judge of the county in which it is located as the Director. The reason that this did not occur in Miami County is because: 1) the juvenile court judge was not interested in youth service bureaus and 2) because of the aggressive efforts of Rev. Donald A. Abdon, Pastor of the Saint Lutheran Church in Peru, who spearheaded the drive to establish the Youth Service Bureau of Miami County. Rev. Abdon is the official Director. His function, however, is merely to oversee the program. He does have considerable power in that he controls the purse strings and all communications from the funding agency to the Youth Service Bureau goes through him. He is also the Chairman of the managing board for the Youth Service Bureau which is administratively responsible for the bureau. This managing board gives the Youth Service Bureau a solid base in the community and provides the overall guidelines under which staff operate.

Pat Hession does not have the title of Director but in fact he is the Director of the project. He is left pretty much alone to direct activities as he sees fit. He has formed a "Case Conference" group and with their assistance, planning for the activities of the bureau actually occurs.

Summary

The Youth Service Bureau is not primarily an agency that provides direct services to young people. However, since there are inadequate services in the community to meet all of the counseling needs of young people they have been filling this gap of service to some extent. They report that they have worked with 107 young people since the project opened in June, 1971. They still carry active cases of some 40 to 50 youth. An active case refers to a young person with an unresolved problem where there is no other agency to respond. Problems include school difficulties, employment needs and family problems. Pat Hession is interested in doing counseling himself, but he is opposed to allowing the Youth Service Bureau to become a counseling center except as a stop gap measure of meeting a current need. In spite of this he and his assistant do direct counseling with a number of young people.

One of the on-going services provided by this agency is the recruiting and training of volunteers to man the "hotline" previously referred to. Pat Hession himself does most of the recruiting for this program and is also involved in the very intensive training program that each volunteer is required to participate in.

Since the Youth Service Bureau was established in June of 1971 the High School in Peru has hired a youth worker whose salary is funded from LEAA. Her function is to work with young people who are having problems in school. This person, because she is so intimately involved with the same objectives that the Youth Service Bureau is involved, has made the Youth Service Bureau her headquarters. She does a lot of her counseling at the center, she has become a part of the "Case Conference" and

generally provides or uses the services in common with the Youth Service Bureau. She has been a considerable enrichment to the center's program and has become much more involved in providing counseling for youth. She handles many more crisis intervention problems than does the Youth Service Bureau.

As has been stated, the Miami County Youth Service Bureau is increasingly playing an important role in institutional change. They have many needs in this conservative community that have not been resolved. The Director is trying very hard to respond to these needs to the degree that this community will tolerate it. He seems to be able to measure the tolerance level of the community very accurately. After eight months there is little hard data available to support any claims of "success" that the Youth Service Bureau might make. Delinquency was evidently reduced during the summer of 1971 when the recreation projects were undertaken by the Youth Service Bureau. The Director is not particularly interested in research and statistics. He tells me, however, that the state criminal justice system is interested and that they will be doing some research during the next year or so trying to measure the effectiveness of the Youth Service Bureaus.

YOUTH SERVICE BUREAU REPORT
BY
LOREN W. LOOK

Youth Advocacy
509 West Washington Street
South Bend, Indiana 46601

Setting.

The Youth Advocacy Program is located in spacious offices just west of the center of downtown South Bend. To the east are businesses and other commercial enterprises while west of the offices are residences that are quite deteriorated and populated mainly by minority group people. The facilities that the program has are quite adequate in terms of office space and space for counselling. There are no facilities in the building for drop-ins.

Appeal and Accesibility of Program.

The program is within walking distance of the western section of the city where most of the deprived people in the community of South Bend live. There is good bus service so the accesibility is not difficult for people living in other areas of South Bend.

Reputation of Program

Even though the Youth Advocacy program has from the beginning actively attempted to convince youth serving agencies to change their ways and bto develop new ways of dealing with young people, they have still been able to maintain a relatively good reputation and relationship with these agencies. They have been able to do this because their approach has been one of positive proposals and involvement rather than being critical and evaluative. At the same time the Youth Advocacy Program has involved youth in what they have been doing at every level in terms of the planning for their program; in terms of administering the program itself and in terms of being the target group that the program benefits. It follows that those youth who have been involved with the program have nothing but good feelings about it. In effect, the Youth Advocacy Bureau is a program of youth, by youth and for youth.

Characteristics of Staff.

The Director of the Youth Advocacy Bureau, Phil Byrd, impressed the writer as an extremely articulate, well informed and imaginative young man. His determination and convictions seem to be the heart of the program. Everyone depends on him and his leadership. There are many staff and the programs are variable and scattered. It is Phil Byrd who keeps all of these variable efforts on a single course. At the same time he is able to communicate with the establishment agencies and maintain their cooperation and support. All in all he seems to be the kind of a person who is willing to take risks, who is able to maintain a consistency of commitment, a person who does not get excited and a person who is sensitive to both the needs of youth and the feelings and pressures of the community.

Staff are typically youthful, task oriented and committed to the program. For instance: the Administrative Assistant to the Youth Coalition, Vince Phillips is 21 years old and is aiming his career efforts towards business administration. He has become "turned on" by his association with the Youth Coalition and as a result has become socially and politically aware and concerned. He has loads of energy and is extremely bright. Because of his knowledge and interest in the business approach, he has been of great assistance to the Youth Coalition in organizing and becoming task oriented in their activities.

Mary Ellen Johnson, the Research assistant, and her husband came from Texas. Her involvement with social problems before her work in the Youth Advocacy program was primarily out of textbooks. She is well trained in research and is involved in this aspect of the program. Ed Chisolm is the program Field Representative assigned to the Family and Child Center. He is black and has one year of college. He is young, in his mid-twenties, but has already had a lot of significant experience with community based programs for youth. He has been working in the Youth Advocacy program for about six months. He seems to have a real impact on changing some of the things in the agency he is working with and has yet maintained an excellent relationship with them. The ideas that he has put across and those ideas that he has not yet been able to sell all make a lot of sense. He has to be very committed to the work because he is only making \$5,500 a year. This is the salary for all of the Field Representatives and during their staff meeting they were all griping to the Director about what he was doing about getting them a raise. It is remarkable that Phil Byrd has been able to get such a collection of talented people with such a low salary level to offer. He is doing the best he can to do something about this.

Objectives.

Youth development and delinquency prevention are the major objectives. Specifically the project attempts to prevent juvenile delinquency by increasing the capacity of youth groups, specifically the Youth Coalition, to intervene with established community institutions and to make them more responsive to youth needs. The objective is also to develop a court diversionary program and specific other programs to prevent juvenile delinquency.

Program Content.

Field workers are assigned to five different youth serving agencies. There is a worker with the Recreation Department, School Department, Family and Child Agency, City government, and the Model Cities programs. In addition, there is another worker assigned to assist the Youth Coalition group itself in maintaining and developing its effectiveness as a group. The five people who are assigned to agencies have the broad assignment of making these agencies change in response to the needs of youth. They receive their specific task assignments on recommendations that come from the Youth Coalition.

The Youth Coalition is broken up into several different task forces which study various areas of problems that youth have. These task forces come up with specific recommendations which are reviewed by an Advisory Committee representing the youth serving institutions of the community who look at them in terms of whether or not the ideas are viable and supportable. One such task force is involved in dealing with the legal aspects of youth service. That is, they are attempting to do something about changing laws having to do with youth, where rights seem to be being violated or where these laws serve the purpose of limiting services to young people in some way. In addition to this the bureau is involved in direct service to youth in the form of counselling, both individual and group. The people who are served here are those that are referred to the Youth Advocacy program by law enforcement, schools, parents and others.

State Plan

The Youth Advocacy program in South Bend is not linked to the Youth Service Bureau state plan under the LEAA state system. The Youth Advocacy program is funded by HEW under the auspices of the Urban Coalition of St. Joseph County. Out of the concern over the race riots of the 1960's the citizenry of South Bend developed an Urban Coalition whose mission was to develop programs that would respond to the minority groups and the underprivileged of South Bend. Then in 1970 the Urban Coalition of St. Joseph County sponsored a separate Youth Coalition group whose mission it was to develop the same kinds of programs but specifically for youth and by youth. The Youth Coalition was made up of a representative group of young people from all facets of society. It was effective in developing recreation programs in South Bend and in improving other services as well. Its success came to the attention of HEW in Washington who sent field workers to South Bend to observe. Following their field visits to South Bend and to the Youth Coalition, HEW offered to fund the present program in order to better facilitate the objectives of the Youth Coalition. In June of 1971 the project was funded, although it did not become fully operational until September and October of 1971.

While all of this was going on in 1970 the state funding agency for LEAA funds sponsored a small Youth Service Bureau in South Bend with a budget of approximately \$19,000. No one seems to know exactly what this bureau did except that LEAA and the state of Indiana lost interest in it and it was not refunded. It closed its doors in November, 1971, one month after the Youth Advocacy program began. The LEAA people did not lose interest in South Bend, however, and were in touch with the city administration and offered to fund another Youth Service Bureau if a proposal was developed. A proposal was written for a Youth Service Bureau by some people close to the Mayor's office and was submitted. An \$87,000 LEAA grant was approved to fund the Youth Service Bureau. After the grant was approved it was suddenly discovered that the Youth Advocacy program sponsored by HEW was a going concern and was actually doing some of the things that the Youth Service Bureau was intended for. The program and the budget was more or less turned

over to the Director of the Youth Advocacy program by the city and Mr. Byrd was asked to revise the program so that it would become integrated with the Youth Advocacy effort. At the present time, Mr. Byrd and a committee of other youth serving agencies from South Bend are involved in rewriting the proposal for submission to LEAA so that they can still retain the \$87,000, for a Youth Service Bureau revised so it will actually compliment and supplement the Youth Advocacy program. If this occurs the plan will be that the new Youth Service Bureau will be primarily an outreach program. Mr. Byrd feels that although they are making some efforts at outreach work in the present program that this is definitely a deficiency. He feels that they will reach a great many more youth if they are able to get a Youth Service Bureau to provide this service.

Summary.

The Youth Advocacy program has a total budget of \$348,000. The YDDPA office of HEW supplies \$250,000. The remaining money comes from the city of South Bend. "In-kind" money amounting to \$30,000 from the Urban Coalition, \$18,120 in direct costs and the Urban League gives \$50,000 matching funds for the "street academy." From the total budget \$100,000 goes to support the "street academy." This "street academy" is contracted for by the Youth Advocacy program. Its staff and its program operate entirely separate from the Youth Advocacy program. It is linked with the Youth Advocacy program in that Youth Advocacy staff identify and refer young people who become students at the "street academy." The "street academy" is an alternative school program for junior high school and high school aged youngsters who have dropped out of the regular schools.

As of March 1, 1972 there were 184 active cases reported by the Youth Advocacy program. Ninety six of these were receiving direct counseling services from the Youth Advocacy staff. The remaining 88 were students who had been referred to the "street academy" and who were still students there. During the month of February, 1972, 42 referrals were received by the Youth Advocacy program for counseling. Two were discharged from counseling and two others dropped out. During February, 14 additional youth were referred to the Youth Service Bureau and were in turn referred to the "street academy" for program. Four of these fourteen dropped out during the month.

In addition to the direct services that have been described and outlined above the Youth Advocacy program through its involvement with the Youth Coalition and the task forces that are a part of the Youth Coalition provide additional direct services to youth in that they are working with all kinds of young people in assisting them to be involved in community affairs having to do with youth. The direct services cannot be enumerated yet they perhaps have the most impact of anything that is accomplished for youth by this Youth Advocacy program. It is this component of the program that makes legitimate the title, "Youth Advocacy."

In response, then, to the expressed needs of youth through the "Youth Coalition," the other components of the program function. Five Field Representatives work full time with five different community agencies, directing and effecting change that respond to young people. Ten indigenous youth act as field workers directly intervening in the resolution of problems that young people are having in the community. For example, at the time of my visit these community workers were attending to problems that were occurring on the school busses of the city of South Bend where a number of incidents had occurred during the past few months. There had been many fights and other disruptive incidents. The field workers were riding the busses, talking to the young people and working with them in an attempt to resolve the situation without the intervention from adults. Most of these field workers were young adults who themselves had been in difficulty. Some of them had been in institutions or on probation.

It is premature to make an evaluation of the effectiveness of this model at this time. There are many components in the program that will no doubt be differentially successful. Fifteen percent of the project budget is going into an evaluation component that is being carried out by the University of Notre Dame. This evaluation will be both qualitative and quantitative. Indications are that the program is having a significant impact, not only on the institutions that normally serve youth but on the entire community of South Bend in its relationship with young people. It is a most imaginative and unique program.

YOUTH SERVICE BUREAU REPORT
BY
LOREN W. LOOK

Washtenaw Youth Service Bureau
1819 South Wagner Road
Ann Arbor, Michigan 48103

Setting.

The Youth Service Bureau offices are located in a building occupied by the Washtenaw Intermediate School District. It is a modern office building located about five miles out in the country on a thoroughfare. The building is surrounded by farms although there are a few businesses located up and down the thoroughfare.

Appeal and Accessibility of Program.

This Youth Service Bureau does not attempt to deal directly with young people to any great degree. Thus, it is irrelevant that they are not accessible to direct contact from youth. The staff of the bureau spend a minimum time in their offices. They are almost always in the field working with some program inside of some other agency.

Reputation of Program

The Youth Service Bureau has developed observable credibility with the agencies for whom it provides services and consultation. It also appears to have a good reputation with young people, achieved primarily through youth participation in the task forces that have been organized for purposes of youth advocacy. On the other hand, staff report that they can sense considerable suspicion and doubt as to their credibility on the part of law enforcement and also from radical youth. In the conservative community of law enforcement they are likely to be seen as too radical, while with "left wing" youth they are seen as too conservative. Because staff of the Youth Service Bureau see themselves as advocates for youth they are quite sensitive about a lot of the criticism that they have received from some youth groups. Since this bureau operates out of an educational administrative framework and emphasizes developing programs for young people who, although troubled and acting out, have not yet been referred to the juvenile justice system, the operation has not resulted in any close liaison between the Youth Service Bureau and law enforcement or even with the probation department. None of the case records that were observed show any tie-in at all with the police department, probation office or the courts. There is an interest within the Youth Service Bureau on developing services in this area but the priorities that have been set indicate no planning or future planning for working with these youth except to the extent that they may be part of the identified groups that are being worked with in the schools, in group homes and in the street operations that are going on.

Characteristics of Staff.

The Director, Paul Helber, is dynamic, imaginative and a natural leader. His greatest frustrations stem from the resentment he feels towards spending so much time involved in bureaucratic detail. The driving force of his personality and his commitment to his ideas are the reason that this Youth Service Bureau has such an imaginative and unique direction. Although he is not directly available to his staff a great deal of the time, all feel his support and understand clearly the direction that he is interested in. I talked extensively to all five of his community consultants (or counsellors).

Cecil Alexander is the only black staff member. He is a natural leader and has the ability to relate as positively to youth as he does to establishment type people. He is strongly committed to doing something about social conditions that detrimentally effect black people and other deprived groups. Having an impact on youth had become not only his vocation, but his recreation as well. He is actively involved as a leader in the black community in his private life as well as in his employment. Tom Morton is a youthful, enthusiastic person with a seemingly endless number of ideas on what should be done to resolve different problems that young people have. His intelligence, his clarity of thinking were most impressive. He thoroughly enjoys what he is doing. Al Wortman is a little older and seems a little more conservative than his peers. He is extremely good on administrative process and detail. It was Mr. Wortman who was primarily responsible for the development of the impressive Youth Services Guide that has now been published. Mr. Wortman has also had considerable experience in group work and is used by the bureau to help set up parent groups and other groups of adults for purposes of education. A stereotype of this man within his peer group might be that of the level headed realist. Adrian Ring is the only woman among the consultants of the Youth Service Bureau. She presents a liberal "liberated woman" demeanor and is a person who relates easily and naturally with street youngsters. She is probably more of a social worker type and a street worker than any of her compatriots. The fifth member of the consultants is David Mills who is a former teacher. He also relates very well with rebellious youth, particularly the young people who have drug hangups. He has been a major catalyst in developing programs in the bureau for youth advocacy, for drug abuse education and for supporting drop-in centers.

Objectives

During the first year of operation the Youth Service Bureau moved its emphasis from service brokerage to the role of initiating projects and deploying staff according to community priorities expressed and cooperation received. Through the experience of the first year the Youth Service Bureau has rejected the idea of direct services as a major role. The bureau has become convinced through experimentation and investigation that the "answer" is more in the area of skill development and resource development within the system. They are now assuming the role of change agent, particularly in the school system and are now

focusing their resources at the site of the problem. Specific project objectives either under way now or projected to be under way during the coming year are as follows: 1) develop educational demonstrations for delinquency prevention; 2) assist small rural communities in the county to develop delinquency prevention efforts, i.e. drop-in centers for youth and educational groups for parents; 3) coordination of problem and resource identification.

Program Content.

Every staff member in the Youth Service Bureau was able to either show or tell of some demonstration project that they were conducting in the community. These demonstrations were primarily in the schools when they involved youth directly. The most dramatic of these demonstrations has been the setting up of a completely separate alternative school program called the "Stepping Stone." Another major program content observed was the great investment of time by Youth Service Bureau staff in providing consultation to schools, community groups and street programs. During the first eight months of operation the Youth Service Bureau responded to 148 requests from agencies for consultation and responded by investing significant amounts of time. While I was visiting the Youth Service Bureau we went to a junior high school that had requested a consultation with one of the workers. The problem related to truancy among girls in the school. There was a "case conference" involving the teachers, the students and some parents. The bureau consultant sat in during the "case conference" giving suggestions and providing some constructive alternatives. After the "case conference" he consulted with the school administrators reviewing what might be done on a counseling level to respond to the various things that had been brought up at the "case conference."

The development of a Youth Services Guide has been one of the Bureau's primary tasks during its first eight months. The Guide is limited in that it deals with services available only to youth in Washtenaw County, mainly in the 10-16 age range. Information is computerized and the focus is on service immediately available. New editions will be printed to update the Guide every three months. The unique format makes it possible to quickly identify individual programs and services that are available for dealing with a specific problem. In addition to listing established agencies the Guide includes names of many special projects and programs in the area. The development and distribution of this publication should do much to enhance the utilization and coordination of services for these young people and is certainly a significant contribution to the county on the part of the Youth Service Bureau.

The hypothesis upon which the Youth Service Bureau operates is that by improving and broadening the services to troubled youngsters between the ages of 10 and 16 there will be a significant number of youth diverted from the juvenile justice system. Since this target population is much younger than a population usually approached by other Youth Service

Bureaus it will take considerably longer to do the follow up and determine whether or not the Bureau's efforts really have the desired effect. The Youth Service Bureau is cognizant of this and is developing data at the very same time it is imposing its strategies into the youth service system of Washtenaw County.

Task forces which involve youth in their efforts to identify problems of youth and what should be done about these problems have been a vital part of the program. One of the most interesting of the task forces is the Legal Issue Task Force. They have been involved in several provocative issues as advocates for the legal rights of youth. At the present time they are lobbying with the State Legislature to introduce a bill that would make psychiatric and medical care available to young people over the age of 14 without parental consent. They are also lobbying to change the regulations for child care funding so that foster home funds are not dependent on county of residency as they now are in Michigan. A few months ago they were involved in a haircut issue at one of the local high schools. It seems that a large number of male students were suspended from school because they refused to cut their hair to the length required by the Principal. Through the efforts of this Task Force and legal council which it obtained, they were able to get a court order revoking the suspensions and later on actually ordering the Principal to change his standards on haircuts. The Legal Task Force is also now in the midst of discussions on the marijuana legalization issue, but so far has not come to any consensus direction.

The Washtenaw County Youth Service Bureau is unique in many ways. Perhaps the most unique aspect is the funding approach, where the bureau is funded through a school district rather than through some part of the juvenile justice system or municipal government. Funding through the school district has allowed this bureau to gain access to young people much earlier in the pre-delinquent stage than in other Youth Service Bureaus. Also since the Youth Service Bureau is part of the school system the individual schools become an ideal setting for identification and intervention without stigma. Finally, the Youth Service Bureau than can serve the purpose of altering the entire educational system in terms of its relevance. This is what appears to be in the process of happening in Washtenaw County.

State Plan

The Washtenaw County Youth Service Bureau is funded through the state of Michigan out of LEAA funds. It is one of an unspecified number of Youth Service Bureaus which the state sponsors. Michigan is not wedded to any single Youth Service Bureau model but is experimenting with several. A variety of funding sources are used also. In talking with the Director of the Bureau, Paul Helber, there have been very few visits to Washtenaw County from the funding agency staff. Mr. Helber states that there have been a lot of staff changes during the past year that have hurt communications. As a result Mr. Helber and his staff are feeling somewhat insecure in that they are wondering whether or not the funding agency approves and understands what is happening at the Washtenaw

County Youth Service Bureau. Most of the evaluative information that is asked for from the state funding source seems to be based on the assumption that a Youth Service Bureau is a direct service agency. Since the Bureau has changed to a systems modification approach, dealing in indirect services, they are not sure whether their approach is approved of or not at the state level.

Summary.

The Wastenaw Youth Service Bureau reports that since they began operation, July 1, 1971, they have served 709 youth. This figure relates to indirect services primarily. At the time of my visit they reported that during the first eight months of their operation they had given direct service to 40 youth. These would all be relatively short term counselling efforts in situations where agencies could not or would not be available to resolve the problem.

Although the Youth Service Bureau does not maintain data on individual youth served by the bureau as a means toward evaluating their services they are nonetheless very much involved in gathering data on youth who are clients of youth serving agencies throughout the county. The program has access to a computer and has a full time computer programmer on the staff whose job it is to build up a data bank of all kinds of information on young people who are receiving such services. This project will probably take another year to complete. When it is finished the computer program within the Youth Service Bureau will be able to provide all kinds of evaluative material to agencies and will be able to evaluate most of their demonstration projects. A complete statement of this computer program has been prepared by the Bureau.

At this point it is too early to evaluate this Youth Service Bureau, except from a subjective stance. The evaluative process that is being developed appears as though it will be more than satisfactory in the long run. Up to now every project that the Bureau has undertaken seems to have been significantly successful, although some of the projects are so early in their development that any statement of success is really premature. Every one of the several demonstration projects have been implemented in the various schools of the county and have significantly changed the school's approach to serving troubled youth. Again these efforts are early in their development and whether or not the change is permanent and to what extent the change will be beneficial has yet to be determined.

YOUTH SERVICE BUREAU REPORT

BY

LOREN W. LOOK

The Foundation (A Youth Service Center)
16600 Stevens Drive
East Detroit, Michigan 48203

Setting

The East Detroit Youth Service Bureau, called The Foundation, is located in the middle of a residential area of East Detroit in the basement of a neighborhood recreation center. There is one large room available to the Youth Service Bureau for all purposes. It is spacious but not adequate for all of the variety of purposes for which it exists. The neighborhood is middle class caucasian which really describes the whole East Detroit city - a suburb of the larger Detroit.

Appeal and Accessibility of Program

The location of the Youth Service Bureau is such that it is quite accessible to anyone in the East Detroit area, either by foot or by bus, depending on distance. On the other hand its appeal leaves something to be desired, primarily because in order to go to the center the young people have to walk through the neighborhood recreation center which has a generally negative image to the young people whom the Youth Service Bureau is trying to attract. The youth service bureau director likes the location, however, and intends to remain there because he believes that the Youth Service Center can ultimately change the image of the recreation center and make it more receptive to the total needs of youth in the area. Another problem with the location is that it is off the beaten track and young people in order to go there would have to know from someone just exactly where the center is located. It is not visible from the street and the street itself is quite a long way from where the young people tend to congregate in East Detroit.

Reputation of Program

The Foundation, as the Youth Service Center is called, has really not become a part of the community of East Detroit as yet. The official community of agencies do not refer cases to The Foundation as a rule and when they do the young people themselves do not voluntarily go to the center for assistance, except in isolated instances. Some progress is being made in terms of developing a positive image with the youth of the community. The main method by which this is being achieved is through the newspaper that is being published by young people out of the center. By going to the high schools in the area, staff are able to make personal contact with young people who are interested in participating in group therapy or seem to feel a personal interest and need for individual counseling. These young people in turn bring in friends. This process is the major method that The Foundation is using to bring young people into their program.

Characteristics of Staff

The Director, Ed Kratzli, is a 44 year old man whose background educationally, is an MSW from the University of Illinois in 1954. He has an extensive work background in settlement houses and neighborhood group work going back 19 years. He is primarily committed to the use of group work and therapy as providing the most effective means of meeting the problems of youth. One of his major reasons for going into this present position is so that he would have a new arena for practicing group work. Lynn Tenbausch is a Social Worker. Although her title is Social Worker, Lynn sees herself as a psychologist and is so identified by the Director as well. This is important because her role in the center is to provide therapy for the young people who are the clients. This is her first experience in a "non-clinical" setting where the clients have to be sold on coming in as opposed to being assigned or ordered in. She is somewhat impatient about this aspect of the program but feels that she is gaining a great deal from the experience. She is a very busy person running many groups and providing a lot of direct services.

Carol Bywaters, age 23, is married and a graduate student doing her field work at the Youth Service Bureau. Carol provides much more direct service than one would expect from a graduate student. She conducts two group therapy sessions and is involved in about every aspect of the center's program. Carol tends to look at things from a more social aspect than does her director or the social worker. She is hopeful that the Youth Service Bureau will get more into an advocacy role and do something about institutional change.

Objectives of Program

The stated objectives of this youth service bureau are: 1) to divert youth from the juvenile justice system at the local police level; 2) to prevent formal court proceedings and to find alternatives to institutionalization; 3) to help in the junior and senior high schools with those youth who are about to be suspended or expelled from school and those youth whose anti-social behavior or attitudes are being brought to the attention of the school authorities; 4) to strengthen family life and parent-child relationships in order to resolve those pressures in the home which cause youth to react with anti-social behavior; 5) to involve youth in partnership with the center to help with schools, police, political and recreational authorities become more sensitive and responsive to the needs of youth.

Due to the fact that the East Detroit Youth Service Bureau has not been able to get a substantial number of referrals from the probation system, from the police or from the school, it is difficult to quantitatively relate these objectives to the program going on in the Youth Service Center. This is candidly and openly stated by the Director and his staff as well. On the other hand, it is a fact that a number of young people are going to the Youth Service Center and are being provided services there. Most of these young people, according to the staff, do have many problems interpersonally that relate to getting along in the community and with their parents. The counseling that is going on directly relates to these kinds of problems. My personal conclusion is

that the program is relevant and probably effective although I would have to know more than I was able to find out before I could conclude that this is the appropriate group that the Youth Service Bureau should be working with if it were able to review all priorities. I feel sure that the Director, Ed Krattli, and his staff would agree with this statement.

Program Content

The main services provided are a variety of counseling. There is group counseling, individual counseling, there is parent counseling, open rap groups, mother groups and family groups. All of these services are provided directly by the staff of The Foundation.

A most unique aspect of the program is the production of the youth newsletter, "The Wasted Ache." Through the production of this weekly newsletter, staff of The Foundation, through providing young people in East Detroit a mode of communication with each other have become to some extent an advocate for youth. This is increasingly true as the newsletter becomes more controversial among the adults in East Detroit. This controversy requires response from bureau staff. Staff respond by taking a position in favor of the newsletter and therefore in favor of cause of communication among young people on a free basis. The most refreshing aspect in my contact with the East Detroit Youth Service Bureau was all of the very frank and candid expressions of the staff. They have many problems in becoming a vital part of the community. They were the first to tell me this.

When The Foundation first opened, the Director, Mr. Krattli, hired a social worker who organized a Youth Advisory Committee. The Youth Advisory Committee was a group of young people who were elected by the schools of East Detroit as being representative of the general youth population. They were asked to give the Youth Service Bureau some direction in identifying young people's needs. Their response was to suggest that the Youth Service Bureau open up a drop-in center that would be easily accessible to the youth and that they should emphasize developing an atmosphere in the drop-in center that would make the young people feel welcome and at ease. The idea then would be to provide activities primarily of a recreational nature. It was recreation which the young people of East Detroit emphasized as being the most important need of youth. Such a "drop-in center" as proposed would have been controlled by young people with the young people providing the ground rules and supervision to the degree possible. This was rejected, as the director, Mr. Krattli, felt that the emphasis of the Youth Service Bureau should be in counseling and problem solving for young people and not in providing recreation. This issue created a serious division between the director and the social worker and ended up with the social worker leaving the Youth Service Bureau. The present social worker was hired this last January. This set of circumstances changed the East Detroit Youth Service Bureau so that it became what it is now; which is an agency that provides direct counseling services to young people.

State Plan

The East Detroit Youth Service Bureau, The Foundation, is linked to the state of Michigan's Office of Criminal Justice Programs. This office was created in 1968 in response to the Federal Omnibus Crime Control and Safe Streets Act and the office now has the responsibility of dispersing LEAA funds. I talked to the man presently in charge of reviewing Youth Service Bureau grant applications as well as to a field worker from LEAA while I was in East Detroit. There was considerable concern expressed about the East Detroit Youth Service Bureau in terms of its meeting Youth Service Bureau objectives. In fact, it was stated outright that this youth service bureau would not be funded in 1972. The feeling expressed was that the youth service bureau in East Detroit was not functioning in terms of its objectives and that there did not seem to be any prospect of it changing in that direction. As explained to me the state plan for youth service bureaus in Michigan is to try a variety of different funding systems and approaches and to evaluate them in terms of whether or not it meets the objectives of youth service bureaus which have been established by the state and are similar for all of the youth service bureaus.

Summary

The East Detroit Youth Service Bureau as presently constituted is serving a large number of young people; they report that they are presently serving 61 active cases. This would mean that 61 young people are attending weekly groups or else they are receiving regular individual counseling on at least weekly basis. They have served 143 young people since they first began the program in October 1971. They do not differentiate between intensive cases and other types. Although they are interested and have been working sometimes with runaways, they do not typically deal with crisis intervention situations. Nor do they get involved to any extent in cases that need to be referred to other agencies, such as employment agencies. Primarily, they provide direct services of a variety of counseling to young people.

There is no evaluation component to the program at the present time. Thus, its effectiveness is a matter for conjecture. I was impressed with the workers at the center in terms of their qualifications and in terms of the atmosphere which they have created there. I would suspect that their services are most effective. The Foundation has not had any recognizable impact on changing institutions serving youth in the community. There is some interest in doing this in the future. The project of the newsletter for youth has had some impact on the "establishment" and to whatever extent this is true the bureau has taken on an image of advocacy for youth.

This Youth Service Bureau is still relatively a stranger in the community and consequently rather alienated from the existing community resources, thus it has achieved no role in coordinating community resources, nor in effecting the adequacy of services that are presently being delivered to youth. Staff of the bureau are quite concerned about the effectiveness

issue and in the next year's budget proposal have outlined some efforts that they wish to make to provide training for some of the counselors in the school. They are also proposing that a new effort be made to coordinate community resources at least to the extent to get agencies to make a commitment to refer cases to the Youth Service Bureau.

There is no evidence to support a conclusion that the Youth Service Bureau of East Detroit has had any significant impact in diverting youth from the juvenile justice system. At the same time I cannot help but feel that the services that are being provided by the staff of The Foundation are beneficial and are needed. My primary evidence for this conclusion is that in spite of being hidden in the basement of a drop-in center, in spite of not being accepted nor considered of value in the community, young people are still coming to the program for what it offers and then they are coming back again and again.

YOUTH SERVICE BUREAU REPORT
BY
JACK GIFFORD

Kansas City Youth Intercept Project
600 East 22nd Street
Kansas City, Missouri 64108

Setting

The project is located in the Model Cities area of Kansas City. The target area is much larger than what might be called a neighborhood and encompasses the "core city" section of the metropolitan area. Most of the buildings are two family flats. There are some single residences as well as some six or eight family apartments. Some of the empty residences and apartments have been condemned and are standing with broken glass and in a state of very bad repair. The deserted apartments create an aura of barrenness, coexistent with the bustle of day-to-day city life. It is reminiscent of the quotation from Francois Villon, "I weep in the midst of laughter." A few of the flats are reasonably well kept with lawns and shrubs while others have trash heaps in the front yard.

The area appears to be about 98 percent Black and very poor. A few families, without money to pay rent and buy fuel for the winter, have moved into the deserted apartments even though there are no utilities or heat, and the weather is cold.

The project rents about 1500 square feet of office space from the Brothers of Mary Extended Care Facility. This is a large, modern facility which resembles a hospital and is located in the project area. The offices are used to house the research staff of the project and as a central meeting place for program staff and administration. Clients are seldom, if ever, seen at the project offices. Most contacts with the clients are made either in the homes, schools, or in other community centers.

Much of the project activity takes place at the Coaches Council which is a huge old building located in the project area. This was originally a YMCA and, after the YMCA moved out, neighborhood people painted and repaired the building and started a recreation center called the Coaches Council. In spite of the remodeling attempts, the building is very old and dilapidated. In addition to a gymnasium and indoor swimming pool, there are many large rooms which the project staff utilize for meetings and tutoring classes.

Accessibility

The project offices are not really accessible to the clients. They do not purport to be. The extended care facility is formidable and officious and could not easily be reached by participants from the remote parts of the target area.

On the other hand, the Coaches Council appears to be extremely comfortable to the neighborhood residents. On my visit there, a

basketball game was in progress with the players ranging in age from 15 to 40. Children about eight or nine years old were swimming in the indoor pool; a group of girls were in one of the large rooms listening to records; the Director of the Coaches Council was talking with an old woman about where she could get a job.

Much of the counseling is done in the schools. For the most part, the schools provided space to the project staff for talking with youngsters. In once case, however, the school has a policy against any outside agencies coming into the school and will not allow the project staff on the premises.

Reputation

Overall, the project has a good reputation with agencies and people in the community. The juvenile court judge states that he supports the project in principle, but he has no real knowledge of the project since it does not deal with youngsters who come before the court.

Although the project staff rate their relationship with probation as fair to good, it appears as if there may be some resentment by Probation for the project. Since the project does not work with probationers, the only way in which Probation affects the operation of the project is that the Probation Department has to provide follow-up statistics for research. At first, Probation resisted providing these statistics, but now the problem appears to be resolved.

Since the project also does not allow intake for youngsters who have had an official Police contact, the Police Department is not directly involved with the project either. The Kansas City Police Department has a special "beat" program in the project area and these officers have a good knowledge of the program and a good relationship with project staff.

For the most part the relationship with the project to the schools is excellent. One of the team leaders previously had the job of home-school coordinator and he does most of the lead work in the schools. As mentioned, one school has a policy of not allowing any agencies in the school.

The Greater Kansas City Mental Health Foundation actually provided the impetus for the formation of the project; consequently, the relationship between the project and the Foundation is excellent. The intense workups and diagnostic work for some of the clients and their families is provided by the Foundation.

Since the project offices are not operated as a center in the neighborhood, there is very little visibility for the project staff to youth in general in the area. The youth who are involved in the project are very young, many about ten or eleven years old and tend to view project staff as "someone Mama calls when I do something wrong." It appears that the parents and older people in the community have considerable respect for the project staff and their efforts.

Characteristics of Staff

The Greater Kansas City Mental Health Foundation is a branch of the Western Missouri Mental Health Foundation. Dr. Charles Wilkinson is Director of the Foundation in the Kansas City area. He is an M.D. with a psychiatric background. Dr. Wilkinson is a large, well dressed, well spoken, Black man. He is an advocate of full service health program in the community. He initiated Project Intercept in order to fill a gap in services for children who, identified by school problems, were headed for delinquency. Now that the project has been developed and is on its way, Dr. Wilkinson only spends about 15 percent of his time there even though he is identified as Executive Director of the project. His role is mainly that of providing direction for the project effort. He does not concern himself with the day-to-day activities of the program. He has a position of dignity and respect in the community and is able to run interference for the project in its relationship to the political forces of the community and governmental agencies.

Finley Brown is the Program Director. Finley has a background in pastoral counseling. He is in a difficult position in the project since most other staff, with the exception of clerical and para-professional, make more money than he does. Finley's major role is that of coordination between the team staff and research staff as well as a liaison function between project staff and Dr. Wilkinson.

Bob Bechtel, Ph.D., is the Director of Research. Staff seem to relate to Bob as the "brains" behind the project. He limits his influences on the staff strictly to issues related to research. He gives support to Finley Brown to provide the credibility which Finley needs for working with the program staff. Under Bob's supervision are the assistant research director, the researcher, two interviewers, a coder, and the research secretary.

The program staff which consists of three teams is under the supervision of Finley Brown. Each team consists of a team leader and two para-professionals. Each team leader has a different background with a different area of interest which somewhat differentiates the function of the teams. Even though all teams work with children primarily in and around the schools, the emphasis may be slightly different. One team leader has an education background and acts as a liaison for all staff with school administration. Another team leader has an interest in welfare rights organization and is the project resource on welfare problems. The third team has initiated programs at the Coaches Council. All of the team leaders are White. They supervise and direct the para-professional in casework and carry a caseload themselves.

There are six para-professionals, two for each team. Four are men and two are women. The para-professionals all live and grew up in the project area. All are Black. The para-professionals give credibility for the project staff to the neighborhood and clients.

They identify very strongly with the project except for the research component. Most of the para-professionals resent to some extent the restrictions that research places on them. For example, they do not want to turn someone away who needs their help simply because this person does not fit into the defined target group of the project. In such instances they usually arrange for an informal referral without recording it. Sometimes they continue to work with the person themselves and do not discuss it with anyone.

The Assistant Research Director assisted by the Researcher sees that all of the data relating to the project is gathered, coded, and recorded. She handles the practical aspect of research. Bob Bechtel handles the theoretical, analytical, and reporting aspects.

Also on the research team are two interviewers who interview new clients with the coded interview guide. The Coder puts the coded data onto computer forms. The Secretary handles routine office work.

There seems to be a strong feeling of "family" among the project staff. Dr. Wilkinson, Finley Brown, and Bob Bechtel tend to get together as a group. The remainder of the staff all together probably represent a second group. Staff socialize together from time to time and there is a real feeling of concern for one another as people.

Program Objectives

The primary objective of the project is to keep boys nine to 13 years of age who are identified as pre-delinquent through the schools out of the criminal justice system. (Courts and formal Police contact.) This was initially the only objective for the project. A requirement from Y.D.D.P.A. is that the project demonstrate a two percent reduction in delinquency for the target area. Consequently, 200-400 boys and girls are worked with less intensively. The target group representing the first objective is called the "sample group". The target group representing the second objective is called the "Two Percent Group". Unlike the sample group, children from the two percent group are not eliminated from the program if they have police or court contact. If a child in the sample group has contact with the police or courts, he is removed from the sample group and automatically placed in the two percent group.

The para-professionals tend to define goals in broad, philosophical terms saying that they just want to help people.

With such a carefully designed research component, there is no question that the stated objectives of the project are indeed real. I do think there is some fudging on reporting by the para-professionals, but the research staff are aware of this and keep after them about it.

Program Content

There are three teams in the project each consisting of a team leader and two para-professionals. Their function seems to center around two areas: first, they provide direct services to children whom the school refers to the project. These services are not of the traditional "casework" variety. The idea is to help the child survive and succeed in school and to help the child's family to get what they need in order to allow that kind of success. That may mean that the worker tutors the child, sees him at school, goes for walks with him, helps the family get jobs, and refers the family to other agencies which can provide any services which are needed. Just about the only classical diagnosis and treatment that takes place are with those families that are referred to the Greater Kansas City Mental Health Foundation for a work-up.

The second major function is that of community organization. Not too long after the beginning of the project, staff began to find that they were filling up most of the referral sources. This meant that the staff had to go out and help set up other programs which they could subsequently back out of and then use as a resource to refer clients to. Two Examples of such organization are as follows:

The Coaches Council existed before the formation of Project Intercept. The extent of its activity was limited. The program centered mostly on athletics. The para-professionals of one team were concerned because children in the neighborhood had nowhere to go. Also, there was a need for space to set up some tutoring programs. As a result, the two para-professionals got an old bus donated and began transporting children to and from the Coaches Council. They set up tutoring classes in the evening as well as recreational and social activities for the older children. Two days were set aside for the use of the swimming pool by project children. Before long, the Coaches Council became a beehive of activity for community people of all ages, not just the project children. Now, the para-professionals mostly just take care of transportation. The old bus broke down so they are using their own cars until they can get the repair work donated. The program at the Coaches Council has been beefed up to such an extent that even if the project staff withdrew, there would still be a vast improvement of services over those which existed prior to the existence of the project.

Another example of program innovation is Hank Smith's Art Class. Since the project deals primarily with problem children in the schools, there was a need to develop some kind of curriculum for the project students in which they could succeed. These children as a group have an extremely short attention span and encounter great deal of trouble in the normal classroom setting. Project staff contacted a local artist, Hank Smith, who has his own art studio and who is now coming into national prominence as a Black artist. The project staff arranged for Hank to conduct an art class in all of the schools.

The schools send all of the problem children to the class. Hank conducts an informal class by sketching the students and showing slides of paintings and sculptures. There is always a discussion of some social comment connected with the painting. When I attended the class, one of the pictures being discussed was a picture of a Black woman holding an infant. She had one breast bare and was standing on the front porch of a rundown shack in which they lived. The children in the class talked about the pain in the woman's face and what might have caused it. They also discussed nursing of infants, the fact the Black people are often very poor and one child, noticing that the woman was pregnant, asked why she was going to have another baby when the rest of the kids looked so raggedy. One of the girls asked Hank to sketch her. "But make me look better than that old bag because I ain't like her." Once again, this program is now so well established in the schools and so well accepted by the students, that the project staff no longer have much to do with the program except to refer children to it.

I wondered how effective it was that the project had hired a home-school coordinator as a team leader. This was demonstrated on my visit. Two of the project staff and I went to one of the schools. We were supposed to meet Reid Anderson, the school person in the project, at the school. Reid was fifteen minutes late in arriving. Without waiting for him we went ahead with the formalities. First we were sent to the principal's office, then to the vice-principal's office, not being able to see either person. Then we were asked to wait in the office amidst all the confusion of children coming in, getting passes, disciplinary problems, and the usual school office scene. We waited 15 minutes without making any progress whatsoever. Then Reid arrived. Within five minutes we had been introduced to the principal, had our written passes filled out, had been given directions on how to get to several classrooms, and Reid had taken care of a couple of other business points. Without the entrée, I am convinced that nothing would ever happen.

The most unique aspect of the program is its ability to utilize existing resources in the community for the development of programs and still maintain very low visibility to the community and other agencies as an "official" agency program. I think this allows the community to work for itself.

State Plan

The state plan for LEAA is divided into local-regional councils. The council in which Kansas City is a part, includes three counties. The project has no direct linkage to the LEAA regional council since it does not receive funds from that source. Dr. Wilkinson does know the staff from the regional council.

The project is funded through the Department of Health, Education and Welfare; Youth Development and Delinquency Prevention Administration.

The regional offices for Y.D.D.P.A. are located in Kansas City. The organization of this department does have a bearing on the project. As I understand it, the national Y.D.D.P.A. has a commitment to reduce delinquency nationally. The requirement is passed on to the individual regions. The local region in Kansas City is under the gun to demonstrate a reduction in delinquency. In order to do this they almost have to develop some kind of system-approach to the problem of delinquency. A diversion project geared toward children of a younger age group does not offer those immediate results. The effectiveness of a program such as Project Intercept would not be seen until the children get older, probably several years. If the local Y.D.D.P.A. region were to support agencies from the existing criminal justice system, quicker results could probably be demonstrated than could be with Project Intercept. The resolution of this dilemma will probably decide whether the project will be funded through Y.D.D.P.A.

Legal Problems

Initially, the project had difficulty in getting the information it needed for research and casework from the schools and the courts. Because the project was not under the auspices of an official agency, confidential information could not be given to the project staff. The problem was eliminated by developing a form to be signed by a parent authorizing the project to be given information. The permission slip is now a requirement for intake into the program.

Summary

From the start of the project until March, 1972, staff had made 3,200 contacts either with clients, families, or other agencies. From October 20, 1971, to March 14, 1971, the project served 376 children and families. As of March 14, 1972 the project included 327 children. Of those 327, 153 were in the sample group and could be designated as intensive cases. 174 received less intensive services and are in the category described as the two percent group.

The overall cost of the program will probably fall very close to the budgeted amount which is \$276,965. Of this amount, \$199,965 will be from Y.D.D.P.A. funds. The remaining \$77,000 will be from the Model Cities Program of Kansas City. The research component of the project probably has about 35 percent of the project in direct cost. Indirect cost, such as the amount of time spent by team staff in fulfilling research requirements is not established but probably would add another 10 percent to the basic research cost. The cost of other program components is difficult to calculate. While the project was not able to furnish specific costs for components it is estimated that the Coaches Council accounts for one and one-half positions of staff time for about six months.

At the time of the visit the staff did not have comparative statistics in regard to arrest rates and disposition of arrest since the Youth Service Bureau has been in operation. They were in the process

of gathering this information and it now should be completed. Also, there were no comparative statistics with other areas to determine if the number of arrests is decreasing or increasing at a similar or dissimilar rate to the Youth Service Bureau target area. It is estimated that this data will be available in the Fall of 1972.

Project Intercept began with the theory that a delinquency prevention program should be operated as one module of a comprehensive health service program. It does not identify in any way with the criminal justice system. For that reason, it stays away from traditional models of delinquency programs.

Because the project utilizes the facilities of existing agencies as well as the clients home, there is a very low level of visibility for the project in the community. Although individual workers are well known in the neighborhoods, the project itself does not have a big "reputation". This lack of reputation will have, I am sure, some affect on the project's ability to obtain future funding. Undoubtedly, Dr. Wilkinson's influence in the community may help. The project will probably attempt to obtain Title IV money to be used in conjunction with Model Cities money for next year's funding.

Because a program which is part of a comprehensive health service is not part of the criminal justice system, the project has a difficult task in demonstrating the effectiveness of its approach. This is the reason that the project has such a large research component. In terms of the dollars spent, research might be too large a component compared to the amount spent in direct program services. Also, the fact that the target group is so young means that really meaningful data on the program effectiveness will probably take several years to reflect program impact. If the project can survive funding for that long, the results could be extremely beneficial in providing data for planning other full service programs.

YOUTH SERVICE BUREAU REPORT

BY

RICHARD LEW

RELATE, INC.
Box 89
Wayzata, Minnesota 55391

Setting

The facilities of "Relate" are located in a suburban area which is considered one of the most affluent residential areas in the vicinity of the Twin Cities. The facilities reflect the area and are in excellent condition. The space is quite limited, however, there is privacy for counseling. In addition to project facilities staff also utilize churches, homes, and public facilities within the area. The ethnicity of the area is 100% white.

Appeal and Accessibility of Program

The facility is not reached easily by walking nor by public transportation; however, many of the participants have access to automobiles and can make their way to the office or other facilities utilized by the project. The central office is open from 9 to 5 Monday through Friday and someone is on call each weekend to respond to emergency calls. In addition there is a 24 hour on call answering service. Staff work independent hours and make their own appointments. No paper work is involved at the point of intake and only case notes are kept to keep track of the status of counseling. The atmosphere of the program is relaxed, informal and accepting. The Director and staff are reliably available in person or by phone in emergency situations.

Reputation of Program

Assessment of staff relationships with official agencies was quite varied. Probably the best relationships were with the Mental Health Agencies and with youth who are part of the program. Police are reluctant to make referrals; however, 40% of the referrals come in on their own. The program seems to have great credibility with many youth in the community.

Characteristics of Staff

The Director is a 30 year old white male who has a bachelor's and master's degree in theology and psychology. He is an ordained minister and was previously an assistant minister at a downtown Minneapolis church. His regular working hours are from Monday through Friday 9 to 5 but with an average of approximately three evening per week also. His work involves administration and supervisory functions. In addition to this he acts as the fourth counselor in the program. His caseload consists of approximately 10 counseling sessions per week which amounts to about 20 hours per week. A portion of his time is also spent in public relations where he is in contact with churches, other public and private agencies, and individuals in making them

aware of the program or working out inter-agency problems. He is also responsible for writing periodic reports to his board or funding agencies and for developing proposals for future funding. He is also involved in a number of special projects. An example would be in training and assisting high school students in producing a youth culture newspaper. This consists of getting a local newspaper to devote sections of their paper to articles written by high school students.

The project also has three counselors who are assigned on a geographical basis each has the responsibility to (1) get to know the young people in the area; (2) be available for crisis and medium term counseling; (3) to get to know community people and community resources; (4) to facilitate programs, for example, the family education program in the public school, and the "R-House" a youth center which was started by the bureau. The counseling staff is young ranging in age from 22 to 25 years. Two are males and one is female.

Program Content

The main objective of the program is to provide non-traditional type counseling service to youths in the Lake Minnetonka area of Minneapolis. The target group is counter culture young people. The young person need not be a pre-delinquent or delinquent. Parents often get involved in the counseling also.

The unique aspect of the program is specializing in working with counter culture type young persons. It is difficult to be able to work with both this type of young person and their families. Several of the staff, by dress and long hair, have been successful in establishing an immediate rapport with the young people, but in doing so have had to put forth extra effort in convincing the parents that they do not automatically take the side of the young person. Conversely, they have also had parents who have expressed relief at finding some older person who can understand their children, and can bridge the gap.

Labeling or stigmatizing is minimized due to the fact that participating youth are not limited to delinquents or pre-delinquents. The staff maintains a high degree of confidentiality of information. Rather than work out of offices or a center, the counselors tend to work where the young people are, such as, their homes, in a park, a church, or other facilities that are available. There are 15 law enforcement agencies in the geographical area. The departments range in size from four to 20 officers. There are few police referrals and they are usually basic to a specific difficulty, such as the need for foster homes. These have reportedly been responded to successfully and satisfactory. Referrals from the court, where participation may be a condition of probation for remaining in the community have been mostly unsuccessful. In regard to coercion or non coercion, the project takes the stance that generally the youth is told that the conditions of participation are willingness to enter into a counseling situation. The choice is then up to the youth. The fact that 40 to 50 percent

of the cases are self referral does seem to indicate that the program is voluntary in nature.

State Plan

Funding has been split approximately one third from Federal sources and two thirds from local community contributions. The Law Enforcement Assistance Administration grant has been in jeopardy as it has been felt that they were not conforming to the model designated by the Metropolitan Council. This model includes a priority of funds to urban core area programs versus suburban programs and also calls for police referrals to meet the criteria of a diversionary program. Since Relate is a suburban program with many self referrals and few police referrals it is difficult for them to meet this criteria.

Summary

Relate, Inc. has a significant program for the youth of its community. Indications are that the services are needed and wanted. The problem is that it is difficult to make a case in regard to diverting from the juvenile justice system as it is not typical that young people from affluent areas become entangled in the system. Whether they would become involved in the criminal justice system or some other social service system is not known; however, it is unlikely that when criteria such as "diversion from the juvenile justice system" was being devised that the problems of counseling counter culture youth from affluent homes was considered.

YOUTH SERVICE BUREAU REPORT

BY
RICHARD LEW

Multi-Service Center Project
919 East 7th Street
Phalen Area St. Paul, Minnesota 55106

Setting

The project operates out of a multi-service center providing service to a lower middle class to middle class inner city area with a concentration of heavy industry. Residents are mostly of East European ethnic background with some American Indians. The area has a high number of families receiving AFDC. A high level of one parent families and people who are not on public assistance but who are near the poverty income level.

Reputation of Program

Relations with the Police Department are assessed as poor. It is believed that this originated with a Teen Center Program which had problems involving drugs and alcohol. The situation with other individual agencies was reported as good. The relationship with youth in general was indicated as generally satisfactory.

Characteristics of Staff

The Director is a 26 year old white female. She has a bachelor's degree in sociology. Her job consists of supervising and coordinating the activities of seven full time staff people who work in the areas of senior citizens programs, education, health, community organizations, and youth. In addition she is responsible for coordinating the work that each of the people are doing in their specific area with the job of other staff; and reporting back to the parent agency which has assigned them to the Youth Service Center. She is also responsible for reports to various funding agencies such as the Governor's Crime Commission and the Ramsey Action Program and United Funds.

The Project Director's salary and funds for the Youth Board are from the Law Enforcement Assistance Administration which also provides a part time secretary and part time bookkeeper. Other workers are funded through other parent agencies to carry out their specific specialties. Overall, the director is responsible for making reports to the Board of Directors of the Community Council and reporting to other service agencies in the area with staff assigned to the project.

Program Content

The objectives tend to be broad and general. One objective is to provide direct services to the community in whatever areas it needs such as group counseling, youth counseling, senior citizens' assistance with home maintenance, or any other number of direct services. The other objective would be to help the community arrive at a point to create environmental change so that the need for social change decreases.

This would be in the area of youth but could also be in the area of senior citizens.

The two primary services would involve community organization and direct service. For the community organization the program offers the services of a community organizer who is assigned to work with community groups to confront issues of concern.

An Educational Coordinator is responsible for acting in an advisory capacity to groups concerned with education. The Health Service Planner is involved in community organization with Health Services. The Senior Citizen Worker is involved in trying to assist the senior citizens to take over the management of a project working with youth.

The direct services include group counseling and individual counseling, recreational programs for youth, adults and senior citizens.

State Plan

The Phalen Area Multi-Service Center Project was receiving Law Enforcement Assistance Administration funds at the time of the on-site visit. At the time that they were in jeopardy of not being refunded due to the problems regarding the nature of the program, staff turnover, past reputation of the program with police agencies and lack of any indication of the program's role in diversion.

Summary

It seems that the program had changed direction considerably between the time the initial information was obtained about the Phalen Area Community Council - Youth Service Bureau and the actual on-site visit. The direction of the program now seems to be more in the nature of a general social service program with a noticeable emphasis on service for the senior citizens.

YOUTH SERVICE BUREAU REPORT
BY
RICHARD LEW

Give and Take Help Center, Youth Service Bureau
5708 West 36th Street
St. Louis Park, Minneapolis, Minnesota 55416

Setting

The program is located in a suburban white middle class area of Minneapolis Minnesota. The project facilities are less than average in appearance compared to the surroundings. Although the square footage of the facilities is 2,000 square feet, that space is difficult to utilize. There is space for privacy and activities although some of the furniture is in poor condition it is appropriate in terms of use.

Appeal and Accessibility of Program

The overall atmosphere is warm and accepting. The office is open from 10 AM to 3 PM; the drop in center is open Monday through Thursday 7 AM to 10 PM and on Friday from 7 AM to 12 midnight. The project is not within walking distance for most of the participants but is accessible by public transportation and in many cases participants will walk anyway or parents will give them a ride. There is no paper work involved at the intake phase.

Reputation of Program

The overall reputation of the project with the official community seems to be good to average and the reputation with youth seems to be excellent.

Characteristics of Staff

The Director is a 34 year old white male. He has a masters of social work degree. He last worked as Director of social work programs for the county Mental Health Department. It is not unusual for him to work up to seven days a week. He is involved in both policy and operation. He works with staff and volunteers; represents the bureau in the community; develops budget and grant proposals; does some counseling; acts as a consultant to other agencies and public schools; and does weekend duties at the drop in center. Other staff consist of an "Office Coordinator" who is responsible for all office and clerical functions and is also a member of the board and does some informal counseling. In addition there is a half time paid counselor who has a master of divinity in counseling, a part time Activities Coordinator, a volunteer who works equivalent to half time in a counseling position; and a large number of volunteers performing assorted functions.

Objectives of Program

The objectives verbalized consist of helping youth to grow, survive and to cope - "to give them some tools."

Program Content

The target group is considered to be all youth. The primary service is considered crisis counseling and providing a relationship, caring and being available. The program is envisioned as being within the old settlement house theme. The unique features include immediate availability to those who want service; involving participants in the programs; letting people be who they are without getting value judgement; helping youth with alternatives; and a humanistic style of the staff.

State Plan

The project is currently funded by LEAA and formal comprehensive evaluation is carried out by Dr. Paul Reynolds of the University of Minnesota. This bureau is one of several being studied. At the present time this Youth Service Bureau is in jeopardy of losing its Law Enforcement Assistance Administration funding. The main problem is that they are not meeting the model set forth by the Metropolitan Council. This model attempts to minimize direct service components, and to maximize a model emphasizing receiving referrals from law enforcement agencies as a diversion component, with the Youth Service Bureau not giving direct service but referring to existing agencies in the community for service. The Give and Take Center, at the present time is not getting very many referrals from law enforcement, and their principle program component is direct service.

Summary

The program seems to be following its objectives of helping youth to cope with their environment. The program does not do much referring to other agencies and crisis counseling itself is indeed a direct service. The needs of this youth community are not coinciding with the goals of the funding source and the program will probably have difficulties in being refunded.

YOUTH SERVICE BUREAU REPORT
BY
RICHARD LEW

YMCA Youth Service Bureau
430 South 20th Street
Omaha, Nebraska

Setting

The project is located in the YMCA which is a six story building with all of the facilities open to the Youth Service Bureau. In addition a group home operates in conjunction with this program. The overall physical condition of the facilities is very good. There is privacy for interviews, space for meetings, and facilities for group activities. The main building is located in the core city area in a working neighborhood with an ethnic composition of 50% Black, 35% White, and 15% Indian. This applies to the Youth Outreach Program only which is within walking distance of most of its clientele and can be reached easily by public transportation.

The group home is a somewhat separate operation, and predominately white and is responsive to the runaway problem. Staff are warm pleasant and accepting. The project director is available in crisis situations in person and by phone.

Reputation of Program

Assessment of staff relationships with official agencies was quite varied and often reflected an individual's function or prior experience with a given agency. Judgements range from excellent to poor, but overall it would seem that the relationships with the court, probation, and law enforcement agencies is less than average; while the relationship with public and private social agencies and youth is either good or excellent.

I did attend a meeting which included all social agencies and the YMCA's credibility and leadership in the community was obvious. In essence whether or not everyone agrees with them or not, they hold their own and have considerable self respect and respect from others.

Characteristics of Staff

The Director is a man 65 years of age. He has been a career YMCA professional for 41 years. His official title is General Executive of Metropolitan YMCA. He briefly describes his work as refinancing and developing programs; and taking the YMCA to the people. He is a most youthful 65. In the writer's opinion, he is a man of considerable executive ability and is quite effective in getting work done through others. His style has been to "discover" individuals with talent, ability, and energy and to develop programs around them.

Other key staff include a group home director who is a 33 year old male of German origin. He was previously a minister but became disenchanted

at working through the traditional Church. In accordance with his interests, he was hired originally to develop programs, recruit and hire staff, and to evolve a group home program. He is presently responsible for coordination all of the functions of a group home.

The Youth Services Coordinator is a 39 year old caucasian male with a Master's Degree in sociology. He was previously a Chief Probation Officer and left this in June, 1971 for work he felt would give him more meaningful involvement in the type of work he wanted. He is presently responsible for the YMCA's National Youth Project which is funded by Honda (motorcycles) and LEAA. Motorbikes are used as a "vehicle" to reach kids in a youth program. He is also the administrator of a family education program, consisting of an eight-week course of meetings for parents.

The Director of the Outreach Program is a 23 year old male, Afro-American. He serves as the In-house Youth Director which includes planning, direction, and coordination of staff. He is one of two Outreach Workers, with emphasis on going out into the community to work with youths and their families. Special emphasis is made to refer people in the community to other existing agencies for service.

The Business Manager is a 30 year old caucasian male whose principle duties are in relation to business affairs of the different program components.

The Director is committed to the use of volunteers at every level as he feels they bring compassion and sensitiveness that can be woven throughout the program.

Program Objectives

The Director describes success as when a young person is able to know what he wants out of life; when he feels productive and useful as an individual person; and when he can stand on his own two feet.

Program Content

Emphasis is on a youth service system. Principle program components at the present consist of the Youth Development Program and the YMCA; group home for runaways; and Outreach.

The group home provides temporary housing for runaways with emphasis on family reconciliation. The target group is youth of both sexes ages 13 to 17 but with most 15 and 16 years of age. Primary service provided is housing, individual and group counseling. When a young person appears at the house, staff will immediately explain the alternatives open to the situation of being a runaway. This includes legal, family, school, food, sexuality, etc. The house program and goals are explained. It is emphasized that whether he stays is up to him. He must call his parents to get permission to stay. Most parents are willing to give their permission and are relieved that the YMCA is involved. They make referrals when appropriate, i.e. Boys' Town and Girls' Town or long term

placements; Omaha Free clinic for medical care; Emanuel Mental Health for psychiatric services; Awareness and Action program for drug counseling and crash pads.

The Youth Services Program emphasizes coordination of social services and referral to community resources to alleviate problem situations. The Motorbike Program is somewhat unique in that it is funded by Honda and LEAA. The Family Education Program rather directly involves parents. Another program is known as a "One Giant Step Program" which is a re-entry program for ex-mental patients. This is primarily an adult program although there are some youths involved. This program component involves considerable coordination, and public relation and information service.

The Outreach Project seeks to furnish recreation and constructive activities in the downtown area to underprivileged youth, with the objective of alleviating juvenile delinquency. The primary services provided are recreation, counseling, and guidance. The techniques consist of counseling and referral to other agencies for services. The primary source of publicity is word of mouth. The most unique aspect is that this project has eliminated any YMCA membership requirement. Since they inaugurated their "no dues" policy in February 1971, their youth membership has gone from 220 to 1,258 as of February 1972. This represents a 600% increase.

An additional aspect is that Youth Counselors are involved in providing services to both youth and their families. Of all the programs this one probably has the best overall relationships with authority agencies such as probation, police, and schools and with youth in general.

Development Plan

The Omaha YMCA has a budget of \$659,000 and anticipates a million dollar budget for the coming year. The Contemporary Social Concerns Program (YSE) is included in that overall expenditure with funds being derived from HEW, LEAA, United Fund with other support for specific programs from industry. It is the Director's inclination to develop a youth service system. In essence this means a comprehensive on-going Youth Development Program with component projects to get at specific problems, i.e., Group Home Program, Indian Program, Job Placement, etc.

Legal Issues

The Group Home Project seems to make a maximum effort to meet the legal requirements for avoiding "harboring runaways" charges. It appears to be able to operate within the system and yet maintain the confidence of its clients.

Summary

To describe the project of Contemporary Social Concerns (YSE), it is necessary to consider the overall system. The primary target group consists of alienated youth, pre-delinquent youth, delinquent youth, youth on welfare. Emphasis is on the inner-city poverty areas of Omaha

and specifically inner-city Indian youth. The program base is Youth Development with over one thousand YMCA memberships free to target area youth. In addition there is an active Group Home Program for runaways. It can be stated without qualification that this program provides services to youth and that these are youth who are in jeopardy of entanglement in the juvenile justice system. There is not, however, any statistical evidence to show how many youth may have been diverted. The program has credibility even from its critics on the basis of the solid and established reputation of the YMCA in the area and due to the effective and dynamic leadership of the Executive Director. The Director has access to policy makers in the city of Omaha and appears to at least have a chance to have significant impact on the institutions that serve youth in that area.

YOUTH SERVICE BUREAU REPORT

BY

JACK ALLBRIGHT

Youth Service Bureau
1313 East Broad Street
Columbus, Ohio 43205

Setting

The Columbus Youth Service Bureau is located on the fringe of the target area it is trying to serve. Unfortunately, the building that houses the Bureau has three stories and the bureau is on the third floor. The businesses on the other two floors have to be considered in terms of any third floor activities. The building also has no elevator so all day long the stairs are a source of noise.

To date, this has not been a problem but it is a situation that the Youth Service Bureau staff are aware of and could conceivably cause some difficulties.

Characteristics of Staff

The staff is knowledgeable, dedicated, and resourceful. The managers also are dedicated and knowledgeable and resourceful and in addition, seem to have a high frustration threshold.

Both the director and his assistant leave staff alone to deal with staff problems and concentrate mostly on the administrative, fiscal, and public relations problems associated with the bureau.

Mr. Al Harrington, the director, is a very large, attractive black man who is aware of himself and his impact on others. He is capable of dealing with the local political scene and with whatever he encounters as the chief administrator of the bureau. In the very near future, Mr. Harrington will be leaving the bureau to become the Superintendent of the Ohio School for Boys. The school's gain will certainly be the bureau's loss.

Mr. Ted Wilson, the assistant administrator, is a little more restrained than Mr. Harrington and impressed me with his quiet competence. Mr. Wilson will become the bureau's director upon Mr. Harrington's departure. The character of the bureau may change some under the leadership of Ted Wilson. Things could be a little more formal and organized, but no substantive program changes should occur.

The operational staff of the bureau are young, street-wise black people. Some of them have had other jobs of a similar nature. Others are working with people for the first time. Two MSW's are on the staff and they deal with the most disturbed youngsters. Most cases, however, are handled by the para-professionals.

This is a black Youth Service Bureau. The staff is black. The clientele is black. There is only one exception. Miss Feroza Abdul-Hagg, an East Indian Guidance and counseling Ph.D. is on the staff. She is a counselor and specializes in school oriented problems. She also handles the Bureau's publicity, newsletter, research and evaluation and their choir.

Program Content

The services offered as described by the original grant application are quite comprehensive. The actual services delivered are more of a counseling nature than anything else. A great deal of counseling is done on the street, on school grounds, and in private homes. Most of it is done by the Youth Service Aide (street working para-professional) staff. These very able people, quite effectively deal with the whole gamut of problems any counseling agency is exposed to, plus more. They counsel, make referrals, help with budgets, do group work, develop recreation programs, intervene with courts - schools - police, transport clients, make public appearances, organize special projects such as City Beautification, organize fund raising projects, and somehow manage to enjoy their jobs and each other.

They attribute their satisfaction with the job and contentment with each other to rather confrontive weekly meetings with all staff. Nothing is barred from discussion and nothing is allowed to fester. Small problems are handled before they become big ones.

Program Elements

Intake. Ted Wilson, the assistant administrator, handles all intake for the Bureau. Referrals come from various sources, i.e., schools, police, parents, peers, and drop-ins. Ted interviews each referral for about 20 minutes. He is mostly interested in demographic information, but tries to get some insight into the presenting problems. He then makes a case assignment based on what he has found out about the youngster and the problem. If his hunch is later discovered to be inaccurate, there is no problem in changing case management.

Social Work There are two MSW's on the staff who handle the more disturbed situations and help the para-professionals with their cases. The social workers carry about eight cases each.

Outreach. The counselor aide staff is well known in the target area. They often know about problems before they are overt. They talk with kids, police, school teachers, and parents. They seem to constantly be greeting or waving at someone. They are very much in touch with the community area they work.

Whenever they have the opportunity, and that is quite often, they are referring someone to another place for specific reasons. They know the resources of the community. If they hear about a youngster of a family that needs some help, they go to them. There is hardly a youngster in the target area that does not know them or know about them.

Court and Police. There is one youth service aide who works the greater part of the day with the court, the probation department and the police. Because of his efforts, the diversion of youngsters from the formal system is becoming more frequent. Also as a result of this position, the relationship the Youth Service Bureau has with the police and the courts (probation is part of the Court system) is very good.

The only negative statements heard regarding the Bureau were made by one probation officer, very near the top of the probation hierarchy. He subscribes to a "lock them up and throw away the key" philosophy. Fortunately, no one including the staff that work for him take this dictum very seriously.

School. There is one position which is primarily responsible for working relationships with the schools. He has been quite successful. The most positive statements made anywhere about the Bureau were from school personnel. The school liaison position is responsible for knowing youngsters, teachers, school administrators, bus drivers and anyone else who is active at the schools in the target area. Because of his familiarity with the school scene at least one problem of a very serious nature has been averted. The school buses were being used by some youngsters as a place to rat-pack other youngsters, a place to smoke and generally disregard the rules. This was a privately owned contract bus line. The contractor could not handle the discipline problem so he withdrew from the contract. This of course, left some youngsters with no way to get to school. The school liaison officer was able to talk with the contractor, the school administrators, and the kids and finally restored the contract and the bus schedule.

Volunteers. Volunteers from various community agencies as well as concerned citizens are used in every aspect of the program. Volunteers function as case aides, transportation suppliers, counselors, tutors, advocates, Big Brothers, Big Sisters, and clerks.

Coordination

The one area of criticism relates to the coordinative function that, according to the President's Crime Commission Report, is supposed to be part of a Youth Service Bureau. Very little coordination is evident. The Director, again, like most directors, would like to coordinate but finds no agencies willing to be coordinated. Each agency wants to maintain its status and stay clear of the coordinative umbrella any other agency wants to spread.

Official Organization

The Director reports to the Mayor's Office in the City of Columbus. His staff are responsible to him by way of typical line organization. In reality, however, the direct service portion of the Bureau functions almost autonomously. Virtually, all matters that relate to personnel matters are performed by the city's personnel department. This includes

the filing of appointment papers, payroll, vacation credits, health insurance, etc. The actual process of "hiring and firing is all mine. The paperwork part is done by the City," says the Director of the Youth Service Bureau.

Funding

The total project is funded by Model Cities. The funding amounted to \$131,000 for the fiscal year of 1971-72. This Bureau too is anticipating funding problems. The Bureau's budget will probably not be renewed by the City after Model Cities funds expire.

Summary

This is an extremely active and viable community agency. It is much more than a youth service bureau. It serves almost anybody from the target area. To be sure, most of the service recipients are youth but no one is overlooked or turned away because of age.

NORTH-WESTERN STATES

IDAHO

Boise

MONTANA

Billings

Helena

OREGON

Portland

WASHINGTON

Seattle

YOUTH SERVICE BUREAU REPORT

BY

JIM BARNETT

Youth Service Bureau of Boise, Inc.
807 West Franklin
Boise, Idaho 82702

Setting

The offices of the Youth Service Bureau of Boise occupy approximately 1,000 square feet in a one story building in a working class neighborhood within the city of Boise. The overall physical condition of the facilities is excellent. There is privacy for interviews but there is no space for group activities. The ethnicity of the area is primarily caucasian.

Appeal and Accessibility of Program

The regular office hours are between 9 and 5 PM, with evening hours as needed. In terms of paper work a counseling control card is prepared by the counselor after the client has left.

Reputation of Program

The Project Director considers that the reputation of the program with Law Enforcement, Mental Health Department, schools, community in general, and youth is excellent; that the relationship with the Court is good and that the relationship with Probation is average. The Project Director does engage in public speaking activities and informative brochures are available describing the program.

Characteristics of Staff

The Director is a 37 year old caucasian male whose background educationally consists of two years of college. He has special training in psychology and economics and has been a free lance writer with over 300 articles and two historical books published. He indicates that he focuses his responsibility on carrying out the policies as established by the Board of Directors and overseeing all staff functions. He is responsible for all financial and personnel matters; carries out public speaking and liaison arrangements with other agencies and organizations.

Prior to his work at the Youth Service Bureau he spent 11 years with the Department of Employment and developed an interest in youth problems and counseling there.

Other staff in the program consist of three men and two women, all in their mid-twenties, all caucasian. Job titles of each is counselor.

Objectives

The objectives commented on were: 1) reduce the number of youth

processed through Juvenile Court system; 2) reduce labeling; 3) affect institutional change.

The target group consists of youth under the age of 18, residing in the city of Boise, who could benefit from a counseling relationship.

Program Content

The program provides a primary service of immediate counseling to youths or parents with troubled youths. They hope to provide a direct service to young people who have personal problems, utilizing a somewhat unstructured system to provide that service. The program appears to be extremely involved in changing the agencies or institutions that serve youth in the community. The concept of community change appears to bear a close correlation to the Rural America Project in Montana. However, Rural America has identified a policy that youth development workers will not carry a caseload which is different than the Youth Service Bureau in Boise, where youth workers or counselors must carry a caseload. The problems of youths that come to the Youth Service Bureau, or are dealt with in the Youth Service Bureau, appear to be non-violent and non-criminal. Most of the clients have family kinds of problems, are truant, misbehave in school, incorrigible, etc. The project's primary intent is to identify youth's problems on the basis of the reasons for referral by youth-serving agencies or identified by youths themselves, and to take those identified problems and to provide immediate action.

A crisis shelter care facility is operated by the Youth Service Bureau. The name of the program is Mary House. It is located within a few blocks of the Youth Service Bureau offices and is staffed by full time staff members paid out of Youth Service Bureau budget, with volunteer staffing provided by a priest who is vice principal of a parochial high school in the city of Boise. This operation is to provide temporary care of juveniles in lieu of incarceration in the county jail facility. Length of stay is generally indeterminate, based on the time required to solve the youth's problem. There were approximately four boys in the home at the time of the on-site visit in March, 1972. There is a capacity of approximately seven.

The most unique aspect of this particular program is the combination of the counseling service to meet the initial trauma or anxiety of a troubled youth and then attempting to carry out or meet the need or requirement to solve the problem. In doing this the Youth Service Bureau is attempting to produce and is producing changes in the methods of operation in the youth serving agencies in the community. The caseload in March 1972 was 165 active cases. It came up quite strongly with the Project Director that the effort is to keep youths out of the Juvenile Court. The project staff are doing this on their own by making recommendations for programs for the young people before they go to Court. Their recommendations are then compared to the recommendations of the Probation Department and the Judge selects the one he sees the most appropriate in many cases that being the

recommendations of the Youth Service Bureaus. One of the major problems that could occur is for this to become a new agency in the community rather than for it to deal with existing agencies who already are engendered or bound with the purpose of assisting troubled youth. The Project Director, himself, has identified his role as an administrator whereby he allows the program staff to develop and implement program. He indicates what policies have been decided upon by the managing board and attempts to monitor them to make sure that these policies are carried out by the staff. The implementation phases are actually developed by the program staff. This does not mean to indicate that he does not know what is going on because he seems to be well aware of what the staff are doing so there appears to be good communication and feedback. Because of the Director's background in a variety of governmental jobs, he has developed administrative forms to assist counselors in pursuing their jobs in the project.

State Plan

The Youth Service Bureau of Boise, Inc. does link itself to the State of Idaho Comprehensive Plan for Law Enforcement and Criminal Justice. Up to eight Youth Service Bureaus are projected for development from fiscal year '71 through fiscal year '73 and during fiscal year '69 and '70 considerable study was made to establish the advisability of the cost of establishing Youth Service Bureaus to reduce the number of youth entering the Juvenile Justice System.

Summary

Both this project and the Rural America Project identified the need for more and better communication with the administration of YDDPA and HEW. In any new programs that are implemented, there is always the urgent desire on the part of the implementation staff to have close contact with the people who are knowledgeable about the strategies that are supposed to be employed. In this case, of course, is the national strategy regarding juvenile delinquency. In both Rural America Project and the Youth Service Bureau of Boise Project. Project Directors identified a need for more and better communication with Washington, D.C. Intensive evaluation could be considered and to compare the two concepts (1) a counseling direct service community change concept and (2) a community change concept, two separate modes of techniques to reduce delinquency in rural communities.

YOUTH SERVICE BUREAU REPORT
BY
JIM BARNETT

Youth Development Service
820 North 31st Street
Billings, Montana 59101

Setting

The Billings, Montana Youth Development Service has 600 square feet of office space located in the basement of an old school. Overall the facilities are marginal. The location is in the central section of Billings and is a generally deteriorating area. The ethnic composition of the area is 85% Caucasian, 8% Indian, and 7% Mexican-American. The overall ethnic makeup of Billings is 93% Caucasian and 2% non-white.

Appeal and Accessibility of Program

The office hours are from 8 AM to 5 PM, five days per week. Staff do, however, make calls in the evening. The initial impression of staff is that of being very receptive. They want to talk about their program.

Reputation of Program

Information from the Director indicated that relationships with the official community (agencies) and citizens (including youth) is from good to excellent. The relationship with youth who are part of the program is not applicable as this is not a direct service project.

Characteristics of Staff

The Director of the Youth Development Service is a 32 year old caucasian male who has two years of graduate work and was previously employed by the State Department of Institutions, Juvenile Aftercare. He was involved in the program as a member of the Board of Directors while working for the Division of Aftercare. When the position for Program Director was created, he resigned his position on the Board of Directors and submitted an application for the job of Director. He was hired out of some 30 applicants.

The only other full time staff consists of 28 year old female caucasian secretary/researcher who is in charge of the clerical duties and developing devices to gather and compile research data.

Objectives of Program

The stated objective of this project is the prevention of juvenile delinquency in the community through the development of youth services.

Program Content

The Youth Development Service is primarily a coordinating unit which works with agencies. Primary emphasis is to provide consultant technical assistance to a variety of social service agencies in the Billings

and Yellowstone County areas. The Youth Development Services is not a provider of direct services to children. The Youth Development Service has been coordinating or working with other social agencies in the community. There were ten major efforts indicated by the Project Director.

1. AWARE - This is a newsletter that was developed by YDS in conjunction with other social agencies identifying as much as possible what agencies were doing in the area of social service in the community. This newsletter is mailed to approximately 800 professionals in the community.
2. Billings Youth Recreation Program. This was a project created under the guidance of YDS for the summer of 1971 through the Governor's Crime Control Commission. This was an effort to provide recreational activities for delinquent prone youth on a mixed basis with non-delinquent prone youth in the community. There was no labeling done by any of the agencies in terms of referral to the YMCA, the project location. At the end of the project period last summer, the counselors at the YMCA were asked to evaluate progress of all children in the program. This included both delinquent prone and non-delinquent prone children. YDS is currently planning a follow-up survey with Police Department and referring social agencies in the community to determine if this recreation program had any impact on delinquent activities of youth.
3. Central Referral System - This is a system designed by YDS in conjunction with numerous social agencies in the community to provide interagency referral procedure. Forms have been printed and distributed to all agencies and the process is just being started. There are approximately 10 agencies involved.
4. Community Organization for Drug Abuse Control - This project was funded partially by L.E.A.A. funds allocated to the Chief of Police. This project acts as kind of an umbrella agency utilizing two components, 1) research and education and 2) budget and grant writing.
5. Companions Program - This is Billings' Volunteer Program, basic components being big brother, big sister, coordinating the volunteer tutors in the high schools and volunteers in Court.
6. Crisis Centers - - This is Billings' local hot line, a telephone counseling hot line which was started before YDS existed. YDS provides technical assistance to this project and statistical research follow-up and community resources.
7. District Youth Guidance Homes - This is a project of State subvention of group homes authorized by the Montana Legislature. Originally Billings was to be subvented for three group homes and this number has since increased.

8. Drop-In Center - This is the drug treatment facility utilizing street people to deal with current drug users. The program deals with both hard drugs and alcohol.
9. KIDS - Kids in Difficult Situations - This is Billings' Foster Home Program which is sponsored by six social agencies in the area. The primary effort is to recruit foster home parents and provide a training program. YDS is currently developing the training program. The KIDS Project is a separate and distinct program aimed in the selective placement of children in foster homes. Child needs as well as foster home current needs are to be taken into consideration in the placement of children in foster homes.
10. Program Ridealong - YDS intervenes to assist the Police Department and the public and private schools in the development of this program. This project will provide a better understanding between the Police Department and children in the area. It provides an opportunity for children to ride with and observe a policeman during his shift.

All of the above programs have one primary agency in terms of implementing that particular project. They have all asked YDS for technical assistance and guidance in development of grant proposals and in dealing with such things as who to refer to in some circumstances.

State Plan

The primary source of funding for the Billings Youth Development Service is the Governor's Crime Control Commission. The total project cost is \$26,505 (\$18,958 LEAA grant and \$7,547 in-kind).

Summary

The activities described above may be very essential to the eventual development of the Youth Service Center which is one of the goals cited in the 1971-72 proposal.

The Project Director feels that within the area of Yellowstone County, there are sufficient social agencies existing to provide the required services to meet the community needs. This is why he is so interested in a coordination effort to bring all these agencies together to reach a common understanding in terms of community priorities, to eliminate duplication of service and effort, and to redirect resources where current projects are inappropriate. This, in itself, appears to be a unique approach to the development of more appropriate and better service to youth. The Project Director is currently planning on the development of the Community Planning Project where there will be some physical facilities for gathering up all the social agencies in the community and placing them together to deal with problems and not symptoms. The Community Planning Council would then be established and would provide coordinating impetus, better utilizing currently existing social agencies in the community.

YOUTH SERVICE BUREAU REPORT
BY
JIM BARNETT

Rural America Project
805 North Last Chance Gulch
Helena, Montana 59601

Setting

The Youth Development Bureau is located at 805 North Last Chance Gulch in Helena, Montana. The physical condition of the offices that house four of the staff members are excellent. The furniture, offices themselves, and equipment, are average. There are approximately 750 square feet for office and storage space for this Bureau. There is privacy for interviews; however, because there is no treatment conducted at this location, there is no space for any kind of activities, and really very little space to accommodate a conference group. This is not a direct service type operation.

Characteristics of Staff

The project Director is a 36 year old male Caucasian who has a BA degree in the behavioral sciences. His current official job title is Chief of the Youth Development Bureau, which is a bureau under the rehabilitative services division of the Social and Rehabilitation Services Department of the state of Montana. He was previously with the Governor's Crime Control Commission, and prior to that he was a Probation Officer in the Juvenile Court. Staff reporting to the Director include five Youth Development Workers; one Project Coordinator; one Administrative Assistance; one Bookkeeper; and one Health Education Consultant. There are also three Research Technical Assistance Consultants attached to the program.

In terms of direct impact, the most significant staff are the Youth Development Workers. The staff work in five rural communities in the area. The youngest is 22 years of age and the oldest is 26.

Program Content

The Youth Development Workers do not carry a caseload, however; through interviews with community resource people in the Polsen area, there were indications that the Youth Development Worker had been working very closely with these people to identify what some of the problems of the youth are in that particular area and ultimately developing some programs to deal with these problems. As a general description, this program is primarily a coordinating or catalyst kind of operation, where the Youth Development Worker is housed in the community and on a day-to-day basis is dealing with only the youth serving agencies in that community, trying to identify what the problems of youth in that area are, and then developing with the local agencies appropriate programs to deal with these problems. Their technique of dealing with the local agencies is best described as a subtle one. Youth

CONTINUED

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Development Workers are not out to shake up communities, but more to act or react with existing groups of people. They are very concerned about what has happened to children by either being served or not being served by the local agencies. They recognize that very small communities have a certain power base or power structure and that it usually rests with a very small number of people in the community. Most of the Youth Development Workers have had some prior exposure to the problems of youth through the Juvenile Justice System or through some kind of service activities.

Perhaps the most unique aspect of the program is that total staff have a commitment to a specific strategy; that is, what really needs to be changed is not kids or kids in trouble, but the system's agencies that we have already established to deal with troubled youth. The project staff are attempting to achieve a better awareness on the part of existing agencies and community people as to what problems do exist and what can or should be done in relation to the problem.

State Plan

The present cost of the Rural America Project is \$300,000, which is funded from a Federal grant through YDDPA-HEW. Some of this money is set aside for expenditure in local communities to either match up with existing agencies or to fund totally new programs or services.

There are approximately four staff members hired for administration and three staff members hired to conduct or develop the research program. The balance of funds are expended by Youth Development Workers to provide for the expansion or development of youth services in the community. The project currently has five Youth Development Workers established in five separate rural communities in the state of Montana. The model visited was Polsen, Montana. According to the staff, they felt that this was a good representation of what is occurring in all five of the communities in terms of impact. During my trip to Polsen, I met with people in the School District and Bureau of Indian Affairs. These individuals had a very positive impression of the Rural America Project and the Youth Development Worker in Polsen. The community resource people had a very deep commitment to the new programs that had been established in Polsen, which probably was a result of the Youth Development Worker involving them in the very beginning, in terms of identifying some of the needs for changes in their programs.

At this point in time, it is too early to identify whether or not a significant number of youths have been diverted from the Juvenile Justice System. The people developing the research program felt that at the end of the first year of operation, they would have sufficient statistics in this area to justify continuance of the program. However, the research people did indicate that their original research design, which ultimately was not funded by NIMH, would

test a lot of other things in these rural communities in terms of impact on not only agencies, but the people of the communities themselves. The research people were hoping to get some other source of funding in order to carry out their original research design.

Summary

The staff of this particular project has some strong feelings in terms of the direction they are going in attempting to get people to provide appropriate youth services. They feel that they are breaking with tradition and when the project was originally funded, they felt they had sufficient support. However, at this time, they feel that the support is dwindling and people who are in power in Federal and State agencies are returning to supporting the traditional concept of youth service; that is, providing direct services, counseling, etc., rather than attempting to develop new approaches.

The project utilizes a "management by objectives" approach acknowledged not only by management staff, but also by Youth Development Workers themselves. A very noticeable factor was the good communication that occurred between management staff in Helena and the Youth Development Worker in Polson. The Youth Development Worker seemed to know all of the good and bad things that had been happening in relation to the project, and the management staff seemed to be well aware of some of the difficulties and accomplishments that the Youth Development Worker had made or that had occurred in the Polson area. Overall, the project certainly has some merit in relation to the other kinds of Youth Service Bureau operations that are developing throughout the United States. Because this project appears to deviate from our traditional mode of operation, it would seem appropriate that something be developed in the very near future to test its results. Tradition breaking kinds of programs need to be intensively researched in order to determine whether they can have a greater impact at reduced costs.

YOUTH SERVICE BUREAU REPORT

BY

JIM BARNETT

Youth Service Bureau - Multnomah County
9207 S. E. Foster Road
Portland, Oregon 97266

Setting

The Youth Service Bureau of Multnomah County is located in 2,000 square feet on the second story of a building located in the somewhat commercial, suburban Lentz area of Portland, Oregon. Although there is no room for recreation, there is adequate space to provide privacy during interviews, group counseling, and a comfortable waiting room.

Appeal and Accessibility of Program

Young people were seen most frequently coming in and out of the building. This is probably the result of the buildings or offices being located close to the area that is being served and the type of service provided. Youth seemed to be willing and wanting to come into this Youth Service Bureau for services. A stranger is greeted very cordially and escorted to a waiting room with easy chairs, coffee, etc.

Reputation of Program

There appears to be a great commitment on the part of the local Juvenile Court and the School District to the potential service this local Bureau can provide. Most of the referrals come from the schools or from self-referrals where young people have found out about the program from other youths in the community. The relationship with law enforcement is not reported to be so supportive in that the relationship with the County Sheriff's office is considered to be from poor to good and the relationship with the local Police rated as poor.

The Juvenile Court and local high school are enthused about the services being provided by the Youth Service Bureau. They appear to be comfortable in the fact that somebody will provide service and undertake the responsibility to provide the kinds of counseling and listening services that are available to children in Youth Service Bureaus. For instance a school counselor commented that he did not have the resources to provide this kind of in-depth counseling available at the Youth Service Bureau.

The School District people seem to be even more aware of the need for this kind of service to children than the local Juvenile Court, possibly because the School District comes in contact with the Police Department at the working level. That is to say, the School District would be more aware of young people that are truant from school, possibly having difficulty with parents, etc., where the Police Department comes into contact after the youth has probably gone through this stage and is in more serious trouble.

The total cost of this program is approximately \$149,000. Some of the costs are contributions made by private people in the community as well as existing agencies in the community interested in establishing this kind of program. The local Juvenile Hall and Juvenile Court operation has loaned three counselors (the Assistant Director of this project, and two regular counselors) as in-kind for the matching contribution.

Characteristics of Staff

The Project Director, Linda Kaeser, is the Social Service Director for Multnomah County Community Action Agency. She was active in the original planning and development of the Youth Service Bureau and was the principle author and negotiator in regard to the project proposal. During the first six months of the program she was active in its administration but at the time of the on-site visit was involved in planning and development only. The operational leader of the program is the Assistant Project Director, Richard Wahlstrom.

The Assistant Project Director is a 39 year old male of Swedish descent. He has two master's degrees, one in education and the other in psychology. He has the overall responsibility for the Youth Service Bureau operation, supervision of staff and administration. He also does public relations work, and liaison with agencies. He was previously a counselor in a Juvenile Court. There are five other full time and four part time staff who either serve some kind of a counseling function or clerical function. The overall impression is one of comfort and enthusiasm.

Objectives of Program

The primary stated objectives are juvenile delinquency prevention to divert youth from the Juvenile Justice System, linking young people to resources, and modifying and developing resources as required. The target group is defined as youth through age 24; boundaries are the county and encompasses about 45,000 people.

Program Content

The primary services observed were individual counseling sessions. Parents seem to be involved in this bureau, recognizing that some of the problems of their children relate directly to them. The Bureau does provide some marital counseling and mental health services in connection with some other social service agencies in the community. Professionals from those agencies spend a certain amount of time each week at the Youth Service Bureau utilizing particular expertise in problems of the people in that area.

State Plan

This program is funded as a joint effort by the Office of Economic Opportunity, the State Law Enforcement Agency Administration, local government and private individuals.

Summary

The total number of children and youths served since this program opened its doors in April, 1971, to March 1972, has been 1,935. The bulk of these cases, probably 70% of them, are the result of contacts through the Employment Referral Program. Probably one of the most significant things that has happened in this particular suburban community is that the employers of the area are aware of the Bureau and the function that it can perform, both for them as employers and for the children and youth in the area who are seeking some kind of employment; not necessarily career employment, but employment to provide themselves in some cases with places to sleep, food, etc. The other noticeable community change has probably been an awareness of the people in the community that their children are not necessarily "angels." The Lentz area is primarily caucasian, and has a very small minority population, and it appears that most of the people are middle class or lower middle class in the socio-economic strata. This Bureau has attempted to show these people that the Lentz area has a high crime rate in terms of the total Portland-Multnomah County area. By the Bureau doing this, the parents and other interested groups become aware of the fact that middle class, white suburban children do have difficulties in terms of crime and social adjustment and that perhaps the parents themselves ought to take it upon themselves to respond to the problems of these children and try to do something about it.

At the time of my visit, there was no statistical information available because the research component had not been completed yet. So there is nothing really available in terms of numbers of youth that are diverted from the Juvenile Justice System.

In conclusion, the staff of the Youth Service Bureau appear to be extremely dedicated to the cause of youth. They are not totally sure of the direction that they are going in; however, they do have their sights on youth and not necessarily on maintaining the existing delivery system of youth services. They are attempting to make local agencies aware of the problems of youth in a very subtle manner and by so doing they obtain commitments from existing agencies to participate in the effort of better and more appropriate services for youth.

YOUTH SERVICE BUREAU REPORT
BY
JIM BARNETT

Seattle/King County - Center for Youth Services
2208 N.W. Market
Seattle, Washington 98107

Setting

The Seattle - King County Center for Youth Services is located in an urban section of Seattle. The total floor space amounts to 2,100 square feet and the overall condition of the physical facilities is excellent. There is no space for recreation or physical activity; however, there is space for group counseling and meetings. The ethnic composition of the neighborhood is primarily White. The social economic status is low in that the primary economic resources consist of fishing, wood products, boat maintenance and building.

Appeal and Accessibility of Program

The offices are within walking distance of the clientele and it can be reached by public transportation. The office hours are from 8 AM to 5 PM, five days per week. In addition, staff indicate that there are additional hours by way of home and evening interviews. The amount of paper work required in the program is minimal and basically consists of name, age and address form.

The overall impression made by the staff is that they are generally interested in wanting to talk about their program and wanting to know what others are doing.

Reputation of Program

Overall relationships with the official community seem to be very good. Less is known about relationships with clientele; however, from observations it also seemed to be very good.

Characteristics of Staff

The Director of this Bureau is a 34 year old male Caucasian with graduate training in sociology and law. His current job title is Regional Director. He is responsible for program planning and community organization activity as well as some clinical workload. His most previous work experience was as Assistant Director - Department of Psychiatry - Children's Orthopedic Hospital. That position offered less opportunity of getting involved in the local community and when he heard about the Center for Youth Services he decided to try it as he had always been interested in crime and delinquency.

In addition to the administrator, the full time staff consists of a secretary, a community organizer, three psychiatric social workers and a half time education specialist. Other staff include consultants in psychology and child psychiatry and a small group of volunteers who are primarily involved in a tutoring program.

Objectives of Program

The stated objective is to keep children out of the judicial system. Some of the sub-objectives include; assisting presently operating community programs for delinquent and potentially delinquent youth; developing new types of delinquency prevention and control services; providing direct clinical services to families and individuals; to devise ways to include young people in planning, implementing, and evaluating the programs designed to accomplish the above goals.

Program Content

The target group consists of children and youth ages 0 - 18 years of age - troubled or in jeopardy of trouble, from King County and Northwest Seattle. The primary service provided consists of community organization services; clinical programs of child guidance and consultation to other community agencies; and direct services including group therapy services, and behavior modification. The primary methods of making services known is by word of mouth and some exposure on television and newspapers.

One of the most unique things observed in this program was the very deep commitment on the part of the local juvenile division of the Seattle Police Department in their feelings that probably most children do not or should not need to be contacted by police for minor infractions of the law. Through the efforts of the local chief of the Juvenile Division and the Director of the Center for Youth Services, a social agency referral project has been established in the Police Department in conjunction with the Center for Youth Services. The aim of this project is to divert youth from involvement in the Juvenile Justice System. They are measuring what happens in terms of behavior to those diverted youth compared to a control group who were automatically sent through the Juvenile Justice System for similar kinds of violations. The interview with the Chief of the Juvenile Division was most interesting and provided the interviewer with a new perspective on Law Enforcement's feeling about the current Juvenile Justice System. The local school district is quite concerned about their inability to deal with the problems of children who are attending school. Through the efforts again of the Center for Youth Services and concerned people in the school district, programs have been set up to deal with children who are having difficulties in school, and a referral process has been established for the local Junior High and High schools to refer youth who are having school problems to the Center for Youth Services. Parents and local businesses in the area have become aware of the problem of youth in that locale and are attempting to work with the Center for Youth Services in a very positive fashion to develop and implement a variety of programs that deal with the needs of children.

State Plan

The Seattle/King County Center is one of eight state wide delinquency prevention centers and is within the line of authority of the Services Delivery Section of the State Department of Social and Health Services.

Summary

The total number of children served since the Center for Youth officially opened on August 1, 1969 is 273. The kinds of services performed vary from providing individual counseling at the Center, to referring a child to a more specialized service that a local public or private agency provides. Group counseling sessions are held when the need arises, as well as family counseling with parents. The total cost of the project is \$173,000 with \$100,000 of that money coming from the State general fund monies and the balance coming from the Police Department or the School District in the form of Federal grants.

The project itself, for the first two years of operation, has shown some impact in terms of reduction in the numbers of children being referred to Juvenile Court, or having contact with the Police Department. The Ballard Area of Seattle has been known for having the highest crime rate in the Seattle/King County area.

This Bureau has placed a great deal of emphasis on the need for community organizational change. They are committed to the fact that public relations and the imparting of information to interested groups is vital to the success of any kind of Youth Service delivery system. They have assigned one counselor with prime responsibility to act as coordinator of community organization. In addition, the Director of the Project, himself, spends a considerable amount of time in dealing with local agencies and parents. Again, perhaps the most significant area of coordination has been the changes that have occurred in the Seattle Police Department - Juvenile Division.

In summary, the Center itself is composed of a very dedicated staff producing a very warm atmosphere to the people who come into the Center for services. Most of the staff have worked in some other kind of social service agency either in the Justice System or in the Welfare Department. They have observed a variety of systems that have built-in exclusive areas, that primarily eliminate certain people from obtaining services even though they may need it. This has caused most of them to want to get out of their previous job assignments and move into some area that does not exclude people, but attempts to provide directly or through referral, the appropriate social serving agency for that person. As is the case with most Youth Service Bureaus, this agency is not 100 per cent positive of the direction they are going. They are attempting to experiment with a variety of devices and methods to determine which one is most appropriate based on the circumstances involved.

WESTERN STATES

ARIZONA

Nogales

Phoenix

Scottsdale

Tucson

CALIFORNIA

East Palo Alto

Manteca

San Jose

Santa Rosa

Stockton

COLORADO

Arvada

Boulder

YOUTH SERVICE BUREAU REPORT

BY
AL OWYOUNG

Nogales Youth Service Bureau
225 Madison
Nogales, Arizona

Setting

The Nogales Youth Center consists of limited office space with accessibility to a large auditorium used for educational movies, dances, television viewing, pool tables, ping pong tables, and other recreational activities. There are also two classrooms and a kitchen available to the program. Overall the building and equipment is in good condition.

The city of Nogales is a poor rural lower socio-economic city on the United States-Mexican border. Nogales has a population of 9,600 and another 3,000 in the surrounding area. The Mexican city of Nogales has a population of 60,000. The US city of Nogales has a population of about 90% Mexican-American and 10% Americans. Two other facilities are located in unincorporated areas, Tubac and Patheonia, approximately 20-30 miles away.

Appeal and Accessibility of Program

Centers are within walking distance of the clientele. Public transportation is almost non-existent. The hours open are 5 to 10 PM, weekdays; 1 to 10 PM, holidays; 9 AM to 10 PM, during vacation periods.

Characteristics of Staff

The Program Director, Mr. Albert Manuel, Jr., is 25 years of age and an ex-deputy sheriff. He was born and raised in the area. Two of the four other staff who are active in the operation of the center are also ex-law enforcement officers.

Reputation of Program

The relationship with all official agencies, citizens and youth is reported as excellent.

Objectives of Program

The stated major objective is the prevention of delinquency. More specifically the center has been established to provide a place where youth can participate in activities designed to keep them on the Nogales, Arizona side of the border, thereby eliminating exposure to illegal activities in Mexico. This means providing Santa Cruz County youth with supervised activities during leisure hours. Reportedly, an effort is also made to bring together resources to develop better delivery of youth employment services in the community; and to involve youth to participate in the area of immediate concern to their welfare and activities; and to develop communication linkage with parents, counselors, juvenile courts and law enforcement agencies to identify problems, and affect the reduction of juvenile delinquency.

Program Content

The program is basically recreational, centered around an auditorium-gymnasium. After screening by the Project Director, other services include referrals to other agencies.

State Plan

It is anticipated that an evaluation component will be implemented by the Arizona State Bureau of Preventative Services. The primary source of funding is the Arizona Justice Planning Agency.

Summary

According to their counts, in 1970-71, there were a total of 18,818 youths who made use of the recreational activities of which 17,137 were males and 1,681 were females. They expect a total of 21,721 for the 1971-72 fiscal year. The Director was not able to furnish statistics of the number of youths which they had handled as cases of the Youth Service Bureau.

The program is basically recreational to keep young people occupied and out of trouble, especially as an alternative to going across the border to the Mexican side of Nogales.

Judging by the number of youths who make use of the Center, they are providing facilities to keep youths occupied and a place to hang out.

Because of a lack of records, it was impossible to determine the extent to which social agencies, justice agencies, parents, etc., are utilizing the services of the youth service bureau. The Director was not able to recall the exact number of cases he is working with other than an answer, "maybe four or five." He did indicate that during the month of March, 1972, they had ten referrals, two from Probation, two from schools, five walk-ins, and one from parents. This illustrates the very informal nature of the operation.

YOUTH SERVICE BUREAU REPORT
BY
AL OWYOUNG

Maricopa Youth Service Bureau
4000 North 7th Street
Phoenix, Arizona

Setting

The Maricopa County Youth Service Bureau has three locations. One office is located in the northcentral area of Phoenix; a second office is located on the west side; a third known as the tri-city office is located in an area known as Chandler. The central branch office has 800 square feet; the west side or Maryvale office has one room and the Chandler branch has 600 square feet. There is adequate space for privacy during interviews but none for other kinds of activities. Overall the building and facilities are in reasonable condition.

Appeal and Accessibility of Program

This is a county wide program; it is accessible by walking only for those who reside in immediate areas surrounding the three branch offices. They can be reached by public transportation. The offices are generally open from 9 to 5, although staff is available for evening counseling sessions and on call. The receptionist takes down some basic information at the initial telephone call from a client. The youth counselor obtains a basic history from the client and parents at the initial interview. The overall impression of staff is generally friendly and non-threatening. The youthfulness of the staff generally gains acceptance from the start.

Reputation of Program

This is a county wide program and because of the large population (just under a million) and a large geographical area which the program covers, it is not possible to assess accurately the relationships of program staff to various agencies and people involved. The overall impression was that relationships ranged from average with law enforcement to excellent with probation and youth who are a part of the program.

Characteristics of Staff

All staff observed as well as clients in the program were Caucasian. The staff tended to be in their 20's and 30's and well groomed. The Project Coordinator is 31 years of age, has a bachelor's degree, was previously a Probation Officer for Maricopa County. For the most part, his duties are administrative and supervisory.

Objectives of Program

Stated objectives are diversion from the Juvenile Court System; intervening with those youngsters who are just starting to display behavioral problems that have not yet come to the attention of law enforcement

or probation. The target group is for all youngsters up to the age of 18 who reside in the county.

Program Content

Emphasis is on short term problem solving and referring to other agencies. The basic program calls for clients to come into the office for counseling, either by himself or with his parents. The program also provides referral service to other agencies.

The clients are referred by probation, police, schools, parents, and self-referrals. A youth counselor conducts the initial interview to determine the extent of the problem and whether the YSB can assist the youngster.

The principle techniques consist of individual and family counseling; serving as a third party in directing youngsters and their families to solve their problems; playing a supportive role; providing some tutoring services; and making referrals to other agencies.

The most unique aspect of the program is the fact that nearly all counseling activities are performed in the office, which requires client and/or parents to travel to the office for the service.

State Plan

There is no indication that this program is part of an overall state plan.

Summary

The bureau has been in operation since December, 1970. Through February, 1972, they serviced a total of 2,636 clients. This was composed of 1,691 boys and 945 girls. The ethnic breakdown of the 2,636 clients served is 121 Blacks, 392 Mexican-Americans, 59 Indians, 2 Orientals, and 2,062 Caucasians.

Typical service contacts. According to the random sampling of 22 cases, some have been active for as much as one year. Typically contacts are made once or twice weekly for short periods of time, with service contacts are reduced as time goes on.

Types of services. The Bureau offers primarily one-to-one counseling to the youngster as well as to his or her family. The bureau also provides referral services to public and private social services agencies for whatever assistance the youngsters need. A limited number of volunteers serve as big brother or big sister and also assist in tutoring.

Cost. The current operating budget is composed of about \$90,000 from grants from L.E.A.A. and H.E.W. In addition, they are receiving cash contributions of around \$5,500 from private sources and about \$1,000 from the county. The remainder of their budget consists of nearly \$20,000 in-kind contributions and matching costs. It is estimated by the Youth Service Bureau that it costs an average

of \$95 for each child who comes through the Youth Service Bureau for service.

Effectiveness of Model visited. The basic model of this program calls for the client to come into the office in order to receive service. This approach is necessary because of the limited staff and the wide geographic area which the program covers. Through the establishment of branch offices they are trying to cover the widest area possible. In addition to three branch offices, there is a unique arrangement of contracting the services of two counselors in the South Phoenix area which is composed of predominately minorities. The statistics available did not include the clients served in this area. According to the Bureau's own statistics, they claim that 26% of the clients served by the Bureau wind up in juvenile court. Conversely this can be stated that the Youth Service was able to divert 74% of the clients which they served on the criminal justice system. Through an independent study by graduate students from Arizona State University, they were able to validate the Bureau's claim in terms of diverting youngsters from the Juvenile Justice System. The study by the ASU students indicate that only 20% of the youngsters who had been served by the Youth Service Bureau appear on the juvenile court records.

The Bureau has a few volunteers in the program. The volunteers utilized are usually university students and they serve in the capacity of tutors and as big brothers and/or big sisters. The Bureau is planning to expand the number of volunteers in order to increase their staff capacity as well as implementing an "outreach" program. The new Assistant Coordinator has been given the responsibility to recruit and train and coordinate the use of volunteers. The branch office in Chandler is located in a municipal building which is a new and modern building. This building also houses the city Police Department, and this has created some problems in terms of young people's willingness to come into the office. Unless additional funds are made available there will be little choice in relocating the office because the office space is donated by the city as an in-kind contribution. Because the program covers the county of Maricopa, walk-in traffic is at a minimum and is only accessible to the youngsters who reside in the areas immediately surrounding the branch offices. None of the branch offices have recreational or activity areas and therefore clients come to the offices only for the purpose of counseling and usually by appointment.

Although the Youth Service Bureau has been in operation since September, 1970, they do not appear to be well known among the general public. All of the official public agencies, such as probation, police, and schools have been contacted by staff of the Youth Service Bureau and their services explained to them. There is still some reluctance

on the part of some police agencies to make referrals. The Juvenile Court has endorsed the Youth Service Bureau as a suitable placement and has written letters to various police departments sanctioning the activities of the program.

The Maricopa County Youth Service Bureau is attempting to establish Advisory Boards for each of the local communities as well as an Advisory Board for the overall County. This might well be a step in the right direction in terms of getting community support and involvement.

YOUTH SERVICE BUREAU REPORT
BY
AL OWYOUNG

Scottsdale Youth Service Bureau
6921 East Thomas Road
Scottsdale, Arizona 85251

Setting

The Scottsdale Youth Service Bureau is located in a suburban, low middle to upper income area. The facility itself is a used four bedroom home with two of the bedrooms used as offices and two used as "crash pads" for youngsters who are in need of overnight accommodations. If the person is under 18 years of age, the parents or guardians consent is obtained before he or she is allowed to stay overnight. The kitchen is equipped to provide simple meals or refreshments. The living room is used for group meetings and for parent's group sessions.

The city of Scottsdale is a suburban community of about 70,000 population east of Phoenix. The ethnic composition is approximately 90% caucasian, 10% Mexican-Indian, and a very small number of Blacks. There is a small poverty pocket in the community composed of about 60 families of Yaki Indians. Through a program of suburban development the city is currently in the process of constructing new homes at a low cost to relocate the Yaki Indians. The very dilapidated shacks in which the Yaki Indians are now residing will be razed and the area will be turned into a park. A new building for a Community Services Center will be built adjacent to the park and also adjacent to the housing for the Yaki Indians, and it is planned that the Youth Service Bureau will relocate into offices in this building.

Appeal and Accessibility of Program

The location of the Bureau is such that it is within walking distance or public transportation of those who utilize its services. The hours of operation are from 8 AM to 5 PM; however, the coordinator and assistant are on call at any time. The overall impression of the program is that they care and that they sincerely wish to help.

Reputation of Program

There is excellent cooperation and recognition of the Youth Services Bureau in the city of Scottsdale. There is total involvement by the community in terms of financial support and assistance by way of volunteer services. Its reputation with youth is also considered to be excellent.

Characteristics of Staff

The director of the program is a 40 year old caucasian male. He is currently working on a bachelor of science degree in psychology. He

became interested in the program when he saw a notice in the newspaper stating that the city of Scottsdale was planning to start a Youth Services program and that they were looking for a person to help organize it. He was working for the State Department of Corrections at the time, as a parole officer, handling a juvenile caseload in the South Phoenix area, and he saw this opportunity as a challenge.

The assistant director is a 44 year old caucasian female who has two years of college and is currently working on a bachelor's degree. She has 17 years of previous experience with the Scottsdale Police Department, the last position as detective in the juvenile detail. In this capacity she tried to do more with the youngster and family than merely making arrests. Through working with the youngster and family, she found that the most effective approach was one of prevention. When the juvenile court judge read about the experimental program at Royal Oaks, Michigan, he asked her to become involved in implementing a similar program in the city of Scottsdale.

There is also a secretary-receptionist who gives her age as over 70. She is most vital and active in the day to day operation of the program.

Objectives of Program

The bureau is viewed as providing a vital service to the community in trying to recognize problems of youth; to steer them in the right direction for help.

Program Content

The primary services provided consist of counseling and referral service. The target group is young people and young adults up to the age of 25 who are residents of the city of Scottsdale.

Since there are only three paid staff members in the YSB, they make very extensive use of volunteers. At the time of the interview, there were 115 active volunteers. Volunteers are used in a variety of capacities, including working with juveniles on a one-to-one basis, working as probation officers for the young adults. They screen applications for other volunteers applying for positions in the YSB. They provide medical and legal services; they provide psychological services; they provide transportation needs; and they help clients find jobs.

One of the unique features of the volunteer program is that all volunteers must enroll and complete a 3 unit course and the Arizona State University before they are eligible to work as a volunteer. The three unit course, titled, "A Helping relationship" was designed cooperatively by the Arizona State University and a staff of the Youth Services Bureau. The course emphasizes the working relationship between the volunteers and the troubled youth and includes sessions on family inter-relationships, child development, dynamics in the home and school, peer pressures, etc. There are presently 35 prospective volunteers enrolled in the course.

Another feature of the program is total involvement by the official public agencies of the city of Scottsdale and citizen groups in general. For example, the Exchange Club of Scottsdale has adopted the Youth Services Bureau Program as its life long project.

State Plan

The Bureau is partially funded through state L.E.A.A. funds; however, the main emphasis is in regard to the program being an integral part of city government.

Summary

It is claimed by the director of the Youth Services Bureau that since the inception of the program in the city of Scottsdale, juvenile arrests have decreased, although statistics were not furnished to indicate this. The program was spearheaded by Judge Boyle, city magistrate, and has the total support of the courts and law enforcement. The majority of referrals are from law enforcement agencies followed by parents, probation, courts, and schools. Most recently the referrals from school have increased as the program is becoming better known to them.

The program makes extensive use of volunteers in such capacities as counselors, Big Brother, Big Sister, and adult or parent figures. They are also available for professional services, such as medical, psychological, psychiatric, job finding, financial assistance, etc.

It is believed that the Youth Services Bureau has caused a change in the institutions that normally serve youth. In the past, the only alternative available to law enforcement, for youngsters they arrest for committing various offenses, was through the juvenile court system. Since the implementation of the Youth Services Program, law enforcement agencies account for nearly half of the referrals received by the program. The bureau provides feedback to the law enforcement agencies in terms of disposition of the referral. In addition, probation and courts have made use of the services of the Youth Services Bureau. Many cases are ordered by the court to the Youth Services Program and their success or failure in the program determines further action by the courts. Under a plan known as the "McDonough Plan" young adults (first offenders) are ordered to the Youth Services Bureau under "informal probation" in lieu of a jail sentence. If the young probationer is successful in the program, the original charges are dismissed by the court. If, however, he fails the program, further action is taken, probably by way of jail sentence. According to staff of the bureau, recidivism rates for youngsters involved in the program are "fantastically low". Recidivism in this sense refers to repeated offenses by the youngsters.

Although statistics were not available to indicate where there is significant impact on diverting youth from the Juvenile Justice System, it was claimed by the Youth Service Bureau staff that the city of Scottsdale now had the lowest juvenile delinquency rate of any city in the county.

It appears that the Youth Services Bureau has made impact on the city of Scottsdale. It is providing a valuable service which heretofore was not available to the citizens of this city. Because of its wide acceptance by the official public agencies as well as the community at large, it appears certain that the program will be continued by the city even when the day comes when Federal funds are discontinued.

YOUTH SERVICE BUREAU REPORT
BY
AL OWYOUNG

Tucson Youth Service Bureau
646 South Sixth Avenue
Tucson, Arizona

Setting

The Tucson Youth Service Bureau "house" is located in an old, large, three story house in the core area of Tucson. The first floor contains activity rooms, and the upstairs has offices and interview rooms. Overall there is approximately 5000 square feet. There is space for privacy and interviews and the activity area has space for a pool table, a T.V., kitchen and two large rooms for group meetings and group counseling sessions.

The surrounding neighborhood is generally poor and the residents in a lower socio-economic bracket. The ethnicity of the area is 64.5% Mexican-American, 14.6% Black, 6% White and 5% Indian.

Appeal and Accessibility of Program

The "house" is generally located within the target area and is located within walking distance of those who reside within a one mile radius. It can be reached by public transportation; however, the public transportation is inadequate for most purposes. The program does have a contract with the bus company to transport people for group activities. The hours of operation are from 9 AM to 10 PM Monday through Friday and from 10 AM to 7 PM Saturdays and Sundays. There is a moderate amount of paper work involved for a referral, i.e., referral card, contact card and a master intake sheet. Staff have a willingness to help. All youth workers are indigenous and young. The Director is available to them in crisis situations both in person and by phone.

Reputation of Program

The program staff relationships with Probation are excellent and are considered good with other social service agencies. The situation with law enforcement is considered poor. Relationships with youth in general and youth who are a part of the program are considered to be from good to excellent.

Characteristics of Staff

The project Director is a 26 year old male of Mexican descent. He has a Bachelor of Science degree in Micro-Biology. After working for a time for the U. S. Public Health Service he changed to Probation because of his intent to work with people. His main duties are supervision and administration. The Program Coordinator is a 29 year old female of Mexican descent with an M.A. Degree. There are two assistant Program Coordinators, a Secretary, a Program Consultant, a part-time bookkeeper, a Receptionist-typist and six youth workers. With

the exception of the technical consultant, all of the staff are in their twenties and Mexican-American, Black or Indian. There are seven males and seven females. All staff observed were neatly dressed and well groomed.

Objectives of Program

primary objectives of the Tucson Youth Service are to (1) reduce arrest of Model Cities youth by 10%; (2) reduce commitments to State institutions by 10%; (3) reduce adjudications by 10%. Operational objectives for the first year of operation are to provide "substantial services" to at least 200 youths, "substantial" meaning four or more contacts with each client.

Program Content

During the on-site visit many youths were observed frequenting the House. They were playing checkers, pool, etc., or just "hanging around". They had a color T.V. set, but just prior to the on-site visit the house was burglarized and the colored T.V. was one of the items stolen. Television watching was one of the favorite activities at the House.

Clients were also observed at the House for counseling services. Generally, counseling is performed in the field, and the clients come into the House for counseling on a pre-arranged basis. I also observed a group counseling session in the evening.

The Youth Service Bureau is a Model Cities Program funded by the Federal Government to help youth in the Model Cities area. It has established a community center which is providing a comprehensive range of youth services directed toward delinquency prevention and rehabilitation. The Youth Service Bureau is set up to help the Model Cities youth who are having problems and are unable to find a solution to their problems before they get into serious legal and social difficulties.

The key services of the Bureau are boys' and girls' rap sessions (group counseling), vocational counseling, family counseling, individual counseling, all of which are held in strict confidence and tutoring services for youth who are having problems with their studies in school.

Basic techniques used are individual, group and family counseling. Individual counseling is carried out generally in the field on an "Outreach" approach. Family counseling sessions are performed in the home. Group sessions are held at the "House". Another technique used is the referral service to other agencies such as Neighborhood Youth Corps, Division of Vocational Rehabilitation, Manpower Programs, and a variety of public and private social agencies.

Unique aspects of the program are: 1) All paid staff of the program are from the target area. Most of them were born and raised in the area, and some were involved in the Juvenile Justice System as clients. 2) They supplement their range of services by contracting with such

agencies as Neighborhood Youth Corps and Remedial Reading. This approach assures YSB clients that services will be provided since the YSB is paying for it.

Funding

The program is funded through Model Cities and YDDPA. Model Cities share is \$67,000 and YDDPA's is \$200,000, making a total budget of \$267,000.

Summary

Although the YSB actually started taking cases around December 1, 1971, on the date of the visit, they had already exceeded their objective for the year. They had 355 active cases as of March 31, 1972, and well over 200 of these cases had two or more service contacts. The primary services provided are individual, group and family counseling; vocational counseling; job placement; remedial reading; referrals to other agencies for services; and an advocacy role.

The model chosen by this Youth Service Bureau appears to be very effective for this target area. The target area consists of approximately six square miles of the Model Cities area. It is composed of 94% minorities, of which 2/3 are Mexican-Americans. Although Model Cities youth (18 and under) account for 11% of the youth population in the greater Tucson area, they account for 29% of all juvenile arrests. This area also represents the low socioeconomic area of Tucson, the inner-core section of the city. The employment of indigenous workers appears to be an effective means of identifying this program as a neighborhood program; the workers know the conditions of the area and its inherent problems, and the youth served know and can identify with the workers. Because of the lack of suitable public transportation (there is public transportation, but its services are very poor) and lack of private transportation, the Bureau's Outreach approach appears to be an effective means of reaching the clients. Although recreational facilities are limited at the "House", they are meeting a serious deficiency in the area. Youth who reside in the immediate neighborhood do take advantage of the recreational facilities at the House. The Bureau's contacts with other social agencies assures that services are provided to their clients.

The YSB had been in operation only for about four months at the time of my visit. The number of clients served indicates that the Bureau's services are being recognized and utilized. The Juvenile Court and Probation Office, schools, self referrals and referrals from parents, account for the bulk of referrals; so far, law enforcement agencies are cautious and have not made many referrals, although this is anticipated to change.

It appears, at this early stage, that the YSB will contribute and make impact on the Juvenile Justice System. Because of the newness of the program, no statistics are available to indicate whether impact

in diverting youth from the Juvenile Justice System has been achieved.

The greatest problem facing the YSB is the uncertainty of future funding. The uncertainty of the future YDDPA and other funding sources will have a direct effect on the future of this program. It appears that Model Cities will continue the program if other funding sources are discontinued, but this will be at the expense of drastically reducing the program level.

YOUTH SERVICE BUREAU REPORT

BY

EDWARD HARRINGTON

Manteca House
603 East Yosemite
Manteca, California 95336

Setting

Manteca is a small town located in the heart of a rich agricultural area in the San Joaquin Valley. The primary industry has been canning. The town has a large stock yard and the small commercial businesses serve the surrounding agricultural community. In more recent years residential housing tracts have been developed on the northern boundaries of the town. The breadwinners in these new residential areas are, typically, employed a short ten mile commute away in one of the commercial operations in the county seat, Stockton, or at one of the nearby governmental facilities such as the Sharpe Army Supply Depot, U.S. Army Signal Depot near Tracy, the State Correctional Facility - Duell Vocational Institution, or the state facility for delinquent youth - Northern California Youth Center.

Manteca House is located on the main street of this small town but about five blocks from the center of commercial activity. The house itself is more than 50 years old, a single story wood frame dwelling originally designed for one family. To the casual observer passing by on the street the house still looks as if it were the residence of a family that could not quite afford to maintain it. What was the front porch has been enclosed and the front entrance is now approached from the side rather than the front of the house. The sign over the door reads "Welcome" and beneath that "Walk in". A volunteer receptionist greets visitors and answers phone calls in what was probably the small dining room. The administrative offices are located in the enclosed front porch. The former living room and two bedrooms are now group counseling rooms; in addition there is a bathroom and a back porch and a kitchen, being painted red at the time of our visit - because the youthful clientele of Manteca House wanted one red room in the house.

The sign over the door leading from the reception area lobby to the rest of the house reads "Purpose - Crisis Intervention into all Problems, such as runaways - family, VD, pregnancy, personal, drugs. To utilize community and county resources for professional referral. Giving people a neutral place to come for help on a confidential basis at no cost".

Appeal and Accessibility of Program

Manteca House is open from 10:am to 10:pm six days a week. People are welcome to drop in any time during those hours. During my contacts with the house there were several clients and volunteers in the house

chatting with each other and helping each other in various tasks from welcoming newcomers to painting the back porch. Decorations within the house included posters associated with sensitivity, awareness and the affirmation of life and inter-personal relationships. During the hours from 10:pm to 10:am a crisis telephone number can be called. A volunteer lady who is an invalid offers this service to her community by providing her own home telephone number as a crisis intervention contact to anyone in the community. The Director of Manteca House can be reached by anyone wishing to contact her by calling this telephone number. The local yellow cab owner-operator will transport anyone who wishes to go to Manteca House free of charge. Once at the house the visitor is greeted by staff who are dressed and groomed in the style of modern youth including jeans for the women and long hair for the men.

Reputation of Program

The Director of this program, Elaine Gregory, describes Manteca House as a street program that is not anti-establishment. Her positive approach to good working relationships with the established agencies in her community has resulted in excellent working relationships with the police, the court and probation. In talking to the local judge, juvenile officers in the Police Department and to the county probation officer handling juvenile intake for the area, I found that Mrs. Gregory and her program are held in the highest respect and have the complete confidence of the people I interviewed. The Assistant Principal of Manteca High School, Mr. Bob Parker is the Chairman of the Board of Directors of the Manteca House. Mr. Tony Raymus, realtor, is on the Board and donated the house. Other Board members include representatives from business, the churches, law enforcement, and schools.

Characteristics of Staff

The Director of Manteca House is Elaine Gregory, age 33, a white woman with three sons. Mrs. Gregory has completed three years of high school plus special training as a cosmetologist. Cosmetology was her vocation until her association with Pathway Society of San Jose and her desire to help other people as much as possible led her to her opening of Manteca House in October 1971. Mrs. Gregory earns \$6,000 a year as Director and works six or seven days a week and as much as 346 hours a month. Up to the time of our visit Mrs. Gregory was the only paid staff member but she was looking forward to approval to begin paying the Assistant Director.

The Assistant Director, Albert "Pecho" Joshua, is a 24 year old white single male who is here in the United States as a student at San Joaquin Delta College, majoring in psychology, following his completion of service in the Israeli army. Pecho has completed two years of college work. His training in the army was in administration of personnel. He has been working full time at Manteca House since he first became acquainted with Elaine Gregory at a meeting at Stockton.

House and learned of her plan to start a similar operation in Manteca. Pecho hopes the Director's request for a salary of \$400 a month for the Assistant Director will be approved within the next week or so. Pecho is a counselor, works with the courts and does what he can to raise money for Manteca House.

Another unpaid staff member is Eddie Olivera, age 18, a counselor who just recently left his position as the Youth Representative on the Manteca House Board of Directors.

The Director and the Assistant Director are sometimes away from the house working with other agencies, responding to the needs of clients away from the house, and fund raising. During these times the house is manned by volunteers. The volunteers I saw were young women in their late teens and early 20's and older housewives and mothers of the clients.

Objectives of Program

Manteca House is designed to provide a neutral ground for people to come together to work out their problems and to keep families together. The local municipal court, the Manteca Police Department and the juvenile division of the San Joaquin County Probation Department divert young people from the criminal justice system by using Manteca House as an alternative to the traditional or formal means for rehabilitating offenders.

Manteca House offers youth crisis intervention and counseling services to anyone, any age, any problem, in the Manteca, Ripon, and Escalon area. Its records show that its clientele range in age from 14 to 24. The records I observed indicated only one person aged 24 and many young people 14, 15, 16, 17 and a few 18 year olds and just a few 20 and 21.

Program Content

This program begins with its accessibility and openness to troubled people. Upon contact an intake interview is conducted and a one-page application form is filled out.

The techniques and methods used include one to one counseling, group counseling, informal rap sessions, and referral to more traditional agencies and facilities.

The house itself is available six days a week for people to make contact with others and to find a place where they are accepted. House rules include prohibitions against the possession and use of alcohol or drugs on the premises, but clients have permission to speak about illicit use of intoxicants and drug abuse without fear of criminal prosecution. A unique aspect of this program is its ability to contact and communicate with youth in trouble who do not feel free to turn to their parents, their schools, or other traditional institutions for help with their problems.

Linkage to State Plan

The state of California has a policy of encouraging Youth Service Bureaus; however, this encouragement does not always take the form of financial support. Manteca House derives its support from the Mental Hygiene rather than the Juvenile Justice System. The Director and staff are affiliated with Mental Health agencies and the only public money coming to the program comes from County Mental Health Services. For the period July 1, 1972 to July 30, 1973 Manteca House will receive its funds from the following sources:

<u>SOURCE</u>	<u>AMOUNT</u>
San Joaquin County Mental Health	\$2,000.
Kiawanas-Manteca	600.
Manteca Hospital	600.
Rotary-Manteca	300.
Personal donations	1,000.
Board sponsored breakfast	300.
Total identified for the year to date:	\$4,800.

The Director of Manteca House looks to the Manteca City Council and to San Joaquin County as primary sources of funding in the future.

Summary

Manteca House supplies descriptive statistics to the body that coordinates drug abuse programs in the county for San Joaquin County Mental Health Services, but there is no research design to evaluate the effectiveness of the program. This is a preventive program and one that supplies many hard-to-identify services to the community so they are stuck with the problem of showing how they cause something not to happen; however, if the testimony of the local judge, the police, the probation, and Manteca House's clients is any indication, this is a most effective program that does what it is intended to do.

Elaine Gregory and the other people who make Manteca House work have accomplished something very special for a street program that provides services to drug abusers, to youth with venereal diseases, to unwed mothers, runaways and other "unworthy" clients. They have achieved the full confidence and respect of both their clients and the established authorities in the community. Judge Priscella Haynes, the police and probation officers are enthusiastically in support of a program that they know puts its 'commitment to its' clients above its allegiance to established authorities in the community. The kind of mutual respect and cooperation found in Manteca is rare. Manteca House has something special to offer to anyone planning to develop a Youth Service Bureau.

YOUTH SERVICE BUREAU REPORT

BY
RON HAYES

Community Youth Responsibility Program
2220 University Avenue
East Palo Alto, California 94303

Setting

East Palo Alto is an unincorporated area located in San Mateo county. The community includes a population of approximately 20,000 predominantly black residents. The area is separated from the adjacent white, middle class community of Menlo Park by a freeway to the west and the Bay to the east.

Although the area has been described as a black ghetto, it is difficult to envision the area as a ghetto in the current usage of the word. The houses are essentially lower middle class dwellings. The yards are for the most part neat and well kept. There is a small business district and one major shopping center.

The project office is located in a former residential building that has a combined space of approximately 18,000 square feet. It is of California ranch style architecture. The two bedrooms in the main building have been converted to office space. The living area is occupied by clerical staff and what was formerly the family room is used as office space and a conference room. An adjacent building that is connected to the main building by a breezeway, provides additional office space. The entire structure is in good state of repair.

Appeal and Accessibility of Program

The project office is located on the main thoroughfare and is easily accessible to the clients.

Transportation is not a problem in the area. As in the majority of communities in California, there is an abundance of vehicles owned and operated by teenagers.

The staff is available to provide services for clients during official office hours of 8:30 to 5:00, five days a week. However, staff members work beyond the normal working hours and are available on Saturday and Sunday when necessary.

Reputation of Program

The people I talked with regarding the program from official agencies that referred to the project, were extremely complimentary about their agency's relationship with the project and the services that project is providing. Their observations might tend to be somewhat biased, in that all the people I talked with either had a part in planning the proposal or are members of an advisory council dealing with the program.

Characteristics of the Staff

The Director leaves the impression of being a very intelligent, articulate individual. He is a former Deputy Probation Officer from Alameda County where he worked in the juvenile division. He spent the majority of his life as a resident in the Oakland area and is familiar with the life styles of blacks living in deprived areas. He stated that it was hard for him (because of his background) to think of the East Palo Alto area in terms of being a ghetto. In fact he described East Palo Alto as being the "coolest ghetto I have ever seen." He is very knowledgeable about the correctional system, community organization, and has eminent knowledge of the Black Psyche as it pertains to feelings regarding the desire of black people to be involved in decisions that affect their lives.

The other members of the staff are college educated. They all appear to be very dedicated, enthusiastic individuals who are especially interested in the black community becoming responsible for its own problems and solutions as opposed to the traditional approach of allowing the white power structure to dictate to them.

Objectives of Program

The current objectives of the program are as follows: 1) to develop and assert the authority of the local community in controlling and redirecting the behavior of youth in the community 2) to develop among youth a sense of positive identity with, and commitment to, the community and its general welfare. 3) to involve both youth and adult citizens in efforts to decrease crime rates in the community, particularly incidences of burglary and theft.

From my limited observation it appears that they are involved in all three of their objectives. The main focus at this time, however, appears to be on the crime prevention component which addresses itself to objective number three. There is not any evidence available as to the success of the program relative to any of the three objectives as stated.

Program Content

To accomplish their objectives, CYRP has developed the following components. These include:

Community Panel Hearing. This panel consists of seven residents from the community who are selected by program staff and are paid \$50 a month to hear selected cases presented to them. Youngsters who appear before the panel generally have committed some minor offense in the community and are referred on a voluntary basis by either the probation department or the sheriff's department. If the panel finds that they committed the offense as alleged, they then make a decision as to the disposition of the case which generally results in some work assignment in the community, such as cleaning up vacant lots, mowing grass, etc.

The Community Crime Prevention Component. At the time of the on-site visit, one full time paid staff member and six paid volunteers were conducting a door-to-door campaign among residents in the community to inform them on anti-burglary measures. The objective of the campaign being to reduce the incidence of burglary in the community.

Youth Guidance Counseling Component. There is one staff position assigned the responsibility of providing counseling services to the youth and the members of their families who are referred to the program. This position is on loan from the San Mateo County Probation Department and is filled by an Assistant Probation Officer I, who was formerly a new careerist with the Watoto project. Watoto is a special project, administered by the San Mateo County Probation Department. The project recently acquired two new careerist positions that have been assigned to the counseling component to assist the youth guidance counselor with his caseload. They do not have any specific treatment methodology as such. They do primarily individual counseling and a limited amount of group counseling.

Vocational Council. One staff member is designated as a Vocational Consultant and is responsible for seeking out job opportunities for youth and for providing needed tutoring services. She is aided by students from nearby colleges who in addition, do some counseling with clients and parents.

Crime Prevention. From my perspective the most unique aspect of the program is the crime prevention component. They have taken what they consider to be the number one crime problem in the area - burglary - and are attempting to develop a program that will reduce this incidence. I find this unique from the standpoint that it is a break from the traditional scatter-gun approach of crime prevention generally found in a community. It is also a factor that can be measured.

Organization of Program

The program is under the auspices of the San Mateo Board of Supervisors. The unincorporated area of East Palo Alto has a Municipal Council of five members that are elected by the area residents. This council (Municipal Council) has in turn been designated authority by the Board of Supervisors to oversee and administer governmental activities in the community. The council in turn appointed a board of directors to administer the CYRP program. The program director reports directly to the CYRP board. The program director reviews referrals and makes the initial decision to accept, to refuse, or to refer the case elsewhere. Cases are rejected when they involve drug addiction or "hard drug use," or when the case specifically requires resource commitments the program is incapable of making, i.e., residential treatment, individual therapy, or foster home placement. The program director is also responsible for determining which cases to refer to the community panel for a hearing and which cases to refer directly into the youth guidance component. Usually cases are referred to the panel for a hearing and investigation in those instances where the

case is contested, where damage to person or property has been sustained or where the crime is other than truancy or incorrigibility.

State Plan

California has had several state plans during the past three years regarding delinquency prevention programs. If there has been one consistent theme, it has been that of diverting youngsters from the system. This program has that objective as part of its strategy.

When the Department of the Youth Authority was first allocated delinquency prevention subsidy moneys, the Community Youth Responsibility Program was one of eleven original programs allocated state delinquency prevention money.

During the first year of operation the program received a total grant of \$84,500. During the second year of operation they received a grant of \$107,699. They are currently receiving a grant in the amount of \$155,380.

Summary

The project is now into its third year of operation. The first referral was received in December of 1970. Since that time, they have handled a total of 160 cases. At the time of the on-site visit, July 25, 1972, they had 89 active cases. The majority of the cases have been referred to the bureau from the San Mateo County Probation Department (Watoto Project). The second major referral source has been the San Mateo County Sheriff's Department, 37 cases; followed by schools, 25 cases; and the Palo Alto Police Department, 17 cases. The random sampling of cases resulted in 16 case files being reviewed. Of that number all but one was of Black ethnic background, the oldest 17 and the youngest 9. The most frequent reason for referral was burglary and theft.

A research report prepared by the Urban and Rural Systems Associates of San Francisco alludes to the fact that although the burglary rate of the community has diminished since the inception of CYRP, there is not sufficient information to determine the effectiveness of the program in this regard or from the standpoint of diverting significant numbers of youngsters from the juvenile justice system.

YOUTH SERVICE BUREAU REPORT
BY
LOREN W. LOOK

East San Jose Youth Service Bureau
1668 East Santa Clara Street
San Jose, California 95116

Setting

The East San Jose Youth Service Bureau is located just a few blocks east of a major freeway which separates downtown San Jose area from the "east side" which is a depressed area with many Mexican-American residents but with Anglos and Blacks living there also. The street that the bureau is located on is a busy thoroughfare with commercial enterprises of various sorts but immediately adjacent is a large residential population. The building in which the Bureau is located has a small entry office which makes it appear as if the Bureau itself is limited in terms of its space. However, once inside the intake office the building is actually quite spacious (2500 square feet) for its purposes.

Appeal and Accessibility of Program

The program is readily accessible to the east side. While it is not within walking distance for many of the clients there is good bus service down this main thoroughfare. There is nothing about the location that would particularly inhibit people from going to it although, it is not particularly an attractive site. The small waiting room is cramped but most of the work is done out on the streets by the various workers and the office itself is not overly used for clients. There is a large meeting room in the building used extensively, not only for the staff of the bureau but also for other groups within the community as well. The Director of the Youth Service Bureau maintains an open door policy and his attitude, together with the attitude of the receptionist was one of receptivity and sensitivity.

Reputation of the Program

This Youth Service Bureau has established itself in the official community, in the resident community and in the community of youth in a most effective way. The evaluation system that they have instituted for themselves emphasizes feedback from all of these sources as to their image and their effectiveness. During the three years that the San Jose Youth Service Bureau has been in operation they have obviously gone through considerable strife and trepidation in establishing themselves effectively between the official community and the community with which they are attempting to be of service. Compromises have evidently largely resolved most of the conflicts for the Youth Service Bureau in San Jose appears to be solidly recognized as an agency in good standing with the youth served as well as with the official agencies.

Characteristics of Staff

The Director of the Project has been in charge of it since its inception three years ago. He appears to be a person who has grown in stature and effectiveness as the bureau itself has become a more effective organism. He just received his master's Degree this past year, an admirable feat when one is aware of the tremendous time demands that are obviously being pressed upon him and have always been pressed upon him by the job that he has been carrying out. Mr. Gomez appears to be a most effective Director, for he has the kind of presence that on the one hand can respond to the needs and demands of establishment agencies and on the other hand he seems able to be equally communicative with the indigenous population whom the Youth Service Bureau is supposed to be of service to.

Perhaps the more important secret to the success of the San Jose Youth Service Bureau has been the highly skilled staff with whom the Director has surrounded himself. Two examples are as follows: The first man, Bob Goodsen, age 24 just received his Master's Degree in Criminal Justice from San Jose State. He is deeply interested, not only in Criminology, but in research. This young man is the coordinator of volunteers for the Bureau. He has also introduced a most comprehensive and sophisticated research design that if carried through will really test what the bureau doing in many different dimensions. Mr. Goodsen is a young man who has all kinds of ideas and is not afraid to introduce new ideas or ask questions. The second worker, Joe Rodriguez, age 32, was also a most impressive young man obviously deeply committed to the Youth Service Bureau and its objectives. Both men had a conceptual understanding of the Bureau, its objectives, and the implications it had for the whole criminal justice system far beyond what you would expect from line workers in any agency.

Objectives

There was a clear understanding on the part both the Director and his staff of objectives of the Bureau and of the strategies to achieve these objectives. Objectives of the San Jose Youth Service Bureau was to provide and coordinate community activities by providing a variety of group work, casework and community development services through the combined efforts of several social disciplines.

Program Content

San Jose Youth Service Bureau provides a diversity of responses to the needs of young people in the eastern part of the San Jose area. First of all they have spearheaded the establishment of the Inter-Agency Council. This Inter-Agency Council meets regularly under the leadership of the Youth Service Bureau and responds to a wide variety of community felt problems. Most recent was the problem of providing health services to East-Side citizens. As a result of the efforts of the Council a task force was formed which in turn developed an idea of a Youth Clinic which is now submitting a proposal to the director of Health Services of Santa Clara County pointing out

the problems and proposing methods of responding to the problems. Nearly every member of the staff of the Youth Service Bureau belongs to some inter-agency group that is spearheading some kind of effort to resolve community problems.

Direct services provided by the Youth Service Bureau include counseling to those people referred to the Youth Service Bureau by the School Department, by the Police Department, by the Probation Office. In addition to this there are tutoring programs and activity groups, which includes student interns from San Jose State College providing up to 16 hours a week volunteer services. This has been so successful that the College has proposed an expansion of the program for the 1972-73 school year. There is cross-age tutoring program that was instituted last school year that was very successful and which will be re-instituted during the coming school year. There is a Big Brother and a Big Sister program that has been previously mentioned in which 22 active volunteers from the indigenous community work with troubled young people who are referred to the Youth Service Bureau. Last year the Youth Service Bureau also completed an extremely successful project of counseling with young people who had been truants in the past and through the efforts of this project the truancy rate was reduced significantly.

State Plan

The East San Jose youth Service Bureau is one of the many youth service bureaus that was started in California three years ago. They were originally funded by the state for \$25,000 and during the second and third year received money through California Council on Criminal Justice. They started operating September 1, 1959. Effective July 1, 1972 the San Jose Youth Service Bureau was funded by the County of Santa Clara and it no longer has any financial support from the federal government. The staff of the bureau knew for some time that there would be no more federal money coming after July 1, 1972 but that they had no assurance whatsoever that the County would pick up the tab, yet they continued to operate. It was only just before the end of the fiscal year that they won the battle for County financing. Their future now seems to be assured as an ongoing part of the County government services.

Summary

This observer must conclude that the San Jose Youth Service Bureau is indeed a successful and vital operation. It is relevant to the community. There is wide acceptance of it there and an increasing number of indigenous families are coming to for it for services. It has received an adequate amount of support from the community to where the community is now supporting it financially as well as referring cases to it at an increasingly high rate. During the last year law enforcement referrals have tripled. There have been similar increases of referrals from other sources as well. The youth service bureau responded to the needs of the community to coordinate services and to develop model programs as well as plug gaps in service. All

of these ingredients have been responded to by various strategies that have been developed by the San Jose Youth Service Bureau staff.

Approximately half of the clients served by the Youth Service Bureau are female. This is another significant indication that the bureau is indeed responding to needs that are felt in the community. Most established youth serving agencies respond disproportionately to the male population as opposed to the female population. It is this observer's view that this is a good measure of whether or not a new youth service bureau is indeed mirroring the needs of the youth in the area served for certainly the problems among the female population are equal to the problems of the male population.

There are twice as many Mexican-American youth being served by the Bureau as there are all the other youth in the area combined. Although this does not reflect the actual population in the eastern area of San Jose it does reflect the deprived state of things among the Mexican-American population as far as services have been concerned in the past. That is to say, the Mexican-American population with its many needs has been more or less forgotten and overlooked and the Youth Service Bureau in East San Jose has helped correct the situation.

This Youth Service Bureau has been placed as a member of the community agencies under the direct supervision of the Chief Probation Officer. There is no indication as yet that this will have any effect on its effectiveness. One would wonder however, how it will work out in the long run. In other areas of the country it has appeared that usually without intent the hierarchy within which a youth service bureau functions does determine its ultimate objectives and its area of potential success. If this is true with the East San Jose Youth Service Bureau one would expect that in a year or two this program will become a junior Probation Department as opposed to the alternative to the juvenile justice system that it presently, certainly is.

One last encouraging note on the East San Jose Youth Service Bureau is its efforts to build in evaluation so that in the future both the public and the staff of the Youth Service Bureau will be able to have an ongoing picture of not only their effectiveness but of their needs for future effectiveness as well.

YOUTH SERVICE BUREAU REPORT
BY
JACK GIFFORD

Social Advocates for Youth, Inc.
218 "E" Street
Santa Rosa, California 95405

Setting

Project offices for the Social Advocates for Youth are located in Santa Rosa just off the main artery of the city. The offices consist of four rooms which are used as offices and interview rooms and one larger room which is used for group sessions and general discussion activities. The offices are not part of a neighborhood setting and do not attempt to appeal or draw clients from the area.

In addition to the project offices, the project operates a residential center which is also located in Santa Rosa. The Cherry Street House is a large, old residence.

Most of the actual work of the program is done in the client's home either by volunteers or by staff directly. Some contact with clients is made at other agency offices such as Probation, Juvenile Hall, etc.

Accessibility of Program

The target group of the project is county-wide and it is not common procedure for the clients to come to the project offices. Perhaps it is more critical to the project operations as to how accessible the project offices are to the volunteers. Transportation for the volunteers is a problem since many of the volunteers are required to go all over the county and since many have old cars or very limited access to transportation.

Reputation of Program

Even though one of the project objectives is to bring about institutional change, relationships between project staff and other agencies are good. Most of the referrals for the project come from the Welfare Department, schools and families, and the Probation Department in that order.

There have been some functional problems with the Probation Department around court issues. Although the department embraces the concept of diversion, S.A.Y. staff encountered some opposition on individual cases and such logistical problems as accessibility in juvenile hall, etc.

The project maintains a very low profile in the community and is not widely known to youth in the county other than through the referral process. Staff feel that this low profile helps to avoid labeling and stigma to its clients.

The project has an excellent relationship with the County Welfare Department and the Department of Mental Health.

Staff Characteristics

The Director reports to the Board of Directors. The Board has a policy function by design and allows project staff full latitude in decision making.

Alan Strachan is the project Director. He is a young, bright, capable individual who has long hair and a general mod appearance. Alan is well spoken, and his amiable manner allows him to communicate well with the power base in the community. He covers all of the bases in keeping various political factions and public figures informed and supporting the project. Alan does not operate as a boss in the project. The overriding tone of staff relationships is democratic. Staff usually get together and iron out problems, plan for the future, and develop overall project strategy as well as specific treatment strategies for individuals.

Bruce Maximov is the Assistant Director. Bruce has pretty much the same scope of activities as the Director. In addition to carrying a caseload of volunteers he does proposal writing, makes contact with other agencies, and provides direction for staff in general program activities.

Mike Curreri is a young psychologist who is in charge of the diversion program in the project. Mike works with families in crisis intervention and is the staff member who has the main contact with the Probation Department.

Ernie Carpenter and Evelyn Kohn are social workers who work three days a week doing family services directly and supervising caseloads of volunteers.

Martin Bauman, psychiatrist, works for the project two days a week. He oversees the therapy work done by staff.

Kathy Taylor holds an interesting position in the office. She does some office work such as bookkeeping, records and filing. She also does counseling and works with other staff with particular families where it is felt that she can relate.

Frank Wood is an attorney who has wanted to taper off in his practice and was working as a volunteer in the project. Sometimes he represents S.A.Y. kids in court. He now works on a paid basis one day per week for the project in addition to his volunteer time.

Staff relate to one another as equals and peers. In addition, most all of the staff know each other socially and all are about the same age. There is a free and easy relationship that is apparent among the staff.

Program Objectives

There is an official project objective calling for the reduction of delinquency in the county by ten percent for the project year. Broad objectives which seem to relate to what the staff actually do have to

do with two areas: 1) to help the child improve his feeling of self worth and to help him better adapt to the world around him, and 2) to bring about institutional change in those instances in which institutions within the community contribute to, rather than improve, the genesis of delinquency.

Program Content

The project has four main components:

The Volunteer Program. The project utilizes about 120 volunteers who are recruited and screened by staff. The volunteers work on a one-to-one basis with clients who are referred from other agencies. Staff have a "caseload" of volunteers ranging from 20 to 35 per staff member.

The Cherry Street House. The Cherry Street House is a residential program which was begun by the staff to fill a gap in services for those children who are in need of supervision but who should not be placed in a correctional setting. The main approach at the house is counseling and groups.

The Diversion Program. The diversion program is operated in conjunction with the Probation Department. Staff work with families of young people who are referred to the Probation Department under 601 of the State Welfare and Institutions Code. This section of the code deals with runaways, children with "delinquent tendencies," truancy, incorrigibles, etc.

Advocacy Component. More and more the project is getting involved in advocacy and institutional change. The assumption here is that much of the process of the juvenile justice system reinforces rather than corrects delinquency. Many of these "system transgressions" seem to arise out of those offenses charged to children which would not be criminal if committed by adults. Staff represent the child both individually as an advocate and legalistically by attempting to change the law and the application of the law.

In my opinion the most unique aspect of the program is that it can continue to survive and maintain the support of influential public and political forces while at the same time confronting and challenging the existing formal agencies within the community.

State Plan

Part of the funding for the project comes from the California Council on Criminal Justice which is the State agency in California responsible for the administration of funding through LEAA. Sonoma County is part of Region E within the CCCJ regional structure. Since the project has covered its political bases very well it has considerable support in the local regional planning board and it is likely that they will be funded through the three-year period.

Official Status

The official organization of the project is somewhat confusing and has

changed since the inception of the project. S.A.Y. is a central organization which has projects mostly in California but also in Colorado and the state of Washington. Representatives of the central organization originally contacted people in Santa Rosa to begin the S.A.Y. project there. Central S.A.Y. has a consortium of funding including the Haigh-Scatena Foundation and the Bank of America. Originally the project was known as Individuals Now but later was named Social Advocates for Youth. S.A.Y., Santa Rosa, is incorporated individually and is not legally tied to the central organization. S.A.Y., Santa Rosa is currently not receiving any funding through the central organization and should be considered an autonomous organization even though the Director and the Board participate in the central S.A.Y. planning. Theoretically, central S.A.Y. is supposed to provide assistance in the area of evaluation and research and general consultation. In reality, the central organization offers very little real support to S.A.Y., Santa Rosa.

From the beginning of the project 446 children have been referred and received services from the project. Presently there are 90 children being given services through the various project components.

Most of the current funding for the project comes from the county of Sonoma. The county presently contributes about \$94,704 cash and about \$15,600 in-kind. The project will secure about \$5,000 in local contributions and private donations this year. The CCCJ contributes a grant in the amount of \$52,095. Of the total program cost, about \$85,000 goes for maintaining the Cherry Street House. It is not surprising that the residential center takes a major portion of the money. The volunteer component could be estimated to take about \$40,000 per year for operation. The diversion program accounts for about \$13,000. These component breakdowns are estimates.

The project has just begun putting together a statistical analysis of the first year's operation. Interestingly, in looking at project success on the basis of rearrests, the least success was made with referrals from the Probation Department. The project was much more effective with referrals from County Welfare, school and family. Also, they seem to be more effective with younger referrals as compared to older.

This is one of the most effective youth service projects that I have seen. I do not think that there is any question that the project is making an impact in the entire criminal justice system in the county of Sonoma.

YOUTH SERVICE BUREAU REPORT

BY

LOREN W. LOOK

Stockton House
701 West Bianchi
Stockton, California 95201

Setting

Stockton is in the rich agricultural area of the San Joaquin Valley. Much of the employment of the area is seasonal and the year round unemployment rate is quite high. At different times in its existence it has been termed an economic disaster area. Some areas and circumstances in Stockton are reminiscent of descriptions in John Steinbeck's Grapes of Wrath.

There are approximately 300,000 people in the county with over 100,000 residing in Stockton, the County seat. At the time of review, Stockton House was located in a rather small residence, just around the corner from a commercial area and just behind a car-wash. Besides the house there is small cabin in the rear of the residence used as sleeping quarters for homeless clients. Overall the facilities were marginal; however, the project had just signed a lease for a different building, described as a very much larger house located in a more acceptable neighborhood near town.

Appeal and Accessibility of Program

Stockton House is open virtually 24 hours a day. It is a very informal atmosphere and there is very little in the way of special paper work. The facilities are old and shabby. The total arrangement is anything but conventional and may have considerable appeal for individuals seeking a life style outside of the establishemnt-institutional model. Other individuals may be turned off by the lack of orderliness.

Reputation of Program

The reputation of the program with official agencies tends to be conditional. The shabiness of the physical facilities and the casual approach plus a very accepting attitude toward a marginal population may have something to do with the official agencies reluctance to fully accept this program. At the same time they do utilize the services as an expedient resource in special kinds of cases and to some degree recognize that the program serves as a link to a rapidly developing sub-culture of young people in the area.

The very nature of the program limits the clientele of Stockton House to individuals who are in jeopardy of the delinquency and criminal justice system. They provide a refuge for young people who are having family and social problems. They have a special appeal to young people who are runaways, casualties of the drug abuse culture, and general social crisis situations.

Characteristics of Staff

The staff consists of the Director, Assistant Director and a variety of counseling staff. The counseling staff may be either partially paid, work-study students, on loan from other agencies or volunteers.

The Director, Art Sutton, is in his mid-twenties. He brought the Stockton Awareness House into existence and has been the key person in developing programs and arranging for money.

Objectives of Program

Stockton Awareness House has been open for approximately two years. Initially it was known as Awareness House and was affiliated with other programs of that nature. The emphasis at that time was held to drug abuse counseling. Objectives have since become more broad and the program now emphasizes filling the gap for a group which has received little or no attention in communities throughout the country, i.e. programs for youth who have decided to leave their home. Stockton Awareness House now caters to anyone with a life crisis who wishes to come to them. They are particularly interested in runaways and individuals who are casualties of the drug culture. According to the director the principle objective is to keep youth out of the system. They believe that runaways are not a police problem but a family problem and that the Stockton Awareness House can be a place for runaways and parents to come as a neutral ground for constructive communication.

Program Content

Individual counseling is the main approach. They also emphasize family counseling and at present are developing a group home.

The target group is primarily youth between 13 and 18 from the total county - dealing with family problems, solving crisis when it is at the most difficult point. Service is for all social groups - runaway help - crisis phone - planned parenthood - draft counseling - drug counseling - information and referral.

It is estimated that since the program started there have been 900 female and 800 male clients. They are mainly white with a few black and some brown. The sources of referral involve law enforcement, probation, courts, parents, schools, friends, and self. The reasons for referral include need for family counseling, need for individual counseling, and need for drug counseling.

State Plan

The Stockton Awareness House is not a part of the state plan for Youth Service Bureaus. The project Director reports to the county office of drug abuse and the project is a part of the master plan of the San Joaquin County Office of Drug Abuse Master Plan.

Summary

The Stockton Awareness House started as a drug treatment and drug abuse prevention project and developed into a broader program, dealing with individuals from the overall sub-culture from which the "drug-culture" comes from. The project recognizes that young people are seeking an independent life-style and emphasizes teaching and acquainting young people with survival skills such as management of bank accounts, legal information regarding sales, purchases, credit, rent, etc. which can cause potential difficulty in the "system." The project deals with its clientele on turf which is familiar. For this reason there is sometimes hesitance on the part of the official community to fully accept the program in fact there is some limitation that the official community has in accepting a program such as the Stockton Awareness House. Recognizing this fact, it is to the considerable credit of the director that the program can continue to exist - it is also an indication of the extreme needs of the area.

YOUTH SERVICE BUREAU REPORT

BY

RICHARD LEW

Arvada Youth Action Commission
7404 Grant Place
Arvada, Colorado 80002

Setting

The area is an upper middle class suburban, almost all white, area. The facility itself has about 1500 square feet and is in poor condition as compared with its surroundings. The furniture is considered dilapidated. At the same time it is pointed out that the rating of physical facilities should also be viewed as very acceptable to the youth of this area, who at this point in time "dig" an old dilapidated setting which they can identify as "theirs". It does provide space for privacy for interviews and rap sessions.

Appeal and Accessibility of Program

The facility appeals to the youth of the area as indicated above. The project is open from 9 AM to 5 PM Monday through Friday and is accessible by walking and public transportation. There is no paper work and in fact no records are kept. The general atmosphere is accepting and non-judgmental of youth.

Reputation of Program

Staff relationships with official agencies is generally good to average and the situation with youth is similar except that it does not reach a broad base of youth.

Characteristics of Staff

The Director is a 27 year old white female. She has a bachelor's degree with graduate training in counseling. For the most part her work involves picking up ideas that need action, developing proposals from these ideas, and then getting people and resources to carry out the proposals. She also coordinates with other agencies to get ideas for programs. With few exceptions, she does no direct counseling. Other staff in the project consist of a Youth Worker who did function as a Runaway Coordinator but is now redefining his job. There is also a half time secretary who is a high school student and receives credit for her work and a janitor who is also a high school student who works 10 hours per week. In addition there are five positions for the summer months for youth employment.

Other staff consist of group home house parents. The house parents are responsible for the day to day operation of the group home for girls. The Budget of the group home is based on welfare payments for each of the girls placed there. From this, the house parents provide operating expenses and what is left over is their salary. This group home is a short term placement for cases such as runaways. The girls stay from

two to ninety days while more permanent plans are made by the welfare department social worker.

In addition there are active volunteers. For instance two counselors from the local high school volunteer their time as counselors at the bureau. They are the type of counselors that students are able to relate with but cannot because of inadequate time available in school. They therefore work at the bureau.

Objectives of Program

The objectives articulated were to identify un-met youth needs in the community, to start programs to meet these needs and to turn the programs over to other groups to run.

Program Content

Initially, the target group was youth who were basically identified as holding counter culture attitudes. These would include potential dropouts who are generally bright, but bored. At this stage the bureau is attempting to broaden its target group.

The primary service to be provided is "to get things going" in the community. It is a place where both youth and adults go and they will be listened to and can promote ideas and see these ideas go into programs, if feasible.

A runaway program was worked on by volunteers who offered their homes temporarily to youths who had run away. There were 12 homes available. The program ended when the city demanded foster home licenses. Because it was too complicated to formalize, the police stopped referring and consecutively the Welfare Department withdrew their support. Therefore, one informal volunteer program did not survive. Some of the unique aspects of the program involve youth who have been seen by the schools as disciplinary problems or who were belligerent. They have come to the bureau, have participated and become active and have been most constructive and verbal on the commission. A second rather unique aspect would be the Commission itself, where both youth and adults are able to work together. The commission has 11 members composed of four youth members, four adult members who together select three additional members for a total of 11.

State Plan

It is anticipated that when the Law Enforcement Assistance Administration funds terminate the city will fund the program.

Summary

The Arvada Youth Service Bureau provides some direct service and especially is involved in developing alternatives for runaways and youth who are bored. For the most part however it concentrates on stimulating and developing new programs for youth and providing direct services to fill gaps or to set the pace. There are a few juvenile

court referrals but the overall climate of the bureau is non coercive and voluntary. All evaluations are informal, geared to provide day to day feedback. There is no paper work to speak of and no formal evaluation component. Even so the bureau has had some stigma, because it has heretofore worked primarily with counter culture type youth. The more "straight" kids do not participate. The Director feels that if they could steer their program to a broader base of youth, for instance having the summer job programs, that they will alleviate a part of this problem.

The Youth Service Bureau Director sees two programs which she would like to see get off the ground during the next year. They are: (1) a community school program in developing a guide for use of school facilities. (2) a teen center, or an alternative hang out for youth to congregate. The most difficult problem in the program today is seen getting youth and adult participation to carry out programs which have been formalized.

YOUTH SERVICE BUREAU REPORT

BY

RICHARD LEW

Boulder Youth Service Bureau
1750 10th Street
Boulder, Colorado

Setting

The project is located in a downtown section of a white middle class suburban community. The offices of the Youth Service Bureau are below average in appearance as compared with other buildings in the area. The bureau does have approximately 600 square feet which it shares with the Urban Corp. There is also a conference room available for use by bureau staff.

Appeal and Accessibility of Program

The program is open from Monday to Friday from 8:30 AM to 4:30 PM and is usually accessible by public transportation. There is a minimum of paper work in connection with the program and staff are friendly and supportive.

Reputation of Program

The program has an excellent reputation with probation but considers that it has a poor working relationship with law enforcement agencies as they will not refer cases to them and neither will the schools. Relationships with other social agencies such as the Welfare Department are good. The program reputation with youth who are part of the program is excellent; however, the program has had a low profile and is not too well known by the public.

Characteristics of Staff

The Project Director is a 46 year old white female. She has a master's degree with special training in counseling and education and additional training in nursing. Her previous occupation was as a director of nursing. Her usual work week is Monday through Friday 8:30 AM to 5 PM plus nights and weekends, with an average work week of 45 hours. Her main work consists of short term counseling to determine what services are necessary. If appropriate she refers cases on to existing appropriate agencies or programs. Secondly she is involved in the development of programs for city youth. The third aspect of her job is in regard to coordination of the existing youth services and programs. For instance, she meets weekly at an inter-agency intake conference with representatives from other social agencies. She sees her job as that of acting as a catalyst, initiating program ideas and getting others to implement programs. She feels that it becomes necessary for the bureau to sometimes be involved in direct services programs in order to get these types of services started. An example of this would be the Youth Center, which the bureau started, but turned over to the County Mental Hygiene Agency under a contract.

The Assistant Program Director is a 23 year old white female who works as an administrative assistant. She is editor of a newsletter, represents the bureau in coordinating a foster home program, coordinates information and schedules, takes care of office functions, provides information over the telephone, handles all budgets and finances, and also does record keeping. Another position of Youth Coordinator is presently vacant. This position is responsible for the development of programs, short term counseling, assignment of volunteers to work with youth, etc.

Program Content

Primary objectives are considered to be delinquency prevention and youth development. The primary target group is adolescents, and more specifically the "counter culture". These are youths who are seen as generally functioning quite well, but who are nevertheless lonely, insecure and have not resolved the question of "Who am I?". Another target group is youth who live in the low income housing area, which has recently developed in the Boulder area. The primary service provided is as a catalyst in program planning and development, coordinating youth services and providing direct services in order to fill gaps. In the area of direct services, only short term counseling to search out needed services is emphasized. Staff was very knowledgeable about referral resources and utilized them frequently, i.e. Mental Health Center for out patient adolescent counseling; Public Welfare Department for foster home referrals; Family and Children Services for marital counseling.

State Plan

The project is funded through Law Enforcement Assistance Administration and it is anticipated that the city will eventually take it over.

Summary

The program generally has a low profile in the community. This has some advantage in regard to avoiding labeling and stigma but causes problems in so far as referrals from official sources.

The project has initiated a time study, as to how staff spend their time in a given day, but do not at this point have any definitive evaluation component in regard to their effectiveness.

NON-CONTINENTAL UNITED STATES

HAWAII

Honolulu

PUERTO RICO

Playa-Ponce

CONTINUED

5 OF 8

YOUTH SERVICE BUREAU REPORT

BY

HERB TROUPE

Palama Settlement
810 Vineyard Boulevard
Honolulu, Hawaii 96817

Setting

Around 1896 the Palama Settlement came into being because many immigrants were arriving to work on the plantations. As the result of a bubonic plague epidemic in 1899 the Palama Chapel, as it was called, began a program to meet a health need of the people.

The Settlement is located in the western part of Honolulu. The Hawaiian population is about 759,000 and 650,000 are located in the Honolulu area. The settlement has been a residence area for immigrants for decades. Ethnic groups currently in this process, and recipients of service from the Settlement, are Philipinos and Samoans. Native Hawaiians are also "immigrants" in the sense that they come from a different life style. The suffering of these easy-going people from the aggressive and conformity demanding educational system is reflected in a high unemployment rate, welfare and dependency needs and the non-conformity to society's rules. They are also beset with our modern problems of over-population, auto congestion and smog.

Accessibility and Appeal of Program

The program is indigenous to the area which it serves and also people from other areas occasionally come to join the Palama group. The Settlement administers to the needs of the people, adult and youth alike from schooling, housing, and cultural enrichment activities to being a correctional facility for the more delinquent population, which at present consists of about 78 youths and the detention home group of 43 boys and 15 girls. It is not overcrowded. They have a large complex of buildings for many activities - from administrative activities to health, school and detention facilities.

Reputation of Program

With the official community the program is well received by agencies. The school system sometimes needs special attention because Palama has established its own educational facility and accepts the public school's "rejects." The large numbers of self referrals speak for its reputation with the area it serves.

Characteristics of Staff

The staff are energetic, dynamic, imaginative and openly friendly. Aggressive recruitment (outreach) is used to encourage people to become involved in the program. The Director, Bob Higashino, maintains a relaxed attitude, encouraging people to come to him and he is available for this. Twenty-four hour dedication will bring a staff member out of bed if necessary to attend to a crisis.

The Program Designer, Earlene Chambers, has a state nursing license, a Master's degree in Primary Education and Educational Psychology and a Doctorate in Psychology. She designs programs for the Palama Settlement and keeps a pulse on the community to better assess their needs and the success of the programs. She lives on the grounds and provides part of the crisis staffing required.

The Director of the Neighborhood Development Department, Jim Swenson, is an ex-minister of the United Methodist Church. He helps groups to achieve their purpose or to find a common purpose and to take an interest in their environment. He tries to have them work to achieve communication with other agencies or officials and is in the role of both advocate and advisor.

There is a neighborhood worker, Pat Zukemura, who is in his 20's who has an AB degree in Sociology. He knew the Neighborhood Development Director when he was a minister and was anxious to join this project under him. He works with groups in the neighborhood to encourage and aid them in becoming involved in activities and groups which affect their lives.

The supervisor of the Social Welfare Section, Ken Ling, has a staff of nine. He is 32 years old, oriental and has a master's degree in Social Work. He studied for a time in San Francisco and Los Angeles. He has been a Probation Officer. He first began as a street worker at Palama and the program evolved to use sports as a tool to modify behavior in what developed as the In-Community Treatment Program.

The Social Welfare section has outreach or street workers. One is a black man from Detroit, John Sharp, who has worked in the minority community there. He is also one of the crisis staff who live on the premises. His job is to work with youths and parents when he can involve them to solve some of their problems which they encounter in their daily survival outside of the criminal life style.

Objectives of Program

Palama Settlement provides an alternate means of education to decrease the pre-selection of youth to an outlaw life style. They provide alternatives to poor health, help for welfare needs and alternatives to incarceration of juveniles.

The programs are designed to be demonstration projects which can be taken over by other agencies when their effectiveness is established. The staff at Palama do not want to run these programs for years but plan that the programs be assumed by the appropriate public agency. For example, they feel that the School-recreation program should be taken over by public schools as Palama has showed its effectiveness with the non-motivated, non-achiever who is termed "failure" by the schools at present.

Program Content

The settlement has a complex recreation-school program using Guided Group Interaction and a Behavioral Modification approach. The route a youth follows is from the non-air conditioned classrooms, when he first joins the program for educational needs or behavior problems, to the comfort of air conditioning in the classroom and being able to participate in the recreational programs. The teams travel and earn status as well as "success experience" in acceptable youth activities. They take rejects from the public school system and motivate them to success in school and sports.

At the time of the program review there were 40 boys from 10 to 15 years of age in the basketball program. Track is for boys and girls from 8 to 16 years and there were 25 runners. There were 15 boys from 9 to 18 who were taking boxing. Football, where the team travels, has 100 boys 10 to 15 years old. The sports program is prohibited for the non-academic achievers.

There is a 24 hour crisis service. Drug problems seem to be limited at present to pills and paint sniffing. They offer a Planned Parenthood program and a dental program. They have programs for elderly people and for welfare recipients and those living in public housing. They own some of the public housing projects themselves.

The Program Designer has freedom to try new methods and also to discard program attempts which have not proved to be successful. This freedom to try and fail and to try something different has been very valuable in working out programs at Palama.

The Neighborhood Development Department has a requirement that its staff must be indigenous since they are trying to get people involved in taking an active part in the shaping of their own daily lives, they too must be a comprehensive part of the environment. They attempt to form groups or aid groups in their relationships with other agencies so that these groups can have an influence on the decisions which are made.

The Social Welfare section of the program uses In-Community Treatment where the clients live at home and must be at the Settlement for a specified time each day, as a method of dealing with the hard core 15 to 18 year old youths who are referred by the Court in lieu of a reform school. This is where Guided Group Interaction is used and the group's decision can accept or reject a new referral or one youth's actions can result in discipline for all, therefore the youth is asked to answer to all of his group for his personal actions. Participation in the sports program is the reward for school success in this program. The sports program provides much success experience for its participants. Some refuse the In-Community program as they claim it is too hard, and carries too much responsibility for the client to assume successfully.

State Plan

There is no state plan. The Palama Settlement existed long before the territory was a state. They sometimes receive funding from federal sources such as LEAA and OEO but also are wealthy in their own right. This gives them independence in their attitude towards the establishment funding sources.

Summary

It is impossible to measure the amount of diversion this program has achieved. Since it has been in operation for over 70 years, there is no comparative pre-existing situation. This very old program has developed an unusual tradition, to change with the times and always be new.

YOUTH SERVICE BUREAU REPORT
BY
WILLIAM UNDERWOOD

Juventud y Comunidad Alerta, (YSB)
Centro De Orientacion y Servicios
Dispensario San Antonio, Inc.
Avenue Padre Noel, Numero 30, Apartado 213
Playa, Ponce, Puerto Rico 00731

Setting

The Youth Service Bureau of Playa Ponce Puerto Rico in Spanish is called: Juventud Y Comunidad Alerta; also El Centro. The main center is located in an old two-story home located in the heart of the industrial section in La Playa-Ponce. The front entry is off one of the narrow streets which characterize the area. The back entry is adjacent to a parking lot utilized by a few of the Centro staff and executives and key staff from the iron works on the other side of the parking lot. The lower floor of the home is utilized for offices and many of the activities of the program. For instance, one section is filled with sewing machines, another with school chairs, another with various crafts projects. There is also a large covered patio and a green lawn. The patio and lawn are often used by tutors and their students. The upstairs portion of the building is utilized as living quarters and office space for the Director and a few staff. The building furnishings are simple and well used but very functional. One gains the impression that every bit of space is utilized but at the same time there always seems to be a place to have privacy for conversation and for activities to develop spontaneously.

Ponce is the island's second largest city. The section known as La Playa is the port area of the city, a section also known for its high unemployment, dilapidated housing, poor health, school dropout, high delinquency, high crime and various other indicators of poverty. It takes only a brief visit in the barrios to establish the credibility of the reports regarding living conditions in the area.

There are also two branch offices of El Centro, one is located on the east side and is known as Extension Sauri (in honor of the man who donated the property). It consists of a medium size field house (approximately 800 square feet with an outdoor basketball court and a vacant area). The field office on the west side, known as Extension Tabaiba (Indian word), is similar. Another field "office" was being negotiated for at the time of our visit, located in what was formerly a bar adjacent to the village plaza. There is only limited space (less than 400 square feet). It will be utilized for tutoring.

Appeal and Accessibility of Program

El Centro is within walking distance of the 17 barrios in La Playa.

Also, the field centers make the program even more accessible. There is virtually no public transportation in the area and even the 15 cent "taxi cab" ride to the uptown area would be an economic hardship to the residents. El Centro is not only accessible in terms of physical location but also in terms of going out of its way to relate to residents of the area. Someone from almost every barrio is employed at the center and there is a great deal of effort to invite people in, especially youth. When the project first started, and now on occasion, one barrio per week was selected for a street, steel drum band. Center advocates attend and tell about the activities at El Centro.

Reputation of Program

The Youth Service Bureau in La Playa is obviously quite popular with the youth it serves and with the residents in the area. At a community fair, sponsored by El Centro, it was noted that recognition was given to all of the barrios and that the number of people who attended were of all ages. It was so crowded that it would be impossible to give an estimate of the number attending except to say that La Playa section of Ponce has approximately 18,000 people. It would be a vast understatement to simply state that this program has the support and endorsement of the community it serves.

The reputation of the program with the official community is another story. Relationships with officials and agencies range from excellent to very poor. The juvenile court judge recently became a resident of a new middle class housing tract developed in a section of La Playa. He fully endorses and supports the project. He considers the Director to be an exceptional leader and has developed high regard for the para-professional "advocate" staff. The relationship with the police is varied. The official position seems to be not to oppose the project. In a practical working sense, relationships vary from individual to individual. A few of the staff acknowledge that relationships with the police are poor. A few individuals, however, (usually advocates with limited academic education) have excellent working relationships with the police. They have each others trust and respect and although there is nothing to show for it officially a great many matters are worked out informally. The relationships with probation are usually good and always cordial. They sometimes have a difference of opinion in regard to a given case. The relations with the Social Service Department is difficult because they will not be responsive to the para-professional staff and the advocacy matters must be taken care of by the academically trained social workers of the project. The situation with the schools is similar in terms of who school officials prefer to communicate with; however, the overall situation is termed as very poor. In essence the project has been instrumental in organizing citizens within the community to challenge the school system in regard to the high rate of expulsion of its youth from school. El Centro has also become competitive in terms of setting up its own vocational and academic educational program.

Whether the relationships with any given agency were excellent or poor, there was an impression that there was a high degree of mutual respect.

Characteristics of Staff

Sister Isolina Ferré, 57 year old nun with the community of the Blessed Trinity is Executive Director. Her work with the program includes meeting with the department heads, working with the advocates, giving public talks, operating the health program and public relations work. Or, in general, being an advocate for all of the needs of the people. Her training is extensive. She graduated from elementary and high school in Puerto Rico and subsequently took her training as a nun in the community of the Blessed Trinity in Philadelphia. She worked for many years in the eastern and southern United States, including rural areas of Maryland and the mining towns of the Apalachian Mountains. She also worked in the Cape Cod area and in the Brooklyn area with Black Portuguese, Italian and Black youths. For over nine years she worked in small towns located in the hills of Puerto Rico and during all of this time was active in addressing the social problems of the people she came in contact with. It was not until after these twenty years of extensive experience that she obtained her Bachelor of Arts degree from the St. Joseph University in the New York area and subsequently her Masters degree from Fordham University. It was after she had given lectures regarding Puerto Rican culture and family life to the Health Department and many groups that she took her Masters. In the meantime she also became the Director of a settlement house in Brooklyn and was there for nine years. It was in 1969 that she again returned to Puerto Rico to work. In addition she comes from a prominent family in Puerto Rico. Her family has interests in the steel and cement industries in Puerto Rico. Her brothers graduated from Massachusetts Institute of Technology in engineering. One of them is now governor of the Commonwealth. Sister Isolina does not have a salary although her services are used as \$12,000 in kind match. She does not have a salary because she is a sister of the governor and would not want this to become an issue. Although she could make much more, this is considered a high salary in Puerto Rico and it is within those limits that it is set.

Sister Isolina is the Executive Director of both the Dispensario San Antonio and of the YSB simultaneously. She is Director of the YSB as well as of the whole center. The work she actually engages in consists of meeting with the separate departments. She meets with them once a week as a group to talk over problems. She also meets with the each individually. She reads all of the reports of the advocates and meets with a trainer of the advocates to see that the program is going satisfactorily. She also gives some training in any area she does not think is going well, for example, if she feels the tutoring program is not reaching the children she takes the Coordinator of Education and the Tutoring Director to a training

session on how they should motivate the children. She goes to community action meetings about three times a week. She goes to the barrios and visits people and walks into vocational schools as she believes that this is important. "They expect you to be around to see them. It has to do with a personal relationship with the people. I am not going around to check but going around to keep the ties." She also goes to many public places to give talks. She also is the Chairman of the Board for the Health Program. As such she must meet with the Board and with the Executive Director. She also sees many governmental officials, health services, educational services, as an advocate for the people of La Playa.

Total paid staff of El Centro consist of 76 people, including advocates, tutors and professionals. There are also 75 to 100 volunteers. In all, there are about 150 to 200 people who are working directly with the program. Staff are of all ages, racial background and shades of racial backgrounds which are characteristic of Puerto Rico. The number of youthful staff is quite noticeable.

The staff key to the intensive cases of the Youth Service Bureau consist of a YSB team. The Coordinator of the YSB team is a 23 year old Social Worker, Daphne Fumero, who has been with the project from the beginning. Another Social Worker, Nina Sauri, works with her and does group work in group dynamics. Between the two of them they divide the intensive cases. They meet regularly with the trainer of the advocates and representatives of each of the departments. The Advocate Program is a unique aspect of the operation. The leader of the advocates is a Mr. Jose Fuerquet who is 31 years of age, a high school graduate and native to La Playa. The advocate with the greatest seniority in the project is a man of 42 years with a seventh grade education. He is well known and respected in the community and as a former drug addict who has made good, he brings a sophisticated understanding of the complexity of street life to his work. By and large, however, the advocate staff is quite young, for instance four who were hired from March 1971 through May 1971 were between the ages of 18 and 23 years. The number of advocates has fluctuated but the proposal recommends four full time and ten part time. Staff are required to dress simply, plain dresses for women and slacks and sports shirt for the men, so that people of the area can feel at home. The staff of the center, full time, part time and volunteers give the impression that their work at the center has great meaning and go about it with joy and enthusiasm.

Objectives of Program

Sister Isolina, with Father Joseph Fitzpatrick and Dr. John Martin of Fordham University, wrote the proposal to be funded in 1969. With interested people of La Playa, they explained their ideas about the center with the objective: community competence, so that the whole community would become the Youth Service Bureau. The main idea is

to get the whole community to help youth. The major objective consists of working toward changing the lives of people of La Playa, where a pattern of discouragement and deprivation has become a life style handed down from generation to generation. The Director indicates that their interpretation is that delinquency starts when people are not accepted by their family or peers. "They feel that they are not accepted in their own community so they adopt anti-social ways. Most of them are out of school, and out of work and they feel as if they are not giving anything to their community or family. The community and family look down on them. That is why the greatest success in the program is when a youth is accepted. The objective is to preserve them from being different from what a young man or young woman should be. They should be as a regular person; the goal of the center is to help them out in their lives"

Organization

The Youth Service Bureau is under the auspices of the Dispensario San Antonio, Inc. The Dispensario Board has five members. This private corporation was formed primarily in response to the health needs of the community formed in 1950 under the auspices of private industries which started it for health services for children. This corporation existed when the YSB came into existence. There are five members on the board. The Director of the Youth Service Bureau is a member of the Board. Other members are from private industry and two are from La Playa. This Board meets approximately twice a year to check over the money and books. Their objectives are only in regard to policy matters such as having programs that will address social problems in the community. They do not become involved with program components or positions. Programs are taken care of by the Advisory Board of the Center. This is made up of the people of La Playa and three staff members of the YSB. This Board consists of about eighteen people who meet once every month. For the most part each barrio has a representative. Representatives of community organizations and others who have interests also have representatives on the Board. There are also youth representing some of the barrios. There is a 16 year old, an 18 year old and a 20 year old. These people give an idea of what youth in La Playa want in terms of program. Ideas are put to the vote with majority rule, one man one vote. The representatives return to the barrios and relate what has happened at the meeting.

Other advisory groups are from Fordham University and the Crime Commission. Fordham University provides technical assistance and the Crime Commission, L.E.A.A., monitors the program and is the funding source.

Program Content

There are seven main program components. The Department of Human Services is concerned with health and intake. A good deal of the work here has to do with referral. For example if a person does not have a house, he is referred to a housing project; if a person needs

to go to a dentist or doctor he is referred to them; if he needs work he is referred to the Department of Vocational Guidance; if he needs clothing, resources for this are found; in some cases needs are taken care of by the center itself. Very often volunteers are utilized in meeting the needs.

The YSB Team is another component. Two social workers provide initial case-work services and coordinate follow through services for intensive cases (approximately 153). They work very closely in coordinating services with members of the other component, especially the advocates, and agencies in the community.

The Advocacy component has a full time trainer, six full time advocates and five part time advocates. This has changed somewhat from the initial concept as the "center is now more the advocate". The term "intercesor" is now used more frequently. The advocates or the intercesores are the staff, who for the most part, come from the barrios. Each advocate has a certain territory or barrio, so he knows the community that he is working with. Sometimes, the advocates go to the schools. They go to court and to the police station; They go to the places the intensive cases assigned to them go. Requirements for the job are primarily based on experience rather than academic credentials.

The Advocacy Team has a trainer, four full time advocates and another 11 part time. In the future the program will be asking for six full time advocates, because a part time worker cannot give as much attention as necessary. Also the advocates are being taken by government agencies as soon as they are trained. The government is paying double the salary the YSB program could ever pay them.

The Education component is important, because there is a great deal of trouble with the Board of Education and school system. The program tends to be an alternative to the educational system. The educational component addresses itself to tutoring for those who will return to school and for those who are looking just for basic skills. There are programs for adults as well as children. There are programs in conversational English, home economics and manual arts. Tutors in the program tend to be youthful. There were 12 tutors in the program as of July 31, 1971 and all were residents of La Playa. They range in age from 17 to 22 years.

The Community Organization component works directly in the barrios with emphasis on organizing to bring about improvement in living conditions there. Their energetic Coordinator, Antonio Justiniano, and aides emphasize organization for purpose, how to conduct meetings, how to set priorities and how to present views of their community as a group to the appropriate public agency or governing body.

The Recreation and Cultural Enrichment component is important to help the children become creative. It is where music, art, painting, dancing and all of these things are related in their openness.

The Sports program relates to hundreds of young people and attracts quite a number of volunteers. Many of these volunteers are men and this is considered a great accomplishment. There is a volunteer sports committee which meets every Monday. There are 30 to 50 members. They decide what sports program they should run so that they are continually running tournaments in basketball, baseball, football or whatever there is of sports. They take care of all the details of the program. There are two staff for the sports program paid by the Youth Service Bureau who work with the volunteers so that they might accomplish their purpose.

The Vocational Training component is relatively new but it makes use of vocational training resources both from government and industry. Some of the programs now included are welding, industrial sewing, carpentry, housekeepers, and crafts.

In addition to these working components there is a Legal Council for the program and an Evaluation and Research component from the Catholic University of Puerto Rico.

Plan

Plans began in 1969 when Sister Isolina, Dr. John Martin and Father Fitzpatrick of Fordham University, with technical assistance from the Department of Delinquency Prevention Administration of the Department of Health, Education and Welfare wrote a proposal which was to be funded for 1970-71 by the Puerto Rico Crime Commission, L.E.A.A. Because of its demonstrated success, consideration is being given for a similar program to be developed in San Juan, Puerto Rico area. This program represents a rather unique combination of a public service organization with government funding and private industry auspices. It has legal counsel as a part of staff and rather than be challenged on a legal basis does the challenging, i.e., questioning whether it is legal for young people in its community to be excluded from attending school.

Summary

Literally hundreds of children have been served by the Cultural Enrichment, Tutoring, and Sports programs. The YSB Team and Advocate component has worked extensively in intensive cases. In terms of services intensive cases are difficult to distinguish from non-intensive cases. This helps considerably in not labeling nor stigmatizing youth. For the most part intensive cases have a social worker, and are assigned an advocate and usually a tutor. All youngsters who are referred from an official agency are in this category but many are also referred from the YSB staff and the community. The amount of service contacts

to these cases is difficult to determine because it is most extensive. Many of the contacts are on the most informal basis and a part of everyday life rather than some formalized setting. Because so many who come to El Centro have advocates and tutors, nobody knows who is who. When they go on field trips they all go together. The youths have advocates, not because they are bad, but because they need a friend.

This is a comprehensive program which, to some degree, has an impact on the lives of the 8,000 residents in La Playa area and especially of its youth from 12 to 18. Services rendered to intensive care cases represents only a small portion of the services but in this area there has been significant results. While the total number of police cases going from La Playa to court have decreased, the cases from Ponce as a whole have gone up. In 1968-69, from Ponce as a whole, 719 cases went from the police to court and in 1970-71 936 went from the police to court. In La Playa in 1968-69 133 went to court from La Playa and in 1970-71 117 went to court from La Playa. Experience during the first 18 months reveals that of the first 104 cases, 100 had no subsequent police contact or court contact, and four were arrested but returned to the project by police or court. In addition to its effective direct service, the project has also been a factor in attracting additional money to La Playa (an estimated million dollars). Among the programs new to the area is a job development center; a drug prevention program; a health center; and educational stimulation program; work placements, etc. This comprehensive service program model has been effective in delivering direct service; coordinating services; modifying existing institutions; attracting new programs to the area and has had an overall impact in diverting significant number of youth from the juvenile justice system.

APPENDIX

The following appendix consists of a sample questionnaire and questionnaire summaries from 57 of the 58 programs which the Advisory Committee of the National Study of Youth Service Bureaus selected for on-site visits. Not all answers are recorded, e.g. the first question had to do with whether respondents considered their program to be a Youth Service Bureau and since the relevance of the program to the study was established, this was not commented upon any further. Answers to the most relevant and consistently responded to questions are in summary form, following the general format and numbering of the questionnaire. Overall, these summaries provide comparative detail and are complementary to the narrative descriptions by field staff.

MAIL TO
William Underwood, Associate Project Director
National Study of Youth Service Bureaus
California Youth Authority
30 Van Ness Avenue, Room 2026
San Francisco, California 94102

*Note: If possible, please send a copy of your proposal for funding or any evaluative or descriptive material about your program.

I. Would you identify your program as a Youth Service Bureau? Yes No Uncertain

II. Name of Program: _____

Address: _____ Telephone: () _____
Area Code- Number
Zip Code: _____ County _____

Auspices: _____

Month and Year Established: _____

Name of Director: _____

Name & Title of person completing questionnaire: _____

III. Please indicate your sources of funds and the amount that each source contributed to your budget for the fiscal year July 1, 1970 to June 30, 1971, or a comparable 12-month period.

Twelve month period used: _____

Source of Funding	Amount
_____	_____
_____	_____
_____	_____
_____	_____

If your program receives financial support from local government, how much is it:

\$ _____ in kind \$ _____ cash

Comments: _____

IV. What people/agencies are involved in implementing the program that you operate?

A. What agency/organization does the project Director report to?

B. What staff report to the project Director? (Include number, title of staff).

C. What other staff, including volunteers, work in your program? (Include number).

D. What advisory groups are involved in your project? _____

Comments:

V. A. What are the objectives of your bureau?

B. Please rank the following functions where 1= most important and 4= least important to your bureau:

_____ to coordinate
_____ to fill gaps in service
_____ to provide direct service
_____ other: _____

Comments: _____

C. Please rank the following services from most (1= most) to least in terms of total amount of services that you provide:

_____ Information and referral	Systems Modification _____
_____ Referral, with general follow-up	Recreation Programs _____
_____ Individual Counseling	Medical Aid _____
_____ Family Counseling	Legal Aid _____
_____ Group Counseling	Hot Line _____
_____ Drug Program	Other (specify): _____
_____ Job Referral	_____
_____ Vocational Training	_____
_____ Tutoring, Remedial Education	_____

D. Please comment on the most unique aspect or service of your Bureau.

VI. Please describe your program's target group(s) and target area(s), including boundaries, unique features, and social and economic conditions found there.

VII. What was the total number of cases that your agency served from July 1, 1970 to June 30, 1971, or a comparable 12-month period?

Time period: _____ number of cases served? _____

A. What was the estimated number of males and females served?

Number of males: _____ Number of females: _____

B. What was the average age of your clients? _____

C. What was the estimated number of clients by ethnic group? (Fill in name of ethnic group, with estimated number served.)

Table with 4 columns: Ethnic Group, Number, Ethnic Group, Number. Includes three rows of blank lines for data entry.

Comments: _____

VIII. A. Please indicate your sources of referral and estimated number of referrals from each source during fiscal year 1970-71.

Law Enforcement	_____	Self	_____
Probation	_____	Friend	_____
Courts	_____	Other (specify):	_____
Parents	_____		_____
School	_____		_____

B. Please rank from 1 to 10 the reasons for referral to your agency (1= most frequent)

<u>Reason</u>	<u>Rank</u>	<u>Reason</u>	<u>Rank</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

IX. What hours and days are you open? _____

X. Do you have an evaluation component as a part of your program? Yes No
If yes, please describe it or send a copy of your plan.

Mr. Robert J. Gemignani, Commissioner
Youth Development and Delinquency
Prevention Administration
Department of Health, Education and Welfare
330 C Street SW, Room 2038 S
Washington, D. C. 20201

Dear Mr. Gemignani;

As a participant, please send me a copy of the publication on the findings of the National Youth Service Bureau Study.

Sincerely,

Signature

Title

Address

II. Nogales Youth Services Program
 225 Madison, P. O. Box 2283
 Nogales, Arizona 85621

AZ

Auspices: City of Nogales, Arizona.

Established: August 1970

III. Funding:

Federal Grants - 1970-71	\$28,602
Federal Grants expected in 1971-72	26,049
Local in-kind support	10,480
Local cash support	1,200

IV. Organization:

- A. The Project Director reports to the Arizona State Justice Planning Agency.
- B. Staff reporting to the Director includes 2 Center Assistants.
- C. Other staff include approximately 30 volunteers.
- D. Advisory groups involved in the project consist of a Youth Advisory Group and group and youth activity.

V. The objectives of the Bureau are:

- A. Prevention of delinquency
- B. The Bureau considers the following in order of importance:
 1. Providing direct service
 2. To coordinate
 3. To fill gaps of service
- C. In terms of total amount of service, the following are ranked:
 1. Recreation programs
 2. Drug program
 3. Job referral
 4. Individual counseling
 5. Group counseling
 6. Systems modification
- D. The most unique aspect of the program is: "Coordination with the Youth."

VI. The target groups are described as: All groups, all areas (city and county) Pima and Santa Cruz County lines all social and economic conditions found.

VII. The total number of cases served from July 1, 1970 to June 30, 1971 is estimated at 18,818. There were 17,137 males and 1,681 females.
The average age was 16 to 17.
The ethnic group was 90% Mexican-American, 5% Anglo; 5% other.

VIII. The most frequent sources of referrals were as follows:
Law enforcement
Probation
School

The reasons for referral in order of frequency are as follows:
1. Lack of activities
2. Personal difficulties

IX. The Bureau is open Monday through Saturday, 5-p.m. to 10-p.m.

X. The program has no evaluation component.

II. Maricopa County Youth Services Bureau
1250 East Northern
Phoenix, Arizona 85050

AZ

Auspices: Maricopa County Community Services.

Established: September 1970.

III. Funding from September 1, 1970 through August 31, 1971 was as follows:

HEW	\$57,770
LEAA	33,333
Local Government (In-kind)	<u>32,319</u>
Total	\$133,422

IV. Organization:

- A. The project Director reports to the Director of Community Services.
- B. Two supervisors and 5 counselors report to the assistant coordinator, who in turn reports to the Project Director.
- C. Other staff include 15 volunteers.
- D. There are no advisory groups involved in the project as yet as it is still in the planning stage.

- V. A. The objectives of the Bureau: to deter juveniles from involvement with law enforcement agencies as violators; to arrest conflict within the family unit; to offer constructive alternatives to inappropriate responses in a nonthreatening, nonauthoritative atmosphere, using such ego support methods as individual counseling sessions as well as group and family counseling.
- B. The Bureau considers the following in order of importance:
 1. To provide direct service
 2. To fill gaps of service
 3. To coordinate
- C. In terms of total amount of service, the following are ranked:
 1. Individual counseling
 2. Family counseling
 3. Referral, with general follow-up
 4. Information and referral
 5. Tutoring or remedial education
 6. Group counseling

- D. The most unique aspect of the program is: "In 99% of our cases we work with the youngsters and their parents - individually and as a unit.
- VI. The target group is described as: "We have three offices - North Phoenix (predominantly middle class but with a high incidence of delinquent crimes), West Phoenix (low income, Mexican-American) and the Tri-City area (low income, Indian, Black and Mexican-American)."
- VII. The total number of cases from September 1, 1970 through August 31, 1971 was 1154.
 There were 736 males and 418 females.
 The average age was 14,15,16.
 The estimated number of clients by ethnic groups was as follows:
- | | | | |
|---------|-----|-----------|-----|
| Black | 34 | Oriental | 1 |
| Mexican | 185 | Caucasian | 959 |
- VIII. A. Sources of referral were as follows:
- | | |
|-------------------------------|-----|
| Law enforcement and Probation | 647 |
| Courts | 55 |
| Parents | 265 |
| School | 139 |
| Self | 33 |
| Other community agencies | 16 |
- B. The reason for referral in order of frequency were:
- | | |
|--------------------|-----------------------|
| 1. Curfew | 5. Theft |
| 2. Incurrigibility | 6. Substance abuse |
| 3. Truancy | 7. Malicious mischief |
| 4. Runaway | 8. Morals |
| | 9. Assault |
- IX. The Bureau is open Monday through Friday, 9-a.m. to 9-p.m. and on Saturday from 9-a.m. to 5-p.m.
- X. The program does not have an evaluation component.

II. Scottsdale Youth Services
6921 East Thomas Road
Scottsdale, Arizona 85251

AZ

Auspices: City

Program established: April 1969

III. Funding from July 1, 1970 through June 30, 1971:

City	\$23,813
Federal grant	<u>26,203</u>
Total	\$50,016

IV. Organization and staff:

- A. The Director is responsible to the City Magistrate.
- B. Staff reporting to Director include: 1 Assistant and 1 secretary.
- C. Other staff include 120 volunteers.
- D. Advisory groups involved in the project include a team of Supervisors (4 members of City government).

- V. A. The objectives of the Bureau are: "To help youngsters who are having difficulty in school, at home or with the law."
- B. The Bureau considered its most important function to be to provide direct service
- C. In terms of total amount of service, the following are ranked:
 1. Assignment of volunteers
 2. Individual counseling
 3. Family counseling
 4. Drug problem
 5. Referral with general follow-up
 6. Medical aid
- D. The most unique aspect of the program is: "Assignment of volunteers to young persons on a one-to-one basis."

VI. The target area is limited to Scottsdale residents - Scottsdale is a middle to upper middle class city. Target group is any child in trouble - in school, at home, or with the law.

VII. The total number of cases for the 70-71 fiscal year was 700
There were 500 males and 200 females.
The average age of clients was 15 years.

Referrals by ethnic group were as follows:

Caucasian	690
Mexican-American	10

VIII. The most frequent sources of referral were as follows:

Law enforcement	400
Parents	150
Probation and Courts	75
School	75

Most frequent reasons for referral:

1. Police arrest
2. School problems
3. Home Problems

IX. The Bureau is open 8-a.m. to 5-p.m. Monday through Friday -
anytime for emergencies

X. There is no evaluation component.

II. Youth Services Bureau
646 South 6th Avenue
Tucson, Arizona 85701

AZ

Auspices: Family Service Agency of Tucson, Inc.

Established: August 1, 1971

III. Funding from 8/1/71 to 7/31/72:

HEW	\$200,000
City of Tucson	
Model Cities	<u>67,000</u>
Total	\$267,000

IV. Organization:

A. The Project Director reports to the Executive Director, Family Service Agency of Tucson, Inc.

B. Staff who report to the Project Director include:

- 1 Program coordinator
- 2 Assistant Program coordinators
- 1 Vocational Counselor
- 1 Secretary
- 1 Bookkeeper

C. Other staff are:

- 12 Youth workers
- 8 Youth Buddys
- 1 Vocational Placement Aide
- 1 Receptionist clerk
- 1 Maintenance man

D. The YSB Youth Advisory Committee consists of 18 people; 10 are youth.

V. A. The objectives of the Bureau are:

1. To reduce the incidence of arrests, adjudication, and institutionalization in the group of potential and former juvenile offenders served by the project.
2. To increase the capabilities of young persons served by the Youth Service Bureau to solve their own problems and to become involved in constructive activities of their own choosing.

- B. The Bureau considers the following in order of importance:
1. To provide direct service
 2. To fill gaps of service
 3. To change institutional beliefs
 4. To coordinate
- C. In terms of total amount of service and types of services, there is no ranking as the Bureau has not been in existence that long.
- D. The most unique aspect of the program is: "The interdicting between the police and juvenile court and potential juvenile offenders.
- VI. The target population is usually between 8 and 16 years, both male and female. The area is 71% Mexican-American, 13% Black, 8% Anglo. Emphasis is on the female since female juvenile delinquency statistics are on a 200% rise. Designated as a poverty area by HUD and HEW.
- VII. The total number of cases for a given time period was not available due to the newness of the Bureau. It was indicated that this could be provided within three months.
- VIII. A. It is indicated that the source of referrals will be from law enforcement, probation, courts, parents, school.
- IX. The Bureau is open Monday through Friday, 10-a.m. to 10-p.m., and on Saturday, from 12-a.m. to 10-p.m., and on Sunday from 2-p.m. to 10-p.m.
- X. The evaluation component is described as follows:
Internal program is in the process of setting this up. This will be coordinated with Model Cities Evaluation staff and the HEW National Evaluations team out of USC.

II. Youth Services Bureau
 Conway County Community Service, Inc.
 510 North St. Joseph Street
 P. O. Box 679
 Morrilton, Arkansas 72110

Auspices: Conway County and the City of Morrilton

Established: May 1, 1971

III. Funding from July 1, 1970 through June 30, 1971 as follows:

City of Morrilton	\$1,500
Conway County - cash	1,500
Conway County Bar Assn. (in-kind)	6,000
C. Conway Community Mental Health Services (in-kind)	<u>300</u>
Total	\$12,000

IV. Organization:

A. The Project Director report to Conway County government (County judge) and the City of Morrilton (mayor and city council).

B. The staff reporting to the project director include:

Juvenile Counselor	part-time
Caseworker	part-time
Case Aide	full-time
Secretary	part-time
Youth Council Program Coordinator	part-time

C. Other staff in the program include 15 adult volunteers. Legal aid is provided by local attorneys; there is a volunteer psychologist, Ph.D. and one social worker MSW; and 1 psychiatrist.

D. Advisory groups in the project consist of a youth Council Advisory Board (15 members) and an Adult Advisory Board of 20.

V. A. The objectives of the Bureau are:

1. Resources management services and social work back-up to youths who need help in meeting social mental, and physical health needs.
2. Mental health services to delinquents and other youths with behavior and/or emotional problems, and families with minor children.

3. Legal aid services to youthful offenders and families where welfare of children is involved.
4. Training programs.
5. Job placement.
6. Personal citizen involvement in helping youth.
7. Community action for the development of new programs and services which will benefit all youth of the area.

- B. The bureau considers the following in order of importance:
1. To provide direct service
 2. To coordinate
 3. To fill gaps of service

- C. In terms of total amount of service, the following are ranked:
1. Information and referral; with general follow-up
 2. Individual counseling
 3. Legal Aid
 4. Family counseling; group counseling.

- D. The most unique aspect of the program is: "The provision of such a program in a predominantly rural county where otherwise few services are available to help young people and where because of a high degree of poverty, funds to finance such a program are severely limited."

- VI. Target groups and areas include:
1. All youth of the county regardless of family income.
 2. Presently Conway County, but with plans to expand program to at least 2 other rural counties in 1972 (if funds available).
 3. Conway County and the two counties to be added are 90% rural, at least 50% poverty and combined population of 30,000, combined land area 1827 square miles. Within the 3 counties only Morrilton (the County seat) has over 2,500 people.

- VII. The total number of cases over 12-month period has been 93 youth, 126 families and young children (292 children). Of the total, 71 were male and 22 female.
The average age of clients: youth 9 through 18, families-children under 13.

The estimated number of clients by ethnic groups as follows:

Youths - Negro	33	Families - Negro	56
White	60	White	70

VIII. A. Sources of referral were as follows:

93 Youth
126 Families
100 School

B. The reason for referral in order of frequency were:

<u>Individual</u>	<u>Families</u>
1. Mental health prob.	1. Unemployment or under-employment
2. Delinquency	2. Medical problems
3. Referral services	3. Mental health
4. Medical problems	4. Legal aid
5. Legal aid	

IX. The Bureau is open five days a week. Mental Health Clinics are held three Saturdays a month.

X. The program does not have an evaluation component.

- II. Manteca House
603 East Yosemite
Manteca, California 95636 CA
- Auspices: not stated
- Program established: November 1, 1971
- III. Source of funding is \$2,000 in-kind and \$500 cash from the County as a salary for Director for 4 months, until July, 1972. Further funding not stated.
- IV. A. The Director reports to the Police Department, Court, Schools, D.A., Social workers, and County Mental Health.
- B. Staff reporting to the Director consist of 8 counselors.
- C. Other staff in the program include Police Department and educators, Social worker, 8 volunteer counselors, Probation officer.
- D. Advisory groups consist of educators, Stockton House, Police Department, CODAC, County Mental Health, and other programs in the County umbrella of street programs.
- V. A. The objective of the Bureau is to provide crisis intervention in all problems.
- B. The most important function of the Bureau is to provide direct service.
- C. In terms of total amount of service the following are ranked:
- | | |
|--------------------------|------------------------------|
| 1. Hot line | 4. Information and referral |
| 2. Individual counseling | 5. Group counseling |
| 3. Family counseling | 6. Medical aid and legal aid |
- D. The most unique aspect of the Bureau is that it is the ONLY program in the community.
- VI. The target group is people of all ages needing help for any problem - boundaries Manteca, French Camp, Lathrop, Escalon and Ripon. There is no other such service in area. Also areas lacking in activities. Lathrop and French Camp have a high minority group, Manteca is very low minority. "Our house carries predominantly low income."
- VII. From October 1971 to March 1972 there were 200 cases. 50 were males and 150 were females. Average age was from 14 to 17 years. Ethnically there were 180 white, 10 Mexican-American and 10 other.

VIII. Source of referral was mostly self and then friend.

Reasons for referral were in order of importance

1. Runaways
2. Drugs
3. Family
4. Preganacy
5. V.D.

IX. The Bureau is open 6 days a week, 9-a.m. to 9-p.m. Crisis phone from 9-p.m. to 9-a.m. by shut-in in her own home.

X. The evaluation component is being done through County Mental Health, and CODAC, 32 California, Stockton, California.

II. Community Youth Responsibility Program
 2220 University Avenue
 East Palo Alto, California 94303

CA

Auspices: San Mateo County (East Palo Alto Municipal Council)

Program Established: 1970

III. Funding from July 1, 1970 through June 30, 1971 is as follows:

State Law enforcement planning agency	\$82,350
California Youth Authority	10,761
Local Government (cash)	18,000
Local Government (in-kind)	<u>21,889</u>

Total \$133,000

IV. Organization:

- A. The Director is responsible to the CYRP Board of Directors which in turn reports progress to East Palo Alto Municipal Council which is in coordination with county government.
- B. The staff reporting to the Director consists of 1 Guidance Counselor, 1 Panel Reporter, 1 Clerk-Typist II, 1 Block Volunteer Supervisor.
- C. Other staff and volunteers involved in the project include work study college students, part-time Clerk-Typist I, 4 Block Coordinators, and 5 Volunteers. A Community Panel of 5 responsible to the Staff Director but also directly to the CYRP Board.
- D. The Board of Directors is composed of local citizens, youth and adults and has the sole responsibility for determining program.

- V.
 - A. The objectives of the Bureau are:
 1. Reduce number of youth being referred to Juvenile Probation.
 2. Community involvement in working with problems.
 3. Reduce numbers of burglaries through community action.
 - B. The Bureau considers the following in order of importance:
 1. To provide direct service
 2. To fill gaps of service
 3. To coordinate
 - C. In terms of total amount of service, the following are ranked:
 1. Individual counseling
 2. Family counseling
 3. Community involvement

Comment: Work projects determined by community representatives sitting in judgement of a youth who has committed an offense or has a problem.

- D. The most unique aspect of the program is: "The responsibility of citizens in the community to 'judge his own' through a community panel. In its refusal to incarcerate its youth; in its attempt to show a direct and timely relationship of penalties which range from doing yard work to reading Black literature, is attempting to change life styles in the streets rather than in an institution. No one realizes more than the Black community how the traditional methods of dealing with juvenile delinquency have failed. A panel of 5 people, 3 adults and 2 youth under the age of 21, sit in judgement of youth and make recommendations for counseling, the length of the youth's involvement with the program, and work tasks in and for the welfare of the community.
- VI. East Palo Alto, an unincorporated district in the County of San Mateo, is a predominantly Black area. A special census in April, 1969, showed a population of 18,330 of which 75% were Black. It is a principle Black ghetto of San Mateo County, with the highest crime rate; the greatest need for a crime commission program, highest welfare rate; the highest percentage of families with an income under \$3,000 annually.
- VII. The total number of cases since September 1970 has been 63. Data is not available as to sex and age. The ethnicity of the client group has been virtually 100% Black.
- VIII. The source of referrals to date has been as follows:
- | | | | |
|-----------|----|---------------|----|
| Schools | 20 | Health Center | 1 |
| Probation | 17 | Welfare | 1 |
| Sheriff | 8 | Other | 10 |
| Parent | 6 | | |
- The reasons for referral in order of frequency are as follows:
 Truancy
 Crimes against property
 Incurrigibility
 Crimes against person (i.e., assault, battery)
- IX. The Bureau is open Monday through Friday, 8:30-a.m. to 5-p.m.; however, workers are available at least 60 to 70 hours per week.
- X. The evaluation component that is a part of the program is by the Urban and Rural Systems Association of San Francisco. The program is also monitored by the California Youth Authority and CCCJ.

II. Santa Clara County Youth Service Bureau
1668 East Santa Clara Street
San Jose, California 95116

CA

Auspices: Santa Clara County Delinquency Prevention/Juvenile
Justice Commission and Santa Clara County Juvenile
Probation Department.

Established: September 1969

III. Funding from July 1, 1970 through June 30, 1971:

State Law Enforcement Planning Agency	\$25,000
Santa Clara County (cash)	4,420
Santa Clara County (in-kind)	47,952
City of San Jose (in-kind)	14,800
Public Contribution and Welfare Fund (cash)	<u>600</u>
Total	\$92,772

IV. Organization:

The project Director has reported to the Santa Clara County Delinquency Prevention Commission, but this has recently been charged to the Juvenile Chief Probation Officer. Staff reporting to the Director include 1 Secretary, 1 YC Trainee. Full time staff from other departments include 1 police officer, 1 law enforcement counselor full time, 1 Mental Health officer from the County Mental Health Department, 1 Probation Officer of the Probation Department, and 1 Social Services Counselor from the Welfare Department. Other staff include 2 interns from San Jose State College, NYC worker for the summer months and a volunteer program which has just begun.

There is a community advisory board and along with the agencies participate in the determination of policy and program.

V. The objectives of the Bureau include:
Delinquency Prevention

1. To divert from the Juvenile Court.
2. To coordinate existing services.
3. Referral.
4. Providing direct counseling service that does not exist or is not utilized by residents.
5. Community organization by getting staff involved in various community groups, committees, and programs.

The Bureau considers the following in order of importance:

1. To provide direct service
2. To fill gaps of service
3. To coordinate

In terms to total amount of service, the following are ranked:

1. Individual counseling
2. Information and referral
3. Referral to other agencies, with general follow-up
4. Family counseling
5. Group activities - cultural
6. Group counseling
7. Tutoring or remedial education
8. Drug Program
9. Job referral

The most unique aspect of the program is the use of staff from other agencies to implement program of the Youth Service Bureau. These workers know the system and are able to intervene effectively with their own current agencies and with affiliate agencies.

VI. The target group and target area consists of East Side San Jose census tracts 34-41. Population is approximately 80,500 - 40% Mexican-American, 15% Black. The area has approximately 25% of all the County Welfare cases. In 1969-70, this target area represented 7.6% of the County population, yet 14.6% of all delinquent referrals to Junvenile Probation came from it. The target area includes the largest continuation high school in the County. Unemployment ranges from 4.2% to 12.7%.

VII. The total number of cases from July 1, 1970 through June 30, 1971 was 233.

There were 177 males and 56 females.

The average age was 13.

Referrals by ehtnic group were as follows:

73% Mexican-American
5% Black
20% Anglo
2% Other

VIII. Source of referrals were as follows:

Law Enforcement	120	Self	5
Probation	16	Neighbor, client, friend	5
School	6	Courts	2

The reasons for referral in order of frequency were as follows:

1. Truancy
2. Theft
3. Beyond control
4. Neighborhood situations

IX. The Bureau is open Monday through Friday, 8:30-a.m. to 7-p.m.

X. The evaluation component is described as follows: "The major evaluation is by the California Youth Authority. Internally, there is evaluation of specific sub-projects, such as the tutoring project or the student intern program. The other evaluations are the monthly staff report to Probation administration and Advisory Board.

II. Social Advocates for Youth, Inc.
218 "E" Street
Santa Rosa, California 95405

CA

Auspices: City of Santa Rosa

Program established: March 1970

III. Source of funds from July 1, 1971 to June 30, 1972 were as follows:

CCCJ	\$35,000
Bank of America	12,000
Local contributions, Rotary Great Western, etc.	<u>8,000</u>
Total	\$55,000

Note: For 1972-73 the proposed budget is \$167,399, including S.A.Y. administered Residential Treatment Center, \$96,000 to come from Sonoma County Mental Health, Probation and Social Services.

- IV. A. The Project Director does not report to either CCCJ or Bank of America, who are reported to in terms of funding only.
- B. Staff reporting to the Project Director are 1 Assistant Director, 1 Diversion Project Coordinator, 2 3/5 time Social Workers, 1 Office Manager, and 1 Secretary.
- C. Staff for the Residential Treatment Center, an autonomous body do not report to the Director. Also other staff include approximately 120 volunteers, working on a 1 to 1 basis with youth. The Residential Treatment Center staff has 1 Director, 6 Houseparents, 2 Student Aides. Part time, as needed are services from 1 Psychaitrist, 1 Psychologist and 1 Attorney.
- D. Advisory groups involved - Sonoma County Probation Dept., Mental Health, Juvenile Hall staff, Volunteer Bureau, School Counselors, and Foster Parents Association or any other interested community group.
- V. A. Objectives of the Bureau are to assist youth in their growing awareness, in community, family and school; prevent delinquency by direct work with pre-delinquency youth. They take referrals from other agencies and try to work out solutions, either temporary or long term, to handle problems.
- B. The most important function is seen to be to provide direct service.

C. In terms of amount of service the following are ranked:

1. Individual counseling
2. Family counseling
3. Systems modification
4. Group counseling
5. Referral with general follow-up
6. Information and referral
7. Legal and medical aid

D. The most unique aspect of S.A.Y. is that "We are an uncluttered non-bureaucratic agency. The manifestation of this is that we have earned the trust of youth while being able, in short periods of time, to respond to a diverse number of problems involving youth referred to us by other social agencies, private parties, and families themselves."

"Those problems which usually 'fall between the cracks' are beginning to land at S.A.Y. One example of this is the Santa Rosa Police Department's Juvenile Officer who regularly calls upon our services for calls he receives which are not in a strict sense police problems - truancy, family arguments involving kids, or temporary foster homes.

VI. The target group is youth, county wide, but mostly from Santa Rosa area. The County is known for lack of services to outlying areas. The County has a high rate of unemployment and has grown very fast. It is largely agricultural, tourist, and Government service oriented. Clients are from lower and lower-middle income brackets, with significant numbers of middle class involved. Age ranges from 6 to 13 years.

VII. The total number of cases from July 1, 1970 to June 30, 1971 was 150, projected for '71-'72 to be about 400 cases.

There were 45% males and 55% females.

The average age was 13-15 years.

By ethnic groups, referrals were as follows:

Anglo	80%
Chicano	15%
Black	5%

VIII. The most frequent sources of referral were Probation with parents and self also numerous.

The most frequent reasons for referral were:

- | | |
|----------------------|-------------------------------------|
| 1. Volunteer match | 4. Problem assessment |
| 2. Diversion project | 5. Can you do anything with my kid? |
| 3. Crisis in family | 6. Family counseling |

- IX. The Bureau is open Monday through Friday 9-a.m. to 5-p.m. Evening groups and weekends in dire cases.
- X. Evaluation component was described as ongoing, untabulated results. The volunteer program's evaluation will be a statistical comparison of arrest and recidivism rates of the test group and a control group. Further plans include incident survey and questionnaire of relevant agencies and professionals.

II. Awareness House
701 West Bianchi
Stockton, California 95207

Auspices: not given

Program established: September 1970

III. Funding from September 1, 1970 through September 1, 1971 was:

San Joaquin County (cash) \$31,920

IV. The project Director reports to the County Office of Drug Abuse. The 5 staff report to him and, in addition, there are 10 volunteers in the program. The Board of Directors serves in an advisory capacity.

V. The objectives of the Bureau are to keep youths out of the court and probation system.

The Bureau considers the following in order of importance:

1. To provide direct service
2. To fill gaps of service
3. To coordinate
4. To help the individual in a crisis situation

In terms of total amount of service, the following are ranked:

- | | |
|--------------------------|---------------------------------|
| 1. Individual counseling | 4. Referral - general follow-up |
| 2. Family counseling | 5. Information and referral |
| 3. Hot line | 6. Drug program |

The most unique aspect of the program is: "We have the cooperation of all the necessary agencies in town - police department, sheriff's, probation, child welfare, hospitals, legal aid, etc.

VI. The target group is primarily youth between 13 and 18 from the total County - dealing with family problems - solving crisis when it is the hottest. Economic area worst in the nation for employment. Service for all social groups - runaway help - crisis phone - planned parenthood - draft counseling - ecology follow through for clients."

VII. The total number of clients is estimated at 900 female and 800 male. They are mainly White with some Black and some Brown.

VIII. The source of referrals involves law enforcement, probation, courts, parents, self, friend - but there is no breakdown of this information.

The reasons for referral include need for family counseling, need for individual counseling, need for drug counseling.

IX. The Bureau is open 24 hours a day, 7 days a week.

X. The program is evaluated by County government.

II. Arvada Youth Action Commission
7404 Grant Place
Arvada, Colorado 80002

CO

Auspices: not stated.

Program Established September 30, 1970

III. Funding from October 1, 1970 through September 30, 1971 was:

LEAA	\$20,000
City (in-kind)	<u>8,000</u>
Total	\$28,000

For October 1, 1971 through September 30, 1972:

LEAA	\$16,000
City (cash)	4,000
City (in-kind)	<u>16,000</u>
Total	\$36,000

IV. Organization:

A. The Project Director reports to the Arvada Youth Advisory Council and to the City Manager's Office.

B. Staff reporting to the Director include:

1 Secretary
1 Janitor
3 Youth workers (1 for general purposes, 2 as houseparents on an emergency home for girls).

C. Other staff involved in the program include a minimum of 20 adult and youth volunteers.

D. Advisory groups involved in the project are unofficial but consist of Welfare, Police, Schools, Probation and ministers.

V. A. The objectives of the Bureau are to work on community youth needs.

B. The Bureau considers the following in order of importance:

1. To coordinate	3. Youth programs
2. To fill gaps of service	4. To provide direct service

C. In terms of total amount of service, the following are ranked:

1. Information, referral	6. Family counseling
2. Hot line	7. Drug program
3. Group counseling	8. Referral - general follow-up
4. Job referral	9. Individual counseling
5. Recreation programs	

The most unique aspect of the program is: "Youth and adult cooperation."

VI. Insofar as the target group and area are concerned, "Most of the youth are alienated from schools and thus other agencies also. Many have had minor scrapes with the law, many are borderline drug users. Community is suburban, White, middle class. Many are bright, and some are definite leaders but not leaders in schools or other "establishment" settings. They are not accepted by the "IN" school leaders.

VII. There is no information as to the number of cases served.

Comment: "We do not keep records like agency or we would not be a "middle-man" between agencies and those needing help or we (as an instigator encouraging action on needs) would not get the youth to catch onto an idea to begin with."

VIII. Records are not kept as to the source of referrals.

Comment: "Again I think it is important that we work informally without referral or admission cards or we'd become as inaccessible as some of the public feels agencies already are."

The reasons for referral are not indicated.

Comment: "The city judge referred "unofficially" youth to our 'Intergenerational Rap Sessions.' Probation has asked us to help build a community program for their clients. Policemen are involved in our rap sessions. Our youth workers talk with those parents and/o. youth with problems at home.

IX. The agency is open from 9 to 5, Monday through Friday. Youth run a hot line from 4-p.m. to midnight, 7 days a week.

X. There is no formal evaluation component. Evaluation is informal and always ongoing. We plan to be continually receptive to new ideas and to throw out ones that aren't met receptively.

II. Boulder Youth Service Bureau
3450 North Broadway
Boulder, Colorado 80302

CO

Auspices: is not indicated

Program established: October 1969

III. Funding from January 1, 1971 through January 1, 1972 as follows:

Colorado Law Enforcement Assistance Admin.	\$18,000
City of Boulder (cash)	10,400
City of Boulder (in kind)	<u>8,457</u>
Total	\$36,857

IV. Organization:

A. The Executive Director reports to the Executive Board of the YSB, which is a nine-member Board, 5 of whom were appointed by a Citizen's group, and 4 of whom were appointed by Boulder's City Manager.

B. Staff reporting to the Project Director include:

- 1 Assistant Director
- 1 Administrative Assistant
- 1 Youth Worker

C. Other staff include the following: About 20 volunteers involved in either youth programs or with individual clients who come to the YSB in need of counseling.

V. A. The objectives of the Bureau are:

1. To identify the needs of youth in the community and act as a catalyst in fulfilling these needs.
2. Coordination of youth services and resources in the community, to help make everyone who works with youth aware of what other groups, agencies, and individuals are doing.
3. Take referrals from the Juvenile Court, the Schools, and community members on youth who are in trouble, "acting out," or who need help in coping with their problems.

B. The Bureau considers the following in order of importance:

1. To fill gaps of service
2. To coordinate
3. To provide direct service

C. In terms of total amount of service, the following are ranked:

1. Information and referral
2. Individual counseling
3. Family counseling
4. Prog. for learning disabil.
5. Group counseling
6. Referral - general follow-up
7. Drug program
8. Recreation programs
9. Tutoring, remedial education
10. Job referral
11. Systems modification

- D. The most unique aspect of the program is: "In an effort towards primary prevention, the YSB tries to put more of its resources into programs for young children. An area in which great need has been shown is that of learning disabilities. To respond to this need, the YSB started two programs to help these children, and purchased a film which is made available to the community, to try to educate the community to this problem."
- VI. The target area is limited to the City of Boulder. The most unique feature of this City is that it is almost completely middle-class. There are no real 'poverty' areas in Boulder - it is too wealthy and educated. Therefore, the youth dealt with in either direct services or in programs are almost entirely from middle-class backgrounds. Many of these youth are starting to identify with the 'hippie culture' and reject their middle-class background. At present, in our adolescent programs, it is this group of young people who are turning off to the values of their parents, that is our target group. We still continue trying to put more of our resources into programs for young children, especially children who are starting to have trouble in school in early grade school.
- VII. The total number of cases from July 1, 1970 through June 30, 1971, was 125.
There were 53 males and 72 females.
The average age was 14 years.
The target group is primarily White middle-class.
- VIII. The sources of referral were as follows:
- | | | | |
|-----------------|----|---------|----|
| Law enforcement | 13 | Parents | 38 |
| Probation | 15 | School | 20 |
| Courts | 5 | Self | 20 |
| | | Friend | 14 |
- The reasons for referral in order of frequency were as follows:
- | | |
|-----------------------------|-----------------------|
| 1. Problems with family | 6. Foster placement |
| 2. Problems with school | 7. Potential runaways |
| 3. Minor law infractions | 8. Shoplifting |
| 4. Runaways | 9. CHINS |
| 5. Drugs: dealing and using | |
- IX. The Bureau is open Monday through Friday, 8:30 to 4:30. A youth center which they run does handle some crisis situations and is open on the average of 15 hours a day, usually from 9-a.m. until 12 midnight.
- X. At present there is no evaluation component, but it is hoped that one will be started in the coming year.

II. Glastonbury Youth Service Bureau
2384 Main Street
Glastonbury, Connecticut 06033

CT

Auspices: Town of Glastonbury

Program established: March 1970

III. Funding from July 1, 1970 through June 30, 1971 was as follows:

Federal	\$21,005
Local (cash)	<u>14,004</u>

Total	\$35,009
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IV. The Project Director reports to the Town Manager and in turn the following staff report to him:

- 1 Counselor
- 1 Secretary/Receptionist
- 1 Custodian (part time)

Other staff include a changing number of "chaperones" for functions as involved adults.

An Adult Advisory Board consisting of representatives of the police, schools, recreation, clergy, mental health, law, and lay citizens is active in the program.

V. A. The objectives of the program are: To provide services which will enhance the general welfare of town youth.

B. The Bureau considers the following in order of importance:

- 1. To provide direct service
- 2. To fill gaps of service
- 3. To coordinate

Comments: Screening and referral, advisory and consultative, coordination and liaison, training, research and planning, program development.

C. In terms of total amount of service, the following are ranked:

1. Individual counseling	6. Group counseling
2. Job referral	7. Recreation programs
3. Referral, follow-up and information	8. Tutoring, remedial education
4. Family counseling	9. Vocational training
5. Drug program	10. Systems modification

D. The most unique aspect of the program is: "We feel our comprehensiveness is our most unique aspect."

VI. The target group is a local population between the ages of 14 and 21. Boundaries are the town lines. However youth from neighboring communities are also considered. The town is a suburban community of affluence.
Population - 22,000, approximately 1% non-white.

VII. The total number of cases from July 1, 1970 through June 30, 1971 was 350.
There were 200 males and 150 females.
The average age of clients was 15 to 16.
Referrals were virtually 100% white as there is only 1% non-white population in the town.

VIII. Sources of referral were as follows:

Law enforcement	30	Self	100
Probation	10	Friend	20
Courts	10	M.D.	10
Parents	100	Lawyer	10
School	40		

The reasons for referral in order of frequency were as follows:

- | | |
|--------------------|------------------|
| 1. Family problems | 5. Delinquencies |
| 2. Drugs | 6. Pregonacies |
| 3. Runaway | |
| 4. Truancy | |

IX. The bureau is open Monday through Friday, 8:30-a.m. to 4:30-p.m.
Drop In Center, Monday through Friday, 8:30-a.m. to 4:30-p.m.
Activities Tuesdays, Thursdays, Saturdays, 7:30-a.m. to 11-p.m.

X. The project has a self evaluation component only.

II. Palama Settlement
810 North Vineyard
Honolulu, Hawaii 96817

HI

Auspices: Private

Program Established: 1896

III. Sources of funds from 1/1/71 to 12/31/71 was as follows:

Aloha United Fund	\$268,236
Individuals, Trusts, Foundations	7,500
Agency generated (rents, fees)	20,600
Fee for services	<u>24,000</u>

Total	\$320,336
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- IV. A. The Project Director reports to their own self perpetuating Board of Trustees.
- B. Staff reporting to the Director include 1 Program Designer, 1 Social Welfare Services Supervisor, 1 Neighborhood development Supervisor, 1 Maintenance Supervisor, 1 Clerical Supervisor, 1 Business office Supervisor, indirectly other professional workers.
- C. Other staff include 95 volunteers, 2 family court liaison officers, and 8 consultants.
- D. The advisory groups involved in the project are 1) Settlement Board of Trustees. 2) Program Committee of Settlement and 3) Staff Program Committee.
- V. A. Objectives of the Settlement is to "Improve the physical, social, educational, emotional and cultural aspects of individual and family and community life in the Palama area of Honolulu. The Social Welfare Services Dept. (to minors) - Conservation - Growth and development - Preservation - to foster, facilitate and provide skills and alternatives whereby youth of the community may develop at maximum, the skills and background needed to insure their rights to a healthy, happy, productive future of their own building."
- B. The Settlement considers its most important function to be to provide direct service.
- C. In terms of amount of service the following are ranked:
1. Alternative method of education (delinquency prevention).
 2. In-community treatment in lieu of institutionalization.
 3. Systems modification.
 4. Crisis intervention.

D. The most unique aspect of the program is 24 hour crisis intervention for youth. The only in-community, in lieu of institutionalization project for multiple offending juveniles in the state. It is an alternative to the established school system for education. Delinquency prevention by early intervention through positive skill building. (Behavior modification) prevention of outlaw identification by academic skill improvement using athletics as a reward.

VI. The target group for the Behavior Mod. project is early delinquents and pre-delinquents, 10-15 years. In-community in-lieu program for multiple law violators committed to youth facility for minority boys 15-18. For youths 3-25 there is crisis intervention. Located in most densely populated area of state, they have 5 public housing projects. The area ranks first in arrests, youth adjudicated, drop-outs. There is communicable disease, substandard housing, unemployment, underemployment, welfare recipients, ADFC, etc.

VII. The total number of cases from July 1, 1970 to June 30, 1971 was 456. There were 356 males and 100 females. The average age was 13 years.

By ethnic groups, referrals were as follows:

Hawaiian (part)	277	Japanese	9
Samoan	55	Puerto Rican	8
Filipino	39	Chinese	4
Negro	15	Korean	0
Portugese	10	Caucasian	0

VIII. The most frequent sources of referral were self and friend 69%.

The most frequent reasons for referral were:

- Participation in program (behavior modification, athletic).
- Alternative to incarceration.
- Crisis help.
- Modification of inappropriate classroom behavior.

IX. The Settlement is open 8:30-a.m. to 9-p.m. Monday through Friday, and Saturday.

X. They are not sure if they have an evaluation component; however, There is an in-community treatment evaluation being done by Social Welfare Research and Development Center, University of Hawaii.

Self evaluation by progress report and measure of all objective data for behavior modification projects - actual increases in positive skills decrease in law violation, etc.

CONTINUED

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- II. Youth Service Bureau of Boise, Inc. ID
 807 West Franklin
 Boise, Idaho 83702
- Auspices: Board of Directors
- Program established: 7/1/71
- III. Funding from 7/1/71 through 6/30/72 is as follows:
 HEW \$190,000
- Comment: We must provide \$60,400 of in-kind matching funds.
 Editor note: This would amount to a total of \$250,400
- IV. A. The Project Director reports to the Board of Directors.
- B. Staff reporting to the program director consist of 1 Program Manager, 2 Counselors, 1 Contact Worker, 1 part time Contact Worker, 1 Secretary.
- C. There are no other volunteers involved with the program at this time.
- D. The Advisory groups involved in the program consist of Board of Directors plus a program committee.
- V. A. The objectives of the Bureau are: "To reduce the number of youth being adjudicated."
- B. The Bureau considers the following in order of importance:
 1. To fill gaps of service 3. To coordinate
 2. To provide direct service 4. Other
- C. In terms of total amount of service, the following are ranked:
 1. Family counseling 5. Drug program
 2. Individual counseling 6. Legal aid
 3. Information, referral 7. Group counseling
 4. Referral, general follow-up
- D. The most unique aspect of the program is: "Crisis shelter care services with follow-up counseling to resolve the cause of the problem."
- VI. The target area consists of Boise City Limits - all youth.
- VII. No data is available as to the number of cases as the program has just been opened.

- VIII. Sources of referral and reasons for referral have not been determined due to the newness of the program.
- IX. It is anticipated that the Bureau will be open Monday through Thursday, 8-a.m. to 9-p.m. and Friday and Saturday, 8-a.m. to 11-p.m.
- X. The evaluation component is planned for the future.

II. DeKalb Youth Service Bureau
413 Franklin Street
DeKalb, Illinois 60115

IL

Auspices: not given.

Program established: September 1, 1971

III. Funding from September 1, 1971 to August 31, 1972 is as follows:

Illinois Law Enforcement Commission	\$35,511.40
City of DeKalb (cash)	<u>21,507.60</u>

Total	\$57,429
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Comment: The city also purchased a house for \$20,000 for the offices of the bureau.

IV. Organization and Staff

A. Project Director reports to the Board of Directors on monthly basis and makes monthly reports to the Illinois Law Enforcement Commission.

B. Staff reporting to the Project Director includes 1 full time counselor, 3 part time youth workers, 1 secretary.

C. There are no other staff.

D. The Board of Directors is the only advisory group at this time.

V. A. The objectives of the bureau are "To provide alternatives to parents and children who may have had difficulty with the police; to provide direct service to families and children who are showing signs of potential delinquent behavior; to provide alternatives to the family court."

B. The bureau considers its most important function to be to fill gaps in service.

C. In terms of total amount of service, the following are ranked:

1. Family counseling
2. Individual counseling
3. Group counseling
4. Job referral
5. Referral with general follow-up
6. Information and referral

D. The most unique aspect of the program is: "That our program has been accepted by many diverse agencies:

1. the police
2. the schools
3. the courts
4. other treatment agencies."

"Also, we offer direct service at the time that most social agencies do not. (Up until 10:30-p.m. daily.)"

VI. The target groups include boys prior to their seventeenth birthday, and girls prior to their eighteenth birthday who reside within the county of DeKalb. For the most part, the group is white middle-class.

VII. The total number of cases from 9/1/71 to 10/31/71 was 46. There were 28 males and 18 females.

The average age was 15.

By ethnic group, referrals were as follows:

Anglo-American	45
Negro-American	1

VIII. The most frequent sources of referral were indicated as follows:

Law Enforcement	22
Probation	6
Parents	6
Self	6

The most frequent reasons for referral were:

1. Runaway
2. Theft
3. Fighting

IX. The Bureau is open Monday through Saturday; closing set at 10:30-p.m. through the week, and 12:30-a.m. on Fridays and Saturdays.

X. The evaluation component is not yet completed; however, Northern Illinois University will assist in the development.

- II. "The Bridge" Youth Service Bureau IL
 434-1/2 East Northwest Highway
 Palatine, Illinois 60067
- Auspices: Palatine Township Youth Committee
- Program established: January 1971
- III. Funding from January 1971 to October 30, 1971 is as follows:
- | | |
|-------------------------------------|--------------|
| Illinois Law Enforcement Commission | \$13,804 |
| Palatine Township Youth Commission | <u>2,000</u> |
| Total | \$15,804 |
- IV. A. The Project Director reports to the Palatine Township Youth Committee
- B. Staff reporting to the Director include 3 Youth Consultants.
- C. Other staff including volunteers who work in the program and report to the Project Director include 1 Cook County Department of Public Health Nurse, 2 Arlington Heights youth Outreach Workers, 1 part time Schaumburg Township Youth Worker, and 50 volunteers.
- D. Advisory groups involved in the project consist of the Technical Advisory Commission (business, political, civic, educational leaders, housewives and service clubs representation:. Teen Advisory Commission (11 teens from service area).
- V. A. The objectives of the Bureau are: "To prevent juvenile delinquency - to provide a place where teens can seek help - be a resource for police, parents, schools, etc. For kids in 'trouble', bring about some changes and attitudes of those dealing with youth."
- B. The Bureau considers its most important function to be to fill gaps of service
- C. In terms of total amount of service, the following are ranked:
1. Individual counseling
 2. Hot line
 3. Referral, with general follow-up
 4. Information and referral
 5. Group counseling
 6. Systems modification
 7. Medical aid
 8. Family counseling

- D. The most unique aspect of the program is: "Have several different means of entry into YSB system and respond immediately to crisis situations."
- VI. The target area includes Arlington Heights Village and all of Palatine Township (Township includes 3 separate villages: Inverness, Rolling Meadows and Palatine). Population is 115,000 and includes all levels of socioeconomic brackets. Target groups are those youth who are not being served by other agencies, those who need help before getting into trouble with police. Unique in that each village is much different than the others.
- VII. The total number of cases from January 1971 to September 1971 was 445. There were 224 males and 221 females. The average age of clients was 17. Referrals by ethnic group were as follows:
- | | |
|------------------|-----|
| Anglo Saxon | 99% |
| Mexican-American | 1% |
- VIII. The most frequent sources of referral were as follows:
- | | | | |
|--------|-----|---------|-----|
| Self | 57% | Parents | 11% |
| Friend | 21% | School | 9% |
- The most frequent reasons for referral were:
1. General counseling need
 2. Poor home adjustment
 3. Pregnancy - VD
- IX. The Bureau is open Monday through Thursday, 1:30-p.m. to 10-p.m., Friday 4-p.m. to midnight, Saturday and Sunday 8-p.m. to midnight.
- X. The evaluation component is contracted to Social Research, Inc, 740 N. Rush Street, Chicago, Illinois. The plan involves planning monthly meetings, periodic community survey and final wrap-up evaluation with interview with a larger sample of community leaders, law enforcement officers, and parents, as well as youth.

II. Youth Guidance Council
 City Hall
 1528 Third Avenue
 Rock Island, Illinois 61201

IL

Auspices: City of Rock Island

Program established: January 1970

III. Funding from January 1970 to January 1971 is as follows:

Illinois Law Enforcement Commission	\$45,092
Model Cities (cash)	5,459
Rock Island City (in-kind)	<u>4,541</u>
Total	\$55,092

IV. Organization and staff

- A. The Project Director is responsible to Rock Island City, Model Cities, Illinois Law Enforcement Commission.
- B. Staff reporting to Director are 2 Counselors, and 1 Secretary.
- C. Other staff include 50 volunteers, of which approximately 20 are active.
- D. Advisory groups involved in the project: National Council on Crime and Delinquency

- V.
 - A. The objectives of the Bureau are to encourage continuing betterment of opportunities for the wholesome development of youth in Rock Island, and to help control juvenile delinquency, thereby reducing the number of youngsters entering the juvenile justice system.
 - B. The Bureau considers its most important function to be to fill gaps of service.
 - C. In terms of total amount of service, the following are ranked:
 1. Individual counseling
 2. Family counseling
 3. Referral, with general follow-up
 4. Information and referral
 5. Tutoring or remedial education
 6. Group counseling
 7. Job referral
 8. Recreation programs
 - D. There is no comment as to most unique aspect or service.

- VI. The primary target area is the model neighborhood which is located on the west side of the city of Rock Island, and includes two public housing areas. The people living in the primary target area are racially mixed, are predominantly from the lower socio-economic class, and many families are receiving public aid. Services are also provided to the remainder of the city.
- VII. The total number of cases from January 11, 1970, to September 30, 1971 was 102.
There were 90 males and 17 females.
The average age was 12 years.
The ethnic groups were as follows:
- | | | | |
|-------|----|----------|---|
| White | 61 | Spanish | 5 |
| Black | 35 | Oriental | 1 |
- VIII. The most frequent sources of referral were as follows:
- | | | | |
|-----------------|----|--------|----|
| Law enforcement | 55 | School | 13 |
| Parents | 14 | Self | 10 |
- The most frequent reasons for referral were
1. Police trouble
 2. Family problem
 3. School problem
- IX. The bureau s open 8-a.m. to 5-p.m., Monday through Friday. Workers are on call and work late into the evening daily.
- X. There are plans for an evaluation component, but the project is now searching for someone to set up an evaluation design, to evaluate the program, and to continue the evaluation on an ongoing basis.

II. Howard County Youth Service Bureau
200 North Union
Kokomo, Indiana 46901

IN

Auspices: Indiana Criminal Justice Planning Agency

Program established: January 1971

III. Funding from January 1971 to present is as follows:

Criminal Justice Planning	\$32,000
Donated services	49,190
Total for YSB	<u>\$81,190</u>

Criminal Justice Planning	\$31,050
Donated services	<u>22,800</u>
Total - Leisure time Component	\$53,850

IV. Orgnaization and staff

A. The Director is the Circuit Court Judge who reports to Region-III Criminal Justice Planning. The working head is the Coordinator who is accountable to the court.

B. Five staff members report to the coordinator.

C. In conjunction with the Juvenile Court there are 50 volunteers and 10 tutors which can be used if necessary.

D. The principle advisory group is the Case Conference Committee, approximately 20 persons from community agencies, 20 people 2 hours weekly.

V. A. The objectives of the Bureau are 1) Serve as advocate for youth.
2) Serve as coordinator of Youth Services and 3) Crisis service delivery.

B. The Bureau considers its most important function to be as an advocate for youth and to create and coordinate leisure activities.

C. In terms of total amount of service, the following are ranked:

1. Information and referral
2. Referral with general follow-up
3. Individual counseling
4. Recreation programs
5. Family counseling
6. Group counseling

D. The most unique aspect of the program is: "Initial months spent in helping agencies write up programs to get Federal monies in community for new programs and bolsters old but worthy programs."

VI. The target group is primarily the delinquent and pre-delinquent youth of Kokomo City and Howard County. The population of Howard County is 83,198 with 44,042 of these residents being in Kokomo. Population by ethnic group in Howard County consists of:

White	79,365
Negro	3,577
Other	256

VII. The total number of cases from January 1971 to November 1971 was 200 with 300 additional referred for jobs. Service referrals: 134 males and 66 females.
The average age was 14
Referrals by ethnic group were as follows:

Black	70
White	25
Spanish-American	5

VIII. The most frequent source of referral for direct service was:

Probation and Courts	100
School	66
Other agencies	20

The most frequent reasons for referral were:

1. Ungovernable
2. Truant
3. Employment
4. School problems

IX. The Bureau is open Monday through Friday 8:30-a.m. to 5-p.m. Proposals are in for funding to have night and weekend hours.

X. There is no evaluation component other than quarterly reports to the Regional Criminal Justice Planning Board.

II. Miami County Youth Services Bureau, Inc. IN
 2-1/2 South Broadway
 Peru, Indiana 46970

Auspices: Indiana Criminal Justice Planning Agency (LEAA)

Program established: April 1971

II. Funding from June 1971 to June 1972 is as follows:

LEAA	\$20,000
Local Government (in-kind)	<u>12,000</u>

Total \$32,000

IV. Organization and Staff

A. The Director is responsible to ICJIPA

B. The Coordinator, Records Coordinator, and Secretary report to the Project Director, as President of the Board and to the Board of Directors.

C. Other staff include an anticipated 30 to 60 volunteers who will work with the hot line program.

D. There is no advisory group other than the Managing Board connected with the program

V. A. The objectives of the Bureau are: Reduction of juvenile crime by bettering community climate, early identification and diagnosis of potentially delinquent youngsters, provision of service for youth and families in trouble with the law, provision of models for youth caught up in the delinquency cycle, and coordination of resources of the community.

B. The Bureau considers its most important function to be coordination.

C. In terms of total amount of service, the following are ranked:
 1. Information and referral
 2. Referral, with general follow-up
 3. Job referral
 4. Hot line
 5. Individual counseling
 6. Family counseling

D. "The most unique service of our Bureau is the Case Conference Committee. It is composed of representatives of the juvenile aid division, the welfare department, the school corporations, the probation department, the employment office, the YMCA, and interested individuals who regularly work with youth in the community.

- VI. The target group is young people 10 to 18 years who are not functioning successfully in the community. The Bureau serves all of Miami County.
- VII. The total number of cases from June 1971 to November 1971 has been 25. There is no estimate as to the number of males and females. The average age of clients is 15 years. The ethnic group of clients is not indicated.
- VIII. The sources of referral are not indicated. The reasons for referral are not indicated.
- IX. The Bureau is open Monday through Friday, 8:30-a.m. to 5-p.m. and by appointment. The Federal holiday schedule is also followed.
- X. There is no evaluation component as a part of this program.

I. The respondent indicates that the program is not a Youth Service Bureau.

II. Youth Advocacy IN
509 West Washington
South Bend, Indiana 46601

Auspices: Urban Coalition of St. Joseph County

Program established: September 1971

III. Source of funds for the period 9/1/71 to 8/31/72 are as follows:

Youth Development and Delinquency	
Prevention Administration	\$250,000
South Bend, Indiana (in-kind)	30,000
Urban Coalition (indirect cost)	18,120
Urban League (match from Street Academy)	<u>50,000</u>
Total	\$348,120

IV. Organization and Staff

A. The Project Director reports to the Urban Coalition which is the grantee and the Youth Development and Delinquency Prevention Administration.

B. Staff reporting to the Director consist of 1 Administrative Assistant, 2 Counselors, 1 Technical Advisor, 5 Field Service Representatives (liaison with community agencies), 10 Community Workers (on the street prevention), 1 Youth Coalition Liaison Worker, 1 Secretary, and 1 Clerk-typist.

C. Other staff include 1 Lawyer on retainer, 4 legal interns and 1 advisory doctor, all of which are to be hired. Also, for the street Academy, 5 teachers, 1 acting director already hired and subcontracted to the Urban League.

D. The advisory groups are the Urban coalition Advisory Board to Youth Advocacy Program, and the Youth Coalition Advisory Board to Youth Advocacy Program.

V. A. The objectives of the Bureau are youth development and delinquency prevention. Specifically, the project attempts to prevent delinquency by increasing the capacity of youth groups to intervene with established community institutions to make them more responsive to youth needs.

B. The Bureau feels its most important function to be to fill gaps of service.

- C. In terms of total amount of service, the following are ranked:
1. Systems modification
 2. Individual counseling
 3. Group counseling
 4. Tutoring or remedial education
 5. Job referral
 6. Medical aid
- D. The most unique aspect of the program is: "Involvement of Youth Coalition as advisory board to program to make specific recommendations for change in established institutions."
- VI. The target area is the youth population of St. Joseph County, 58,374 population, concentrating on the City of South Bend, 28,805 population.
Target groups are the juvenile delinquents, pre-delinquents and underprivileged between the ages of 6 and 17.
- VII. The total number of cases during the month of November 1971 was 118. There were 61 males and 39 females.
The average age was 16.
By ethnic groups, referral was as follows:
- | | |
|----------|----|
| Black | 76 |
| White | 17 |
| Chichano | 7 |
- VIII. The most frequent sources of referrals were:
- | | | | |
|-----------------|----|---------|---|
| Probation | 33 | Self | 6 |
| Outreach | 22 | Parents | 4 |
| School | 19 | Friend | 3 |
| Law enforcement | 14 | | |
- The most frequent reasons for referral were:
- | | |
|-----------------------|----------------------|
| 1. School related | 6. Vandalism |
| 2. Youth unemployment | 7. Assaults |
| 3. Theft | 8. Problem pregnancy |
| 4. Runaway | 9. Suicide attempts |
| 5. Family problems | 10. Drugs |
- IX. The program is open Monday through Friday, 9-a.m. to 10-p.m.
- X. The evaluation component consists of:
- A. The University of Notre Dame Institute for Urban Studies, inclusive of oversight of day-to-day operations; assessment of program; and determination of impact of program on major areas of community life.
 - B. Evaluation of HEW, YDDPA programs by the University of Southern California.

II. Bowling Green Youth Service Bureau
730 Fairview Avenue
Bowling Green, Kentucky 42101

KY

Auspices: not stated.

Program established: July 1970

III. Funding 1970-71 fiscal year:		
Model Cities supplemental funds		\$54,340
Local Government (cash)		<u>8,000</u>
	Total	\$62,340

IV. Organization and Staff

- A. The Director is accountable to the Project Board of Directors and the Model Cities Criminal Justice Coordinator.
- B. Staff reporting to the Director include 2 Juvenile Counselors, Drop-in Center Director, secretary, guitar program instructor.
- C. Other staff include 2 Half-Way House Parents, 10 volunteers in Drop-in Center, and 4 para-professional counselors.
- D. In addition to the Board of Directors, there are advisory groups for the Half-way House and for the Drop-in Center.

- V. A. The objectives of the Bureau are to divert youth from the juvenile court system in the target area, and to increase positive social attitudes of youth in the target area.
- B. The Bureau considers its most important function to be counseling and to fill gaps of service.
- C. In terms of total amount of service, the following are considered:
 1. Information and referral
 2. Referral, with general follow-up
 3. Individual counseling
 4. Recreational Programs
 5. Vocational training
 6. Tutoring or remedial education
- D. The most unique aspect of the program is: "Flexibility - from individual counseling to system changes (i.e. school system). The substantial drop in delinquency in the M.N.A. (Since Bureau there is a 30% decrease)."

- VI. The target group is the 7,500 residents in the M.N.A. Sixty percent are lower income whites, and forty percent lower income blacks. The average income of families is \$3,000 yearly. The average size of families is six.
- VII. The total number of cases from July 1, 1970 to November 1, 1971 was 64. There were 46 males and 18 females. The average age of clients was 14. Referrals by ethnic group were as follows:
- | | |
|-------|----|
| Negro | 39 |
| White | 35 |
- VIII. The most frequent sources of referral were indicated as follows:
- | | |
|---------|----|
| School | 27 |
| Courts | 17 |
| Parents | 8 |
- The most frequent reasons for referral were:
1. Discipline (school and parents)
 2. Larceny
- IX. The Bureau is open Monday through Friday, 8-a.m. to 4-p.m. (job is really at all hours and at all times).
- X. There is no evaluation component as this is done by Model Cities and State Department of Child Welfare.

I. The respondent was uncertain whether the program is a Youth Service Bureau

II. Russell Youth Service Bureau
1623 West Chestnut Street
Louisville, Kentucky 40203

KY

Auspices: Russell Area Council - Metropolitan Social Service Dept.

Program established: March 1971

III. Source of funds for period March 1971 to February 1972 were:

Federal	\$30,000
Local (in-kind)	16,735
Cash	<u>13,596</u>

Total	\$60,331
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IV. A. The Project Director reports to the Russell Area Council.

B. Staff reporting to the Director is a Diagnostic Social Worker.

C. Other staff reporting to the Project Director consists of 2 detached workers, 1 financial assistant and 1 probation officer from the Metropolitan Social Service Department.

D. The advisory group is an advisory committee and the Russell Area Council Board of Directors.

V. A. The objectives of the Bureau are to reduce the role of delinquents or number of youth who have to go through the court system.

B. The Bureau considers its most important function to be coordination.

C. In terms of total amount of service, the following are ranked:

1. Group counseling
2. Systems modification
3. Individual counseling
4. Job referral
5. Referral, with general follow-up
6. Information and referral

D. The most Unique aspect of the program is: "The attempt at systems modification through which we try to change behavior patterns through peer pressures and for "good behavior."

- VI. The target group is first offenders or minor offenders referred from Junvenile Court and non-offenders referred from schools; age group being 13 to 16. The target area covers 9th to 36th Streets, Broadway to Market; 18,000 population; two-thirds defined as poverty; predominantly Black; and a high delinquency rate.
- VII. The total number of cases from March 1971 to December 1971 were 135. There were 125 males and 10 females. The average age was 14.5. By ethnic groups, referrals were as follows:
- | | |
|-------|-----|
| Black | 130 |
| White | 5 |
- VIII. The most frequent sources of referral were:
1. Courts
 2. Probation
 3. Self
- The most frequent reasons for referral were:
1. Stealing
 2. Employment
 3. Loitering and truancy
- IX. The Bureau is open Monday through Friday, 9-a.m. to 6-p.m., with night activities while the center itself is not open.
- X. The evaluation component consists of the Department of Child Welfare and the Crime Commission.

II. Roving Youth Leaders
717 60th Palce, N.E.
Fairmount Heights, Maryland 20027

MD

Auspices: Town of Fairmount Heights

Program established: October 1970

III. Source of funds for the period October 1970-1971 are as follows:

Department of Justice	\$45,475.20
Model Cities (Prince George County) - cash	<u>35,316.80</u>
Total	\$75,792

IV. Organization and staff

- A. The Project Director reports to the Mayor and Council of the Town of Fairmount Heights, Maryland.
- B. Staff reporting to the Director consist of the Assistant Director and 5 Leaders.
- C. There are no other staff.
- D. The advisory groups are the University of Maryland (Dept. of Mental Health), Prince George's County Library Dept., Prince George County Social Services, and Fairmount Heights Police Dept.

- V. A. The objectives of the Bureau are to direct youth away from drug scenes, broaden horizons of Model Cities Youth, stay in or re-enter school, and obtain scholarships for deserving persons.
- B. The Bureau considers its most important function to be coordination and to provide direct service.
- C. In terms of total amount of services, the following are ranked:
 1. Information and referral
 2. Referral, with general follow-up
 3. Individual counseling
 4. Drug program
 5. Tutoring or remedial education
 6. Medical aid
- D. The most unique aspect of the program is: "Improvisational Drama Group - Model Cities young people act out real life situations. The solutions are the most unique and the most sensible of all even better than those offered by most psychologists."

VI. The target groups are low income, under-employed and underprivileged.

VII. The total number of cases in a year's time was 400. There were 345 males and 55 females. The average age was 18. By ethnic groups, referrals were 100% Black.

VIII. The most frequent sources of referral were:

Law enforcement	Probation
School	Self

Comment: Quantitative breakdown, unspecified.

The most frequent reasons for referral were:
"Because we were here."

IX. The Bureau is open 9-a.m. to 9-p.m. daily. Closed Sundays.

X. There is a self evaluation component by the Roving Leaders and the evaluation component consists of evaluation by the Catholic University and also the University of Maryland.

II. Tri-County Youth Services Bureau
Box 101
Hughesville, Maryland 20637

MD

Auspices: Not stated

Program established: February 1, 1971

III. Funding from February 1, 1971 to January 31, 1972 is as follows:

SELPA	\$57,996
Dept. of Juvenile Services	5,000
Tri-County - St. Mary's, Charles, Calvert (local)	<u>34,000</u>
Total	\$96,996

Comment: Financial support locally is \$33,248 in-kind as well as \$34,000 cash.

IV. Organization and Staff

- A. The Project Director reports to LEAA, Dept. of Justice's Services and Tri-County Commissioners.
- B. Staff reporting to the Director consists of 1 staff psychologist, 1 vocational counselor, 1 social worker and 1 secretary.
- C. Other staff involved in the program consists of 1 consulting psychologist.
- D. Advisory groups involved in the project consist of an Advisory Board composed of Social Services from Tri-County; Dept. of Juvenile Services, Tri-County; Health Dept.; Board of Education, Tri-County; State Dept. of Vocational Rehabilitation; Children's Aid Society; Parks and Recreation; and youth.

- V. A. The objectives of the Bureau are: (prevention of delinquency) provide community-based diagnostic services to non-adjudicated children and youth referred by social agencies, parents, and through their own voluntary admission and to provide community-based diagnostic services to adjudicated cases.
- B. The Bureau considers its most important function to be direct service.
- C. In terms of total amount of service, the following are ranked:

1. Individual counseling	5. Information and referral
2. Family counseling	6. Tutoring or remedial education
3. Group counseling	7. Systems modification
4. Referral, general follow-up	8. Job referral

- D. The most unique aspect of the program is: "The youth bureau is unique in that it has staff members representative of Soc. Services, Voc. Rehab. and Health Dept. who must go outside their departments for services other than those they are set up to provide. Secondly, the bureau is a free element by not being attached to any established agency or department."
- VI. The target group is 500 to 600 children whose behavior is such that it brings them to the attention of social, youth or law enforcement agencies. The target area is the Tri-County region of Charles, St. Mary's and Calvert, 112,000 population and over 1,000 square miles. The social and economic factors are rural. Conditions in some areas remain as they were some 20 to 30 years ago. Ideology and the understanding of new concepts poses many problems in families, especially those in need of help.
- VII. The total number of cases from February 1, 1971 to present is 125. There were 85 males and 40 females. The average age of clients were 14 years (high school) and 10 years (elementary school).
Referrals by ethnic group were as follows:
- | | |
|-------|----|
| White | 75 |
| Black | 50 |
- VIII. The most frequent sources of referral were as follows:
- | | | | |
|-----------|----|-----------------|----|
| School | 59 | Parents | 15 |
| Probation | 20 | Law enforcement | 12 |
- The most frequent reasons for referral were:
1. Behavior problem
 2. Family problem
 3. Learning problem
- IX. The Bureau is open 9 to 5, Monday, Wednesday, Thursday and Friday, and from 9 to 8 on Tuesday.
- X. There is no evaluation component, but they are in the process of developing one.

- II. Youth Resources Bureau
930 Massachusetts Avenue
Cambridge, Massachusetts 02138
- Auspices: City Government
- Program established: August 1970
- III. From the information submitted, funding is apparently from the Governor's Committee on Law Enforcement and Administration of Criminal Justice. The information regarding the amount of funding is not completed.
- IV. Organization and Staff
- A. The Project Director reports to the City Manager.
- B. Staff reporting to the Project Director apparently include:
1 Administrative Assistant, 1 receptionist, 1 assistant director,
1 research and evaluation team, 1 Youth Board Advisor, 1 Youth planner, 1 Job Resources Bank, 1 Model Cities Youth Service, and 5 neighborhood detached worker teams.
- C. There are no other staff in the program.
- D. The main advisory group is the Advisory Board of Directors.
- V. A. The objectives of the Resources Bureau is to divert youth from criminal justice system by developing a community based alternative - prevention program.
- B. It is not clear what the Bureau considers to be its most important function, although coordination is ranked second.
- C. In terms of total amount of service, there is no ranking of the kinds of services provided as the respondent feels that there is insufficient data for this.
- D. The most unique aspect of the program is: "1) Has not fallen into classic service lines of service delivery. 2) Widely diverse staff. Mode of operation reflects neighborhood where based."
- VI. The target area is in the three areas of Cambridge that have been designated as the highest juvenile delinquency areas in the city, the Jefferson Park/Rindge Avenue neighborhood; Riverside Cambridgeport, areas 3 and 4 of Model Neighborhood; and East Cambridge.
- VII. The total number of referrals from 7/19/70 to 6/30/71 is indicated as 156 in the quarterly report.
There were 120 males and 36 females.

The average age of clients was 16 years.

Referrals by ethnic group is not indicated, with the comment:

"No data - staff does not want to provide this data at this time."

VIII. The most frequent sources of referral are as follows:

Self	84
Family/Friend	25
Court	16

The most frequent reasons for referral were:

Counseling	66
School/Vocational	43
Employment	39

IX. The Bureau is open 8:30-a.m. to 5-p.m. (office) 24 hours on call.

X. There is an evaluation component as part of the program proposal.

II. Youth Resources Agency
558 Pleasant Street
New Bedford, Massachusetts 02740

MA

Auspices: City Agency

Program established: April 13, 1970

III. Funding from 4/1/70 to 3/31/71 is as follows:

LEAA	\$43,945
Model Cities	28,000
Mass. Dept. of Youth Services	<u>25,000</u>
Total	\$95,945

IV. Organization and Staff

- A. The Project Director reports to the Board of Directors of the Youth Resources Agency.
- B. Staff reporting to the Project Director consists of the following: Associate Director, Senior Supervisor-Coordinator, Community Coordinator, Youth Activities Specialist, Executive Secretary.
- C. Other staff include Supervisor-Coordinator, 6 Youth Advisors, Fiscal Officer, Office Manager, and 2 clerks.
- D. Advisory groups involved in the project consist of Model Cities (Crime and Delinquency task Force), Youth Resources Board of Directors, Youth Advisory Council.

- V. A. The objectives of the Bureau are: "The central objective is to develop the Youth Resources Agency so as to prevent juvenile delinquency, and to mobilize services for the rehabilitation of juvenile delinquents and their families.
- B. The Bureau considers its most important function to be direct service.
- C. In terms of total amount of service, the following are ranked:
 1. Individual counseling
 2. Information and referral
 3. Referral, with general follow-up
 4. Systems modification
 5. Family counseling
 6. Group counseling
 7. Drug program
 8. Recreation programs

- D. The most unique aspect of the program is: "The direct service program is administered through the use of para-professional, indigenous to their community. The major part of their time is spent in-the-situation with youth who are in the street."
- V. The target groups and target area are described extensively in the proposal but in brief covers poverty areas of New Bedford. There is the South End Area, the West End Area, and the North End Area. Each has problems in under-employment or unemployment, housing, education, crime and delinquency.
- VII. The total number of cases from 1/11/71 to 10/60/71 was 68. There were 52 males and 16 females. The average age was 13.7 years. Referrals by ethnic group were as follows:
- | | |
|--------------|----|
| Black | 35 |
| Puerto Rican | 10 |
| White | 23 |
- VIII. The most frequent sources of referral were as follows:
- | | |
|-----------------------|----|
| Social Welfare Agency | 19 |
| School | 18 |
| Parents | 10 |
| Law enforcement | 9 |
- The most frequent reasons for referral were:
1. Truant
 2. Family problem
 3. Offense against property
- IX. The Bureau is open 9 to 5, Monday through Friday. Youth Advisors are on call.
- X. The evaluation component is conducted by both Model Cities Administration and the Law Enforcement Assistance Administration.

II. Worcester Youth Resource Bureau
 9 Walnut Street, Room 230
 Worcester, Massachusetts 01608

MA

Auspices: Worcester Area Youth Resource Council, Inc.

Program established: April 1971

III. Funding from November 1971 to October 1972 is as follows:

Governor's Law Enforcement Commission	\$78,000
City of Worcester (cash)	26,000
Department of Youth Services (cash)	<u>20,000</u>
Total	\$124,000

IV. Organization and Staff

A. The City of Worcester sub-contracts with Worcester Resource Council, Inc. (Board of Directors) a private non-profit corporation.

B. The staff reporting to the Project Director include 1 Director of Review and Referral, Psychiatric Social Worker, 2 full time Community Coordinators, 2 part time Community Coordinators, and 1 half time Program Coordinator.

C. Other staff include 2 Spanish youth, and it is expected that there will be 6 volunteers.

D. Advisory groups involved in the project include Youth Advisory Council, 20 youth - 5 of whom are members of Board of Directors and serve as liaison.

V. A. The objectives of the Bureau are: to reduce the number of cases coming before the Worcester Juvenile Court through a) direct service, b) coordination of youth serving agencies and c) advocacy.

B. The Bureau considers its most important function to be coordination.

C. In terms of total amount of service, the following are ranked:
 1. Referral, with general follow-up
 2. Information and referral
 3. Crisis counseling
 4. Systems modification

D. The most unique aspect of the program is: "Regular follow-up with youth, parent, agency, which no one else is doing (yet)."

- VI. Target group - pre-delinquent age 7 to 17. City of Worcester and 12 surrounding towns (the Worcester Juvenile Court district) not only low income but middle class are served.
- VII. The total number of cases for the most recent 3-month period is 63. There were 31 males and 32 females. The average age was 13 to 14. Referrals by ethnic group were as follows:
- | | |
|----------|----|
| Black | 4 |
| White | 55 |
| Spanish | 3 |
| Oriental | 1 |
- VIII. The most frequent sources of referral were as follows:
- | | |
|-----------------|----|
| Law enforcement | 44 |
| Courts | 11 |
| Crisis Center | 4 |
| Parents | 2 |
- The most frequent reasons for referral were:
1. Runaway
 2. Behavior
 3. Behavior and runaway
 4. Problems with parents
- IX. The Bureau is open 5 days, 8:30 to 5-p.m., evening home visits are made - answering service is being explored.
- X. The evaluation component is to be designed by a professional researcher in January 1972.

II. Washtenaw Youth Services Bureau
1819 S. Wagner Road
Ann Arbor, Michigan 48103

MI

Auspices: Washtenaw Intermediate School District

Program Established: July 1, 1971

III. Funding from July 1, 1971 to June 30, 1972 is as follows:

LEAA - OCJ	\$152,100
Local match (in-kind)	\$132,000
State Dept. of Education (3 teachers of emotional disturbance)	<u>\$ 21,000</u>
Total	<u>\$304,100</u>

IV. Organization and Staff

- A. The Project Director reports to the Administration of Washtenaw Intermediate School District.
- B. Staff reporting to the Project Director are as follows:
2 Clerical persons, 1 Data Programmer, 5 Community Counselors.
- C. Other people connected with the program are as follows:
44-man Advisory Council, 11-man Youth Council, who all work as task force leaders and participants and are voting members of the Advisory Board.

- V. A. The objectives of the Bureau are: prevention of juvenile delinquency; coordination of schools and youth serving agencies; mobilization of community effort in serving of troubled youth.
- B. The Bureau considers its most important function to be coordination.
- C. In terms of total amount of service, the following are ranked:
 1. Information and referral
 2. Referral, with general follow-up
 3. Systems modification
 4. Group counseling
 5. Individual counseling
 6. Community workshops
 7. Tutoring or remedial education
- D. The most unique aspect of the program is: "Gaining credibility with many segments of the community--many diverse elements, much kid involvement, etc."

VI. The program's target group is junior high aged youth. There is a countywide responsibility--10 local school districts therein. There is a variety of socioeconomic classes--a large percentage of middle class but significant number of low income groups scattered through the county but special concentrations in some districts.

VII. The total number of cases and characteristics of cases is not yet a factor as the program began July 1, 1971.

VIII. The sources of referral are not yet known due to the newness of the project.

The reasons for referral are anticipated as follows from early clusterings, 1971:

1. Maladaptive school behavior
2. School-court liaison
3. School-agency liaison
4. Truancy

IX. The Bureau is open Monday through Friday, 8:00-a.m. to 4:30-p.m. office hours--also, 24-hour message recordex--many evenings, weekend hours spent by staff on situations needing this time commitment.

X. The evaluation component is described as follows:

Currently being finalized--divide by modules--looking at youngsters identities; referral reason, date referred; date seen; follow-up; recidivism check; evaluate service received after a time.

II. The Foundation (A Youth Services Center)
16600 Stephens
East Detroit, Michigan 48021

MI

Program Established: September 1971

III. Funding for 12-month period beginning September 1971 is as follows:

LEAA	\$49,500
City of East Detroit	\$12,500
Services (in-kind)	\$ 4,000
Total	<u>\$66,000</u>

IV. Organization and Staff

A. The Director is responsible to the Protective Service Commission, City of East Detroit.

B. Staff reporting to the Director include 1 Social Worker; 1 Graduate Student; 1 part-time Specialist and other workers not yet hired.

C. Other staff who will be involved in the program include 30 high school students.

D. Advisory groups to be involved in the project include 30 high school youth.

V. A. The objectives of the Bureau are: Identification and prevention of potentially delinquent behavior--finding community alternatives to official court processing for apprehended youth--finding alternatives to institutionalization of adjudicated youth.

B. The Bureau considers coordination, filling gaps of service, and providing direct service all equally important.

C. In terms of total amount of service, the following are considered:

1. Information and referral
2. Referral with general follow-up
3. Individual counseling
4. Group counseling
5. System modification
6. Medical aid

D. The most unique aspect of the program is: "To provide opportunity for young people to humanize themselves, their relationships with others (friends, parents, teachers)."

VI. The target area is the East Detroit area which includes 6,900 students who will be attending high school and three junior high schools for the Fall term in 1971. Emphasis will be on dropouts, expelled students, and those referred to court.

VII. Figures are not yet available as to the number of cases the agency has served as it just began services October 1, 1971.

VIII. There is no indication yet as to the sources of referral.

It is anticipated that the most frequent reasons for referral will be:

1. Runaway from home
2. Skipping school
3. Hassels at home

IX. The Foundation is scheduled to be open 8:30-a.m. to 10:00-p.m., Monday through Friday.

X. The evaluation component has not yet been developed.

II. Give and Take Help Center
5708 West 36th Street
St. Louis Park, Minnesota 55416

MN

Program Established: July 1970

III. Funding from July 1, 1970 to June 30, 1971 is as follows:

Governor's Crime Commission	\$15,028.85
Private Individual Contributions	\$11,829.55
Equipment (in-kind)	\$ 1,228.00
Professional Services (in-kind)	<u>\$ 6,830.00</u>
Total	<u>\$34,146.40</u>

IV. Organization and Staff

A. The Project Director reports to the Hennepin County Administrator and the Board of Directors of the Agency.

B. Staff reporting to the Project Director consists of: 2 Volunteer Staff Supervisors.

C. Other staff include: 12 Professional Counselors, 30 Youth Counselors, and 10 Volunteer Secretarials.

D. Advisory groups involved in the project consist of: Metropolitan Council; Hennepin County MH/MR Area Office; St. Louis Park Medical Clinic Family Counseling Department; five major United Fund agencies in Minneapolis; i.e., Family and Children Service; Lutheran Social Service; Jewish Family and Children Service; Catholic Welfare; Hennepin County Mental Health Center.

V. A. The objectives of the Bureau are: reference is made to a brochure, but it was not enclosed.

B. The Bureau considers its most important function to be to provide non-clinic help.

C. In terms of total amount of service, the following are ranked:

1. Individual counseling
2. Group counseling - family counseling
3. Drug program
4. Information and referral with general follow-up
5. Job referral
6. Draft counseling

D. The most unique aspect of the program is: "The use of non-professional youth counselors with professional back-up."

VI. The target group consists of young people 13 to 21, mostly those still living in family settings. Another target group is parents. The geographical target areas are the suburban communities of Hopkins, St. Louis Park, and Edina.

VII. Total number of cases from July 1, 1970 to June 30, 1971 were 245. There were 99 males and 150 females. The average age was 16 to 17 for kids and 40 to 45 for parents. The ethnic group served was all White middle class.

VIII. Source of referrals was as follows:

Self	61%	Law enforcement	11%
Friend	9%	Parents	7%

The most frequent reasons for referral were:

1. Family hassles
2. Sex problems
3. Drugs

IX. The Bureau is open Monday through Thursday, 9-a.m. to 10-p.m.; Friday, 9-a.m. to 12 midnight.

X. The evaluation component is through Dr. Paul Reynolds, Department of Sociology at the University of Minnesota.

II. Phalen Area Community Council - Youth Service Bureau MN
 982 Forest
 St. Paul, Minnesota 55106

Program Established: November 1970

III. Funding from November 1970 to November 1971 was as follows:

Governor's Crime Commission	\$12,000
American Lutheran Church	<u>\$ 4,800</u>
Total	<u>\$16,800</u>

IV. Organization and Staff

A. The Project Director reports to the Community Council; Governor's Crime Commission; Criminal Justice Advisory Committee.

B. Staff reporting to the Project Director include 1 Assistant Director--Youth Coordinator, 1 Secretary, 2 part-time Secretaries.

C. Other staff include 1 CIT Director; 8 CIT Trainers; 50 CIT Volunteers; 1 VPD Director, 30 VPO Volunteers; 1 Community Theater Director; 1 Crafts Director; 2 Newsletter Editors; 3 Auto Mechanic Instructors.

D. There is a Youth Service Bureau Advisory Board.

V. A. The objectives of the Bureau are to reduce juvenile delinquency on the East Side by coordinating community efforts and creating needed services.

B. The Bureau considers its most important function to be to fill gaps of service.

C. In terms of total amount of service, the following are ranked:

1. Individual counseling	4. Crisis intervention
2. Family counseling	5. Tutoring or remedial education
3. Recreation programs	6. Referral, general follow-up

D. The most unique aspect of program is: "Presently not funded."

VI. The target area is the East Side of St. Paul, lower middle class to middle class inner city area with concentration of heavy industry. Mostly East European ethnic background.

VII. The number of cases served is not estimated. It is indicated that referrals by average age are mode - 15, mean - 19, median - 28.

Referrals by ethnic group are estimated as follows:

Anglo American	80%
American Indian	20%

VIII. The most frequent sources of referral were indicated as follows:

Self	130
Friend	28
School	20

The most frequent reasons for referral were:

1. Alcohol
2. Family problems
3. Drugs

IX. The project is open from 9 to 5.

X. The evaluation component consists of individual client evaluation forms filled out, with monthly computer profiles averaging 30 pages.

II. Relate, Inc. .
 Box 89
 Wayzata, Minnesota 55391

MN

Auspices: Village of Excelsior, Minnesota and Governor's Crime
 Commission

Program Established: September 1, 1970

III. Funding from September 1, 1970 to August 31, 1971 is as follows:

Governor's Crime Commission	\$ 9,893
Minneapolis Foundation	\$ 2,500
Local Churches	\$ 7,500
Private Individuals	\$ 4,500
Village Council (cash)	\$ 500
Total	<u>\$24,893</u>

IV. Organization and Staff

- A. The Project Director reports to the Board of Relate--30 people, half students, half adults.
- B. Staff reporting to the Project Director include: 2 Counselors; 2 part-time Counselors; 1 part-time Secretary.
- C. Other staff include 15 adult volunteers and 35 student volunteers.
- D. Advisory groups involved in the project include the Minnesota Mental Health Center.

V. A. The objectives of the Bureau are:

Diversion of youth from juvenile justice system.
 Direct counseling of youth and families.
 Community education on issues related to youth culture.

B. The Bureau considers its most important function to be to provide direct service.

- C. In terms of total amount of service, the following are ranked:
1. Individual counseling
 2. Family counseling
 3. Recreation programs
 4. Group counseling
 5. Referral with general follow-up
 6. Information and referral

D. The most unique aspect of the program is: "Direct counseling in problems of counter-culture youth, their parents, and the problems created vis-a-vis police, schools, etc."

VI. The target group is counter-culture youth; the target area the Lake Minnetonka area.

VII. The total number of cases from 9-1-70 to 8-31-71 was 250. Approximately 3/4 were female. The average age of clients was 16. Referrals by ethnic group:

All White

VIII. The most frequent sources of referral were indicated as follows:

1. Self
2. Friend
3. Parents

The most frequent reasons for referral were:

1. Family problems
2. Sex related
3. Drug related

IX. The drop-in center is open 3:00-p.m. to 11:00-p.m., five days a week. Phone service--24 hours, seven days a week.

X. The evaluation component is by Paul Reynolds of the University of Minnesota.

II. TCCC Juvenile Delinquency Prevention Program
 323 Rose Street
 Jackson, Mississippi 39203

MS

Telephone: (601) 355-3732

Auspices: Tri County Community Center

Program Established: July 1, 1970

III. Sources of funds for the period 7-1-70 to 6-30-71 were as follows:

New York Foundation	\$ 10,000
Office of Education	\$ 55,000
YDDPA	\$ 50,000
Tri County Community Center	\$ 20,000

Total	<u>\$135,000</u>
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IV. Organization and Staff

A. The Project Director reports to the Tri County Community Center.

B. Staff reporting to the Project Director include 3 Counselors, 1 Youth Director, and 5 Community Consultants (1 position).

C. Other staff include 2 Secretaries and 75 student and adult volunteers.

D. The advisory groups involved with the project are the Youth Advisory Committee, composed of youth between ages of 10 and 20 years. Some are delinquents, served by the program, others are youth who have shown an interest in helping youth reform.

V. A. The objectives of the Bureau are: 1) to institute new strategies for the reduction and prevention of delinquency and dropouts from school and society; 2) to assist delinquents to achieve a wider perspective through exposure to career development opportunities and diverse social experiences.

B. The Bureau considers its most important function to be coordination.

C. In terms of total amount of service, the following are ranked:

1. Information and referral
2. Referral, general follow-up
3. Individual counseling
4. Vocational training
5. Tutoring, remedial education
6. Systems modification

D. The most unique aspect of the Bureau is "counseling of delinquents which is done at home, school, playground and street. Youths are not expected to see the counselors at a particular time."

VI. The program target group is Black. The target area served is the Counties of Hinds, Madison, and Rankin. Madison and Rankin are predominantly rural counties.

VII. Total number of cases from July 1, 1970 to June 30, 1971 was 355. There were 76% males and 24% females. The average age was 15 years.

The ethnic group of 74% was Black. Other ethnic groups were not identified.

VIII. The most frequent sources of referral were as follows:

School	85	Law enforcement	45
Self	63	Probation	30
Parents	60	Friend	25
		Courts	25
		Students	12

IX. The hours of the Bureau are 7:00-a.m. to 6:00-p.m.

X. The evaluation components of the program are:

- A. Internal evaluation with the coordinator responsible for development
- B. Evaluation by youth advisory board
- C. Contract services with a professor at Jackson State College
- D. Continuous feedback to provide on-going evaluation.

II. Youth Crisis Centers, Inc.
1119 North West Street
Jackson, Mississippi 39202

MS

Auspices: Youth Crisis Centers, Inc.

Program Established: May 1971

III. Funding from May 1, 1971 to present is as follows:

LEAA Funds	\$21,628.20
Local (matching) contributions	<u>\$ 7,209.40</u>
Total	<u>\$28,837.60</u>

IV. Organization and Staff

A. The Project Director reports to the Youth Crisis Centers, Inc. Governing Board.

B. Staff reporting to the Project Director include the following: Full-time volunteer staff of physicians, psychiatrists, clinical psychologists, social workers (family counselors) and ministers.

C. Other staff include numerous youth and civic organizations contributing time, work, and money.

D. Advisory groups involved in the project involve professional staff described above.

V. A. The objectives of the Bureau are: to effect contact between troubled and/or displaced youth into professional care with appropriate professional person.

B. The Bureau considers its most important function to be direct service.

C. In terms of total amount of service, the following are ranked:

1. Individual counseling
2. Family counseling
3. Medical aid
4. Referral, with general follow-up & information
5. Drug program
6. Vocational training
7. Hot line

D. The most unique aspect of the program is: "Direct and immediate free contact and referral of young person (under 21) to professional volunteer."

VI. A. The target area is broad without distinct boundaries. Most recipients are from Hinds County, Mississippi. Serves any troubled youth under the age of 21. Serves all social and economic groups.

VII. The total number of cases from May through September 1971 was 59. There were 23 males and 36 females. The average age was 18 years. Clients by ethnic group were as follows:

Caucasian	58
Negro	1

VIII. Sources of referral were from Law Enforcement, Courts, Parents, Self, and Friend.

Reasons for referral are ranked:

1. Family conflict
2. Drug related problems
3. Runaways
4. Court referral

IX. The program is open 24 hours a day, 7 days a week.

X. The evaluation component is described as "Quarterly financial report and audit with report to Hinds County Youth Court (administrator and grantor of LEAA grant)."
"Monthly review by professional committee from Governing Board of all registrations and referrals."

- I. The respondent does not identify program as a Youth Service Bureau.
- II. A Predelinquent Incercept Program for a Large Metropolitan Community
600 East 22nd Street
Kansas City, Missouri 64108
MO
- Auspices: The Greater Kansas City Mental Health Foundation
Program Established: July 1, 1971
- III. Funding from 7-1-71 to 6-30-72 is as follows:
- | | |
|--------------|------------------|
| YDDPA | \$199,965 |
| Model Cities | \$ 77,000 |
| Total | <u>\$276,965</u> |
- IV.* Organization and Staff
- A. The Project Director is accountable to Model Cities; the Social and Rehabilitative Service, YDDPA.
- B. Staff reporting to the Director include 1 Assistant Program Director; 1 Director of Research; and 1 Assistant Director of Research.
- C. Other staff include 3 Action Intercept Team Leaders; 2 Coders; 2 Clerk Typists; 2 Interviewers; 6 Para-Professionals.
- D. Advisory groups involved in the project include representatives from Mental Health Services, Educational Services, Youth Recreation Services, and police.
- V. A. The objectives of the program are to identify youth 9 - 13 who are in danger of becoming delinquents; determine more extensive delinquency indicators; test the validity of indicators; begin systems oriented approach to developing prevention system; create systematic intervention system to prevent and/or reduce delinquent acts.
- B. The project considers its most important function to be coordination.
- C. In terms of total amount of service, the following are ranked:
- | | |
|-------------------------------------|---------------------------------|
| 1. Referral, with general follow-up | 4. Individual counseling |
| 2. Systems modification | 5. Family counseling |
| 3. Information and referral | 6. Tutoring, remedial education |
- D. The most unique aspect of the program is: "Attempts at diverting delinquency by use of a systems management approach."

- VI. The target group will consist of 600 male youth between 9 and 13 years of age living in a Model Cities area. The area is primarily in the inner city. Of the 70,245 residents, about 70 to 75% are Black, 23% are White, and about 3% are Spanish speaking. Approximately 22% are between the ages of 5 and 13.
- VII. There is no information as yet to the number of cases referred nor of their characteristics.
- VIII. There is no information as yet as to the sources of referral or the reasons of referral.
- IX. The program is open each weekday from 8:30-a.m. to 5:00-p.m.; however, people in the field often stagger their work schedule for the convenience of clients.
- X. The program itself tends to be an evaluation component in that truancy and acting-out behavior data will be used as indicators of likely pre-delinquent behavior in the experimental and control groups.

- I. The respondent is uncertain as to whether the program is a Youth Service Bureau.
- II. Youth Development Service MT
 820 North 31st Street
 Billings, Montana 59101
- Program Established: January 1, 1971
- III. Funding from January 1, 1970 to December 31, 1971 is as follows:
- | | |
|-------------------------------------|--------------------|
| Governor's Crime Control Commission | \$18,934.75 |
| Local (in-kind) | <u>\$13,681.83</u> |
| Total | <u>\$32,616.58</u> |
- IV. Organization and Staff
- A. The Project Director reports to the Community Board of Directors.
- B. Staff reporting to the Director include the following:
 1 full-time Secretary/Researcher and 1 full-time Program Director.
- C. Other staff include 2 part-time Coordinators, 1 full-time Program Director and 6 part-time Researchers.
- D. Advisory groups involved in the project include 3 Program Advisory Boards of Directors.
- V. A. The objective of the Bureau is to prevent juvenile delinquency.
- B. The Bureau considers its most important function to be coordination.
- C. In terms of total amount of service, the following are ranked:
- | | |
|-------------------------|---|
| 1. Systems modification | 5. Hotline |
| 2. Recreation programs | 6. Information and referral with
general follow-up |
| 3. Drug program | 7. Job referral |
| 4. Legal aid | |
- D. The most unique aspect of the program is: "Coordinate specific agency efforts toward common goal to satisfy common need area."
- VI. The target area is Urban Billings as defined by City-County Planning Board; target group consists of those youths indentified by ameliorative and correctional agencies as tending toward delinquency.

VII. The total number of cases from January 1, 1970 to September 30, 1971 (9-month period) was 358 troubled youth.

Other statistics regarding characteristics of this population are not available.

VIII. Information regarding source of referral was not available.

The most frequent reasons for referral were anticipated as follows:

1. Agencies in need of specific service
2. Citizens in need of specific service

IX. The Bureau is open 8 to 5, 5 days a week.

X. The evaluation component consists of quarterly reports.

II. YD/DP - Rural America Project
805 N. Last Chance Gulch
Helena, Montana 59601

MT

Auspices: Department of Social and Rehabilitation Services

Program Established: June 1971

III. Funding from 6-30-71 to 6-29-72 is as follows:

HEW - YD/DPA (J.D. Bill) \$300,000

IV. Organization and Staff

A. Director is responsible to Department of Social and Rehabilitation Services--Rehabilitation Services Division.

B. Staff reporting to the Director include: 5 Youth Development Workers; 1 Project Coordinator; 1 Administrative Assistant; 1 Bookkeeper; 1 Health Education Consultant.

C. Other staff involved in the program include: 1 Director of Research; 1 Assistant Researcher; 1 Director of the University - Technical Assistance Bureau.

D. Advisory groups involved include: Local Task Forces; State Task Force; Regional Task Force; National Task Force.

V. A. The objectives of the program are: Interagency resource development and coordination to test the national strategy regarding youth development and delinquency prevention.

B. The Bureau considers its most important function to be development of new or modified program and strategy within our social institutions to reduce the labeling process, enhance accessibility to socially desirable roles and reduce alienation.

C. In terms of total amount of service, the following are ranked:

1. Research development
2. Systems modification
3. Information and referral
4. Referral, with general follow-up
5. Drug program
6. Job referral

- D. The most unique aspect of the program is "A. It is a systematic model as opposed to a clinical model.
B. The emphasis is on 'what provides youth success rather than failure, i.e., 1) avoidance of labeling; 2) more access to socially desirable roles; 3) reduced alienation and mutual rejection between youth and the human service institutions."
- VI. The target is rural communities, youth-serving social institutions (Health, Education, Welfare and courts) in only five Montana communities during the first year.
- VII. - VIII. The number of cases served or characteristics, source of referral, and reason for referral are indicated as not being applicable in that the questions apply to clinical model operations.
- IX. The hours and days of operation are not indicated.
- X. The evaluation component is by the University of Montana, Institute for Social Science Research, Dr. Robert Carl, NIMH supplemental grant for research.

CONTINUED

7 OF 8

II. Contemporary Social Concerns Program
 Young Men's Christian Association
 430 South 20th Street
 Omaha, Nebraska 68102

NE

Auspices: Young Men's Christian Association.

Program established: July 1, 1971

III. Funding from 6/1/71 to 5/30/72 is as follows:

HEW	\$60,000
Chantz Foundation	<u>20,000</u>
Total	\$80,000

IV. Organization and Staff

A. The Project Director reports to the Metropolitan Board of YMCA.

B. Staff reporting to the Director consist of 1 Administrative Assistant, 1 Group Home Director, 1 Assistant Group Home Director, 1 Youth Services Coordinator, 1 Director of Job Placement, 3 staff responsible for training component, 1 staff responsible for evaluation component.

C. Other staff, including volunteers, include 1 Indian Outreach staff, 1 Job Placement staff, 2 Group Home Parents, 3 Group Home Volunteers and 3 Family Education Volunteers.

D. Advisory groups involved in the project consist of: University of Nebraska at Omaha, Creighton University, Metropolitan Board YMCA.

V. A. The objectives of the Bureau are to provide coordinated referral access to youth-family agencies, to encourage coordinated comprehensive planning and cooperative programming, to facilitate collaboration by offering youth work training events, to supplement and coordinate youth employment services, to coordinate speedy access and referral between public and private youth serving agencies, to provide planning - training and evaluation to develop effective innovative youth programming, and to make evaluation an integral part of the operation of each component.

B. The Bureau considers its most important function to be to fill gaps of service.

C. In terms of total amount of service, the following are ranked:

1. Recreation programs	4. Individual counseling
2. Group home	5. Family counseling
3. Referral, with general follow-up	6. Group counseling

- D. The most unique aspect of the program is: "Collaborative efforts with other community agencies to bring about an awareness of a problem; planning procedures to meet the problem; and final implementation of a realistic program."
- VI. The target group consists of alienated youth, pre-delinquent youth, delinquent youth, youth on welfare. The target area is the inner city area of Omaha, poverty areas and specifically inner-city Indian youth.
- VII. The total number of cases from 6/1/71 to 9/1/71 was 170. There were 129 males and 41 females. The average age was 15-1/2 years. The estimated number of clients by ethnic group was as follows:
- | | |
|---------|-----|
| Black | 72% |
| Indians | 3% |
- VIII. The most frequent sources of referral were as follows:
1. Self
 2. Grapevine
 3. Courts and Parents
 4. Law Enforcement
- The most frequent reasons for referral were:
1. Provision of services
 2. Staff expertise
 3. Community credibility
 4. Collaboration efforts
- IX. The program is open 24 hours, seven days a week.
- X. The evaluation component is an integral part of the program.

II. Youth Services Bureau
 Middletown Township
 Town Hall
 Middletown, New Jersey 07748

NJ

Auspices: Municipal Agency

Program established: July 1966

III. Source of funds for the calendar year 1971 were as follows:

SLEPA - New Jersey	\$63,000
Middletown Township (cash)	24,000
Boys Club (donated Services)	<u>20,000</u>

Total	\$107,000
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IV. Organization and Staff

A. The Project Director reports to the Mayor/Council and Police Chief.

B. Staff reporting to the Project Director consist of 4 full time staff, all young college graduates and 1 secretary.

C. Other staff reporting to the Project Director consist of part time parole and probation officers (unspecified number), 2 caseworkers, and volunteers who are undergraduates from local colleges.

D. The advisory group is local Welfare, Health, Education personnel, Children Psychiatric Center, Juvenile Officers, and school team.

V. A. The objectives of the Bureau are to establish mechanism utilizing public and private sectors for treatment of delinquent and/or pre-delinquent children at community level.

B. The Bureau considers its most important function to be cooperation with other agencies.

C. In terms of total amount of service, the following are ranked:

1. Referral, with general follow-up
2. Group dynamics and behavior modification
3. Recreation programs
4. Tutoring or remedial education
5. Job referral

D. The most unique aspect of the program is: "Our club setting is not limited to delinquent youngsters. We have we think removed 'failure syndrome'. Our recreation programs essentially - non competitive."

VI. The target area is Bayshore District, 40 miles from New York; primarily White suburban residential community. The target group are chronic delinquency offenders, generally coming from large families.

VII. The total number of cases in 1971 was 420.
There were 350 males and 70 females.
The average age was 14.
The ethnicity was not specified.

VIII. The most frequent sources of referral were:
1. Probation
2. Law enforcement
3. Welfare

The most frequent reason for referral is that the youth are in some kind of difficulty.

IX. The Bureau is open Monday through Friday from 1-p.m. to 9:30-p.m.; Saturday from 10-a.m. to 5-p.m.; and an emergency number is available at the police station.

X. There is no evaluation component.

- I. The respondent is uncertain as to whether the program is a Youth Service Bureau.
- II. Council for Youth, Inc. NM
 1018 North Mesquite
 Las Cruces, New Mexico 88001
- Auspices: not indicated
- Program established: 1967
- III. Funding for a 12 month period is indicated as follows:
- | | |
|-----------------|--------------|
| LEAA | \$46,000 |
| Local donations | 26,000 |
| HSSD | <u>6,000</u> |
| Total | \$78,000 |
- IV. Organization and Staff
- A. The Administrative Director is responsible to a Board of Directors.
- B. The Program Director reports to the Administrative Director and in turn has 4 Counselors and 1 Outreach worker.
- C. Other staff include 1 Red Cross Volunteer, 1 secretary, and 1 cook.
- D. There are no advisory groups although it is indicated that they can be formed from the community.
- V. A. The objectives of the Bureau are to offer assistance to the youth of the community through working with the young people thereof, their families and concerned community entities.
- B. The Bureau considers its most important function to be to provide direct service.
- C. In terms of total amount of service, the following are considered:
- | | |
|--------------------------|-----------------------------------|
| 1. Individual counseling | 4. Drug programs |
| 2. Family counseling | 5. Systems modification |
| 3. Group counseling | 6. Tutoring or remedial education |
- D. The most unique aspect of the program is: "Our treatment and prevention program is structured to make the youth deal and cope with his school, family and peer groups as opposed to isolation."
- VI. The target group is described as pre-delinquent, delinquent, a-social youth; a-social families, dropouts, and drug (minor) problems.

VII. The total number of cases for a 12 month period is indicated as 45. There were 41 males and 4 females. The average age of clients was 15.

By ethnic group, clients served were as follows:

Chicano	80%
Anglo	16%
Black	2%
Indian	2%

VIII. The most frequent sources of referral are not differentiated.

The most frequent reasons for referral were:

1. Breaking law
2. Emotional
3. Child neglect

IX. The program is open 24 hours.

X. The evaluation component has just been formulated by University faculty and graduate students in Sociology will be involved.

- I. The respondent was uncertain whether program is a Youth Service Bureau.
- II. Neighborhood Youth Diversion Program NY
 1933 Washington Avenue
 Bronx, New York 10457
- Auspices. Criminal Justice Coordinating Council
- Program established: November 1970
- III. Source of funds for the period 10/1/70 to 11/30/71 was as follows:
- | | | |
|---------------------------|----------------|-----------------|
| LEAA | \$290,000 | |
| Vera Institute (salaries) | 32,000 | |
| Fordham Univ. (salaries) | 8,500 | |
| Various private donations | <u>198,604</u> | (matching cash) |
| Total | \$527,104 | |
- IV. Organization and Staff
- A. The Project Director reports to the Mayor's Criminal Justice Coordinating Council.
- B. Staff reporting to the Director include 4 staff members (Forum Director, Assistant for Administration, Staff Director and Assesment Director).
- C. Other staff include 9 advocates, 2 supervisors, 4 clerical, 1 janitorial, and 15 Forum Judges - who are non salaried.
- D. The advisory groups are Fordham Univ. and Vera Institute of Justice.
- V. A. The objectives of the Bureau are to divert appropriate juveniles from the juvenile justice system and to provide community people with means of effectively intervening into the lives of their children.
- B. The Bureau considers its most important function to be diversion of juveniles.
- C. In terms of total amount of service, the following are ranked:
1. Individual counseling
 2. Referral, with general follow-up
 3. Forum
 4. Recreation programs
 5. Tutoring or remedial education

D. The most unique aspect of the program is: "1) The Forum, a vehicle for mediating disputes; 2) Assessment, providing analysis of patterns of delinquency and role of institutions in the causation and prevention of these trends and patterns.

VI. The target area is the mid-Bronx community known as East Tremont; population roughly 90% Black and Puerto Ricans. The schools are overcrowded; few social services; and unemployment is high. The target groups are any juvenile cases involved in the juvenile justice system, where a likelihood that additional legal steps would be taken.

VII. The total number of cases from Feb. 1971 to Nov. 1971 was 166. There were 110 males and 56 females. The average age was 14.

By ethnic group, referrals were as follows:

Black	92
Spanish-speaking	72
White	2

VIII. The most frequent sources of referral were:

Probation	146
Courts	13
Law enforcement	7

The most frequent reasons for referral were likelihood of additional legal steps being taken in supervision cases.

IX. The Bureau is open 9-a.m. to 5-p.m., Monday through Friday. Facility having one activity occurring at least until 8-p.m., also Monday through Friday.

X. There is an evaluationa component.

II. Wiltwyck Brooklyn Center NY
 260 Park Avenue South
 New York, New York 10010

Auspices: Wiltwyck School for Boys, Inc.

Program established 7/1/71

III. Source of funds for the period 7/1/71 to 7/1/72 are as follows:

YDDPA, HEW	\$292,000
Office of Crime Control Planning, N.Y.State	187,959
Narcotic Addiction Control Committee, N.Y.State	<u>147,170</u>
Total	\$627,129

IV. Organization and Staff

A. The Project Director reports to the Director and Assistant Director of Wiltwyck School for Boys; HEW Regional Office; Office of Crime Control Planning; Office of Narcotic Addiction Control Commission; and Addiction Services Agency.

B. Staff reporting to the Director consist of 12 staff in the Program Development and Research including a Coordinator; a staff of 34 in the Wiltwyck Brooklyn Center including an Assistant Director; and staff of 13 in the Homemaker-Organizer Program including a Coordinator.

C. Other staff include 10 volunteers.

D. The advisory groups are the Board of Directors, Wiltwyck, Brooklyn Committee, Parents Association; and Eleanor Roosevelt Campus Alumni.

V. A. The objectives of the Bureau are diversion of youth from the juvenile justice system; prevention of drug and substance abuse; education; establishment of a community service agency; community advocacy; and research and evaluation.

B. The Bureau considers its most important function to be to fill gaps of service.

C. In terms of total amount of service, the following are ranked:

1. Diversion from juvenile justice system
2. Information and referral
3. Group counseling
4. Recreation programs
5. Referral, with general follow-up
6. Systems modification

- D. The most unique aspect of the program is integration of service with other agencies, comprehensiveness and outreach.
- VI. The target area is Precinct 79 of Police Department within Bedford-Stuyvesant; boundaries, the District of Brooklyn; economically is median income \$4,500 (N.Y. City is \$6,000); Ethnicity - Black 200,000 and White 52,000; Housing is overcrowded and dilapidated, and a public assistance rate of almost 4 in 10. The target groups are children under 18 in this area.
- VII. Case data unavailable, new program.
- VIII. The most frequent sources of referral were from Law enforcement, parents and Mental Health agencies.
- The reasons for referral were not applicable as service had not yet begun.
- IX. The Bureau is open Monday through Friday, 9-a.m. to 6:30-p.m.; and Monday through Thursday evenings until 9-p.m.
- X. The evaluation component is by the Wiltwyck School for Boys.

II. Youth Services Bureau of Greensboro, Inc. NC
 P. O. Box 3428
 Greensboro, North Carolina 27402

Auspices: Piedmont Criminal Justice Planning Unit

Program Established: May 1971

III. Source of funds for period may 1971 to June 1972 are as follows:

LEAA	\$42,000
Matching funds community in-kind	<u>\$28,241</u>
Total	<u>\$60,241</u>

IV. Organization and Staff

A. The Project Director reports to the Piedmont Triad Criminal Justice Planning Unit Regional Agency under Local Affairs Division of Law and Order.

B. Staff reporting to the Director consists of 1 Counselor, 1 Counselor Aide, 2 part-time Administrative Assistants, and 1 Secretary.

C. Other staff include 10 Graduate Students, 40 Undergraduate Students, 10 Professors, 2 Attorneys, 2 Psychologists, and 1 Psychiatrist.

D. The advisory groups are as follows:

Youth Advisory Board composed of 18 youth;
 Board of Directors composed of 21 adults;
 Chamber of Commerce;
 Youth Division of Police Department; and
 4 Psychologists from Juvenile Court.

V. A. The objectives of the Bureau are juvenile delinquency prevention; youth advocacy both individual and group.

B. The Bureau considers its most important function to be to fill gaps of service.

Comments: Where services are not available in the community we encourage the agency most likely to facilitate the need.

C. In terms of total amount of service, the following are ranked:

1. Individual counseling
2. Referral, with general follow-up
3. Information and referral
4. Group counseling
5. Tutoring or remedial education
6. Hot line

D. The most unique aspect of the program is: "Provide alternative from court action to police, schools, parents, and other agencies. To the client we serve as a non-authoritative organization where he can speak freely without fear of recourse."

VI. The target area is greater Greensboro; there is no stipulation on economic origin.

VII. The total number of cases from 7-19-71 to 11-23-71 was 53. There were 33 males and 20 females. The average age was 15.

By ethnic groups, referrals were as follows:

Caucasian	38
Black	15

VIII. The most frequent sources of referral were:

Self	12	Parents	7
Courts	10	Social Agen.	5
Drug. Prog.	10	Law Enf.	1
School	9		

The most frequent reasons for referral by rank were:

1. Runaway	5. Recreation
2. Undisciplined family	6. Jobs
3. Undisciplined school	7. Pregnancy
4. Drug problems	8. Crime

IX. The Bureau is open 8:30 a.m. to 5:00 p.m., with 24-hour Dial-A-Counselor Service.

X. There is an evaluation component.

II. Youth Services Bureau of Wake Forest University NC
 110 N. Hawthorne Road
 Winston-Salem, North Carolina 27104

Aspices: Wake Forest University

Program Established: February 1969

III. Source of funds for the period 1-1-71 to 12-31-71 are as follows:

LEAA	Amount unspecified
Model Cities	" "
Local Foundations	" "

Comments: Local foundations initiated the program. LEAA funds are not available for 1972 and Model Cities is being asked to fund the program in full.

IV. Organization and Staff

A. The Project Director reports to the Urban Affairs Institute of Wake Forest University.

B. Staff reporting to the Director consists of 10 full-time paid staff, 3 part-time paid staff, and a number of student volunteers.

C. Other staff varies. During the school year there are an average of 15 students, and a total of about 50 persons working on various bureau initiated projects.

D. The advisory group of the Youth Services Bureau is the Board of Advisors made up of 18 community people.

V. A. The objectives of the bureau are:

1. To access and define the needs, problems, and opportunities of and for youth.
2. Provide for the coordination of youth opportunities.
3. Develop and/or provide preventive services and resources for individuals, families, groups, neighborhoods and agencies in relation to youth problems.
4. Provide the training experiences for persons working with youth.

B. The Bureau considers its most important function to be coordination.

C. In terms of total amount of service, the following are ranked:

1. Systems modification	4. Group counseling
2. Individual counseling	5. Job referral
3. Family counseling	6. Drug program

D. The most unique aspect of the program is focus more on community organization to rally community resources in problem solving efforts than on an individual treatment role.

VI. The target areas are census tracts which incorporate lower economic status groups. The target groups of one project (Project Return) being young offenders during and following imprisonment, most of whom are poor and Black.

VII. The total number of cases from 1-1-71 to 12-31-71 averaged 130 per month for Project Return all of which were males. The average age of clients in Project Return were 18. By ethnic groups, referral were as follows:

Black	70%
White	30%

Comments: Almost all of our direct services have been through Project Return. Referrals to other agencies are not included here.

VIII. The most frequent sources of referral were:

Prison Department	100	Law enforcement	10
Parents	20	Courts	10
School	15		

The most frequent reasons for referral by ranking were:

1. Person in prison
2. Parent/child conflict

IX. The Bureau is open 8:30 a.m. to 5:00 p.m., Monday through Friday, and on call otherwise.

X. There is a self evaluation component composed of the bureau staff. Project reference are kept which provide a chronological account of project development. Timetables have been used to determine the progress, keeping up with projected target dates in the projects which stress community organization.

II. Youth Service Bureau
1313 E. Broad Street
Columbus, Ohio 43205

OH

Auspices: Columbus Community Relations Department

III. Funding from July 1, 1970 to June 30, 1971 is as follows:

Model Cities \$131,000

IV. Organization and Staff

A. The Project Director is responsible to the City of Columbus - Department of Community Relations; City Demonstration Agency; Model Neighborhood Assembly.

B. Staff who report to the Director are: Assistant Director, 2 Volunteer Coordinators, 1 Secretary.

C. Other staff include 1 Planner, 3 Consultants, and 30 Volunteers.

D. Advisory groups in the project include a Youth Advisory Board, Youth Advisory Council, Model Neighborhood Assembly, Task Force and Legal Aid Society.

V. The objectives of the Bureau are to reduce juvenile crime in the Model Neighborhood as compared with the rest of the city; to determine the kind of program which will best benefit this community and the youth involved; to reduce the rise in individual breakdown and family dysfunctioning in the Model Neighborhood; to provide youth access to legal redress; to channel negative forms of behavior into positive expressions.

B. The Bureau considers its most important function to be to provide direct service.

C. In terms of total amount of service, the following are ranked:

1. Individual counseling	4. Information and referral
2. Family counseling	5. Referral, general follow-up
3. Group counseling	6. Legal aid

D. The most unique aspect of the program is: "Counseling and the excellent working relationship with the school officials, Juvenile Police Department, and Juvenile Court."

VI. The target area is described as a depressed physical environment, low income sub-standard housing, inadequate recreation facilities, high unemployment rates and high incidents of adult and juvenile crime. The Neighborhood consists of 2.5 square miles, population of 55,000. There is federal subsidized housing and some successful and some unsuccessful Black businesses.

VII. Total number of cases from July 1, 1970 to June 30, 1971 was 188 families and 564 individuals.
 There were 508 males and 56 females.
 The average age of clients was 13.
 Referrals by ethnic group were as follows:

Black	541	Referral of families	
White	23	Black	180
		White	8

VIII. The most frequent source of referrals were as follows:

School	376	Law enforcement	75
Courts	185	Self	75

The most frequent reasons for referral were as follows:

1. School truancy
2. Home truancy
3. Delinquent behavior

IX. The Bureau is open 8:00 a.m. to 9:00 p.m., Monday through Friday; agency is occasionally open on Saturday afternoon, 2 to 3 hours.

X. The evaluation component is through the Crime and Delinquency Task Force. The overall program is completed through the Model Neighborhood Agency.

- II. Youth Services of Tulsa, Inc. OK
 222 East Fifth
 Tulsa, Oklahoma 74120
- Established: October 1969
- III. Funding from July 1, 1970 through June 30, 1971 was as follows:
- | | |
|--|----------|
| LEAA (through Oklahoma Crime Commission) | \$24,000 |
| Local Matching: Churches, civic clubs
local foundation, personal gifts, and
contributed services | \$17,000 |
- (\$9,150 in-kind; \$7,645 cash)
- Comments: "A LEAA grant of \$36,000 was matched by \$25,052 of local non-government funds and was used for an 18-month period of January 1, 1970 to June 30, 1971. The above figures are based on the 12 months in question.
- IV. Organization:
- A. The project director reports to: the Management Committee; the Board of Directors; the City Commission of Tulsa; the Oklahoma Crime Commission.
- B. The staff who report to the director consists of:
- 1 Casework Supervisor
 - 1 Youth Worker
 - 1 Office Secretary
- C. Other staff in the program include 105 Volunteer Counselors and work a minimum of 3 hours per week.
- D. The advisory groups involved in the project consists of the Board of Directors (6 members); and the Management Committee (20 members).
- V. A. The objectives of the Bureau are: "Juvenile Delinquency Prevention" (a one-page attachment and summary describes an organization concerned with the needs of all young people in Tulsa); providing immediate service to youth in situations of conflict who do not present an immediate threat to public safety; to train and utilize mature volunteers to work on a one-to-one basis with youth; to receive referrals from courts, police, schools, churches, agencies and individuals; to make appropriate referrals to existing community services; to follow through to see help is received; to keep minor behavior problems from becoming serious, to help reduce repeated offenses; to identify gaps in existing services; to take steps for filling gaps; to evaluate program effectiveness relative to the young people of greater Tulsa.

B. The Bureau considers the following in order of importance:

1. to provide direct service
2. to coordinate
3. to fill gaps of service

C. In terms of total amount of service, the following are ranked:

1. individual counseling
2. referral, with general follow-up
3. family counseling
4. information and referral
5. group counseling
6. systems modificatin
7. tutoring or remedial education

D. The most unique aspect of the program is: "Adult volunteer counselors work on a one-to-one basis with young people who are having problems which would lead them to the attention of the courts if not corrected early. There is a high amount of citizen involvement in the direct service of the organization. We are not a part of the judicial or law enforcement systems of the city/state."

VI. Target group -- any young person who needs help and is willing to receive it. (No age, sex, race, religion definition)
Target area -- the greater metropolitan area of the City of Tulsa, a general geographic area including some of the small towns near Tulsa.

VII. Total number of cases of July 1, 1970 through June 30, 1971 was 369. There were 216 males and 130 females.
The average age was 14.
The estimated number of clients by ethnic group was White, 340; Black, 23; other, 6.

Comments: Our method of keeping statistics changed twice during this period so there may be some slight variation in the above figures. We did not keep good records at first regarding the ethnic groups.

VIII. A. Source of referrals were as follows:

Law enforcement	0	Self	8
Probation	20	Friend	7
Juvenile courts	100	Community	
Parents	100	Agencies	14
School	120		

Note: The first six months of this period -- these kinds of records were not kept.

B. The reasons for referral in order to frequency were as follows:

- | | |
|------------|-------------------|
| 1. Runaway | 3. Incurigibility |
| 2. Truancy | 4. Post probation |

IX. The Bureau is open five days a week from 8-a.m. to 5-p.m. (office hours). Staff works around-the-clock.

X. The first evaluation was done by the Sociology Department of Tulsa University. We are now in the process of working out a different kind of evaluation.

II. Counterpoint OR
 9207 S. E. Foster Road
 Portland, Oregon 97266

Auspices: Multnomah County Community Action Agency

Program Established: April 1971

III. Sources of funds for the period 7-1-71 to 6-30-72 are as follows:

LEAA	\$ 38,840
OEO	29,064
Local Government, (matching in-kind)	<u>77,890</u>
Total	\$145,794

IV. Organization and Staff

- A. The Project Director reports to the Multnomah County Community Action Agency.
- B. Staff reporting to the Project Director is the Assistant Project Director.
- C. Other staff include 1 Administrative Assistant; 2 Counselors; 1 full-time Clerk and 1 part-time Clerk; 1 Marriage Counselor, part-time; 1 Psychologist, part-time; 1 Manpower Coordinator; 1 Outreach Coordinator; and 5 to 9 Outreach Workers.
- D. The advisory group is its own Board composed of 50% of participating agency representatives, 25% community adults, and 25% community youth.

- V. A. The goal of the Bureau is delinquency prevention and the objectives are link youth to resources; to help modify existing resources; and to help create new resources where needed.
- B. The Bureau considers its most important function to be to provide direct service.
- C. In terms of total amount of service, the following are ranked:

1. Job referral	4. Marriage counseling
2. Individual counseling	5. Group counseling
3. Family counseling	6. Referral, general follow up
- D. The most unique aspect of the program is: "1. Use of existing agencies as participants. 2. Integrating delivery of services (or at least coordinating). 3. Keeping the focus on the needs of the client as opposed to "sacrificing" the client to the system. 4. Having graduate and undergraduate students in social work and other areas on field placement here."

VI. The target areas consists of 4 neighborhoods which have 24% of the family incomes less than \$3,000, while 39% of the housing is in a state of deterioration and the target groups are the youth from 14 to 25 years of age which make up about 25% of the population.

VII. The total number of cases from 4-31-71 to 12-1971 were 1,400. There were 1,000 males and 400 females. The average age was 16 to 18. By ethnic groups, referrals were as follows:

Unspecified but with comment, the target area is almost all White with less than 1% Black, 1% Indian.

VIII. The most frequent sources of referral were:

1. Parents
2. Self
3. School

The most frequent reasons for referral were:

1. Employment
2. Personal and family problems
3. Law violations

IX. The Bureau is open Monday through Friday from 8:30--a.m. to 4:30-p.m.; also on Tuesdays, Wednesdays, and Thursdays until 9-p.m.

X. The evaluation component consists of the Portland State University Social Work Professor, Jerry Frey. At the moment, it is primarily a quantitative study with a qualitative study coming next year.

II. Northumberland County Youth Service Bureau
 520 Rock Street
 Shamokin, Pennsylvania 17872
 Telephone: (717) 644-0851

PA

Auspices: Northumberland County Child Welfare

Program Established: April 1, 1971

III. Source of funds for an unspecified period is as follows:

HEW (YDDPA) \$40,000

IV. Organization and Staff

A. The Project Director reports to the Northumberland County Child Welfare and Bureau of Special Services, Pennsylvania Department of Public Welfare.

B. Staff reporting to the Director consist of 1 Caseworker, 2 Caseworker Aides, and 3 Volunteer Leaders.

C. Other staff include 30 Help-Line Volunteers.

D. The advisory group is the Youth Service Bureau Advisory Board composed of 8 members.

V. A. The objectives of the Bureau are to retain both "marginal offenders" in the community for specialized treatment.

B. The Bureau considers its most important function to be to fill gaps of service.

C. In terms of total amount of service, the following are ranked:

- | | |
|-------------------------------------|-----------------------------|
| 1. Individual counseling | 4. Drug program |
| 2. Referral, with general follow-up | 5. Hot line |
| 3. Group counseling | 6. Information and referral |

D. The most unique aspect of the program is: "Close cooperation with law enforcement agencies permit us to divert large numbers of youth from juvenile justice system."

VI. The target groups are the youth on soft drugs; a mandate to serve all young people who would benefit from community-based treatment as opposed to probation or institutionalization. Target areas are rural county consisting of 4 small towns, total of 61 police officers. Without a large industrial base there is a middle to low income with very conservative community socially and politically.

VII. The number of cases in an unspecified 8-month period was 125.
There were 70 males and 55 females.
The average age was 15.
By ethnic groups, referrals were as follows:
White 125

VIII. The most frequent sources of referral were:

Probation	80
Law enf.	20
School	5

The most frequent reasons for referral by rank were:

1. Soft drugs
2. Disorderly conduct
3. Theft
4. Incurigibility

IX. The Bureau is open 9-a.m. to 9-p.m., Monday through Saturday.

X. There is no evaluation component; however, there are monthly reports; quarterly case reviews by Bureau of Special Services, Harrisburg, Pennsylvania.

II. Youth Service Bureau
Avenue Padre Noel #30
Playa Ponce, Puerto Rico 00731

Auspices: Dispensario San Antonio, Inc.

Program Established: February 1, 1970

III. Funding from February 1, 1970 to January 31, 1971 is as follows:

LEAA	\$109,512
Private	\$ 10,000
City of Ponce	\$ 1,000
Commonwealth of Puerto Rico	\$ 52,119
Total	<u>\$172,631</u>

Financial support from local government is \$21,581 in-kind and \$52,119 cash.

IV. Organization and Staff

A. The Director is responsible to the Puerto Rico Crime Commission.

B. Staff reporting to the Project Director include 6 Program Directors, 1 Administrator, 1 Evaluation and Research Director, and Legal Council Program Planning and Development Consultants.

C. Other staff include:

12 Advocates	5 Maintenance Personnel
10 Tutors	5 Vocational Teachers
4 Volunteer Teachers	3 Arts and Music Teachers
4 Secretaries	2 Community Organizers

D. Advisory groups include the Institute for Social Research of Fordham University.

V. A. The objectives of the Bureau are: "To provide and develop a process for the diversion of youth from the formal channels of the juvenile justice system, as well as a strong and expanding community-based resource for the provision for these youth of badly needed services such as tutoring, counseling, sports, work training and job placement, cultural arts, advocacy, and satisfying primary relationships. At the same time, the program aims to develop within barrios of Ponce Playa capacities among adults to work with and on behalf of neighborhood youth in an effective way, and to improve local community competence."

B. The Bureau considers its most important function to be to fill local community competence and to be advocates for youth in trouble.

C. In terms of total amount of service, the following are considered:

- | | |
|--------------------------|-----------------------------------|
| 1. community organizers | 4. individual counseling |
| 2. advocacy | 5. tutoring or remedial education |
| 3. systems modifications | 6. vocational training |

D. The most unique aspect of the program is: "The Advocates come from the same neighborhood as the youth of the project, so that a closer relation can be established among them. The tutors also come from the neighborhood. All are involved in community action and planning social activities that are lacking in this place. The community action and advocacy functions of total program results in increased community competency and systems modification in juvenile court, education, public health, environmental change, etc."

VI. The target area is La Playa which has around 17,000 people. It is the port area of the city of Ponce. 64% of the families have an annual income of less than \$2,000 with an average family size of 5.2 people. There is no high school, no hospital, no recreational facilities, not enough schools. The school dropout rate is extremely high. There is a large unemployment problem. La Playa has high rates of Tuberculosis and infant mortality, alcoholism, and drug abuse.

VII. The total number of cases from February 1, 1970 to January 31, 1971, was (100 intensive cases).
There were 83 males and 17 females.
The number of cases (other than intensives) served by the project was 1,280.
The average age of clients was 14 years, 7 months.
There is no estimate of referrals by ethnic group as there is no division as to color, or ethnic background. "All are Puertorriquenos."

VIII. The most frequent sources of referral for intensive cases were:

Community	66	School	5
Courts	24	Law Enf.	4

The most frequent reasons for referral were:

1. Truancy
2. Incurability
3. Crimes against property

IX. The Bureau is open "all week--many programs keep going on weekends, such as tutoring and other social activities.

X. The project has a comprehensive evaluation component through the Institute for Social Research of Fordham University.

II. Rhode Island Youth Service Bureau
231 Amherst Street
Providence, Rhode Island 02909

RI

Auspices: State of Rhode Island, Department of Social and
Rehabilitative Services

Program Established: June 1969

III. Funding from July 1, 1970 to June 30, 1971 was as follows:

Department of HEW - JD	\$100,000
Local Government (in-kind)	<u>\$ 47,468</u>
Total	<u>\$147,468</u>

IV. Organization and Staff

A. The Program Director is responsible to the Division of Juvenile Probation and Parole, Department of Social and Rehabilitative Services.

B. The staff reporting to the Director include 9 Probation Counselors, 12 Youth Service Aides, and 1 Senior Clerk Stenographer.

C. Other staff include 2 Volunteers.

D. There are no advisory groups involved in the project.

V. A. The objectives of the Bureau are:

1. Assistance to parents and youth with problems underlying their behavior;
2. Coordinating existing community resources on behalf of a child and following through to see that he gets service;
3. Utilizing the help of individuals in the child's neighborhood;
4. Identifying and statistically recording gaps in existing services;
5. To implement evaluative research and to show effectiveness of the program.

B. The Bureau considers its most important function to be to provide direct service.

C. In terms of total amount of service, the following are ranked:

1. Individual counseling
2. Referral, with general follow-up
3. Information and referral
4. Family counseling

5. Group counseling
6. Job referral
7. Systems modification
8. Drug program

D. The most unique aspect of the program is: "Receiving referrals from all social agencies, police, court, schools, etc., quick action, report of situation and follow through. In other words, acting as a deterrent or alternative to the criminal justice system."

VI. The target groups are areas of high delinquency in the state arrived through official statistics. Many socioeconomic factors are considered. There are three ghetto-type areas with large Black population. Four areas are slated for urban renewal under HUD. There are also rural areas of state with pockets or small areas of delinquent behavior. Areas that are middle class and above are also serviced thus giving a cross section of social classification.

VII. The total number of cases from November 14, 1969 to September 15, 1971 was 923; however, only 613 of these were recorded due to computer error. There were 503 males and 110 females. The average age of clients was 14 to 15 years.

The estimated number of clients by ethnic group was as follows:

White Male	374	White Female	74
Non-White Male	117	Non-White Female	33
Other	12	Other	3

VIII. The most frequent sources of referral were indicated as follows:

School	180	Self	30
Law enforcement	110	Courts	25
Parents	100		

The most frequent reasons for referral were:

1. Poor adjustment in the home
2. Poor school adjustment
3. Truancy

IX. There are six Youth Service Bureau offices in Rhode Island, the main office is open from 8:30-a.m. to 10:00-p.m., Monday through Friday. Youth Service Aides are employed in all six offices from 2-p.m. to 10-p.m.

X. The evaluation component is illustrated by the records systems to be computer error. The Bureau is planning to hire a full-time research analyst to handle records and statistical systems.

118 S. Campbell
El Paso, Texas 79901

Auspices: City of El Paso

Program Established: July 1971

III. Funding from July 1, 1971 to June 30, 1972 is as follows:

Texas Criminal Justice Council	\$97,232
Local Government (in-kind match)	<u>\$65,000</u>
Total	<u>\$162,232</u>

IV. Organization and Staff

A. The Director is responsible to the City Council; El Paso Council of Governments; Commissioner's Court; juvenile judge, and juvenile board.

B. Staff reporting to the Project Director include 1 Assistant and Secretary; 1 Hotline Director.

C. Other staff include 6 college work-study students; 18 youth advisors; 26 police officers; 2 clerk typists; 100 Hotline volunteers, all part-time.

D. Advisory groups involved in the project consist of a Forum on Youth, a group of 13 high school and college youth; an adult advisory group from the community at large.

V. A. The objectives of the Bureau are: to divert youth from the criminal justice system. The main thrust is as a catalytic agent to identify youth and system needs and motivate community resources to fulfill determined needs.

B. The Bureau considers its most important function to be coordination.

C. In terms of total amount of service, the following are ranked:

1. Information and referral
2. Individual counseling
3. Hot line
4. Job referral
5. Recreation programs
6. Systems modification

- D. The most unique aspect of the program is: "The Youth Services Bureau is an outgrowth of the Mayor's Youth Opportunity Program. As such, the Bureau, in addition to trying to prevent juvenile delinquency, is frequently called upon to serve as an ombudsman for youth projects."
- VI. The target area is El Paso County, without regard to social or economic characteristics. The target group is all youth. Major emphasis is placed on serving those young people in areas where traditional systems are either not functioning or non-existing.
- VII. Due to the newness of the program, there is no information as to the number of cases served, nor of their characteristics.
- VIII. There is no indication as to the anticipated sources of referral nor the reasons for referral.
- IX. Administrative offices are open from Monday to Friday, 8-a.m. to 6-p.m.; Hotline is open 24 hours a day, seven days a week; recreation programs are conducted from 6 to 10-p.m., Monday through Saturday; El Paso Forum on Youth meets on Saturday and Sunday.
- X. Evaluation is conducted by adult and youth groups who meet regularly to review progress. In addition, youth advisors and college work-study students meet regularly to discuss problems involved in the operation of the bureau.

II. Youth Services Bureau of Tarrant County
1622 Rogers Road
Fort Worth, Texas 76107

TX

Auspices: North Central Texas Council of Governments

Program Established: October 1970

III. Funding from 10-1-70 to 9-30-71 was as follows:

Texas Criminal Justice Council	\$94,366
Local (in-kind)	\$44,164
Local (cash)	<u>\$ 3,025</u>
Total	<u>\$105,555</u>

IV. Organization and Staff

A. The Director is accountable to the Board of Directors; Regional Criminal Justice Council; State Criminal Justice Council.

B. The staff reporting to the director include: 1 Assistant Director; 1 Director's Coordinator; 6 Youth Coordinators; 1 Secretary; 2 Clerk typists; 2 half-time Research Assistants.

C. Other staff include 8 volunteer research students; 1 volunteer counselor; 2 volunteer technical assistants.

D. The advisory group that is currently involved in the project is one Youth Task Force.

V. A. The objectives of the Bureau are: "To help prevent juvenile delinquency and help young people grow -- physically, mentally, and emotionally."

B. The bureau considers coordination, filling gaps of service, providing direct service as equally important functions.

C. In terms of total amount of service, the following are ranked:

1. Systems modification	4. Individual counseling
2. Referral with general follow-up	5. Crisis cases
3. Information and referral	6. Family counseling

D. The most unique aspect of the program is: "Outreach: We do not wait for the youngsters to find us."

VI. No specific target was specified other than school age youth of Tarrant County. It is indicated that research is still being done on this matter.

VII. The total number of cases from 10-1-70 through 9-30-71 was 150. There were 71 males and 79 females. The average age was 15.5 years.

Referrals by ethnic group were as follows:

Caucasian	103
Mexican-American	20
Black	27

VIII. The most frequent sources of referral were as follows:

Social agencies	66
Church related agencies	17
Self	17

The most frequent reasons for referral were:

1. Acute family conflict
2. Runaway
3. Drug use
4. Truancy

IX. The Bureau is open from 8-a.m. to 5-p.m., Monday through Friday; all personnel also work when needed.

X. An evaluation is being designed at this time.

II. Youth Services and Resource Bureau, Inc.
501 Trust Building
San Angelo, Texas 76901

TX

Auspices: Texas Executive Criminal Justice Council and Concho
Valley Council on Governments

Program Established: January 1970

III. Funding from January 1971 to December 1971 was as follows:

Criminal Justice Council	\$32,694
Local Government (in-kind)	\$23,317
Local Government (cash)	\$ 350
Total	<u>\$46,361</u>

IV. Organization and Staff

- A. The Project Director is responsible to an autonomous Board of Directors.
- B. Staff reporting to the Director include 1 Counselor; 1 Administrative Secretary; 2 part-time Counselors.
- C. Other staff include approximately 20 volunteers.
- D. There is no advisory group except the Managing Board, although there is a plan to have 2 advisory boards--one of professionals and one of youth.

- V. A. The objectives of the Bureau are: to divert youth from the criminal justice system; to act as community coordinator for all youth resources in a given area.
- B. The Bureau considers its most important function to be coordination.
- C. In terms of total amount of service, the following are ranked:
 1. Referral, with general follow-up
 2. Individual counseling
 3. Systems modification
 4. Group counseling
 5. Drug program
 6. Family counseling
- D. The most unique aspect of the program is: "Our follow-up is specific rather than general and lasts up to 5 years. We are in process of instituting an information banking and retrieval system for human resources throughout our entire region."

VI. Target group is young people under 23 years of age. Target area is a 15-county region of approximately 4,500 square miles, population 108,000--San Angelo proper contains around 70,000 or approximately 3/4th of the total population of region; partial geographical isolation; fairly close to Mexican border; 7% Black population--25% Mexican-American. 5.2% of population on welfare rolls; approximately 42% of population is less than 25 years of age.

VII. The total number of cases from March 1970 to March 1971 was 191. There were 121 males and 72 females. The average age was 15 years. Referrals by ethnic group were as follows:

Caucasian	162
Caucasian/Spanish surname	28
Negro	9

VIII. The most frequent sources of referral were as follows:

Self	41
School	38
Parents	31

The most frequent reasons for referral were:

1. Drug abuse
2. Truancy
3. Family/Emotional

IX. The Bureau is open Monday through Friday, 8-a.m. to 5-p.m.; Saturday, 9-a.m. to 3-p.m.; 24-hour crisis counseling via answering service.

X. A comprehensive evaluation report was prepared by the Texas Research League; there are statewide plans for evaluation of youth service bureaus through Criminal Justice Council using youth service bureau directors throughout the state to evaluate other programs.

II. Youth Services Project
 P. O. Box 9066
 San Antonio, Texas 78204

Auspices: City of San Antonio - Department of Human Resources

Program Established: June 17, 1971

III. Funding is as follows:

YDDPA - HEW	\$200,000
Local government (in-kind)	<u>\$ 74,619</u>
Total	<u>\$274,619</u>

IV. Organization and Staff

- A. The Director is responsible to the City Manager's Office and City Council.
- B. Staff reporting to the Project Director include an Assistant Director, a Secretary, and 3 Center Supervisors.
- C. Each of the Center Supervisors has a secretary; and Intake Worker; a Service Analyst; and a Graduate Student. It is anticipated that volunteers will be incorporated into the project at a later date.
- D. Advisory groups include the Resident Association of the 3 respective Housing Projects; the City's Youth Service Board; Model Cities citizens and participation and planning committee; and the Crime Review component.

- V. A. The objectives of the Bureau are: "To provide services aimed at re-direction of the group most likely to fall into a pattern of sustained delinquent and criminal behavior, the misdemeanor juvenile offender as defined by law; therefore, reducing the incidence of serious juvenile crime."
- B. The project considers its most important function to be to provide direct service.
- C. There is no information at this time as to the amount or kind of service provided.
- D. The most unique aspect of the program is: "That the City is the Project Grantee, and, eventually, referrals to the Project will be made directly from police officers in the MNA at our neighborhood based Service Centers."

- VI. The target area is within the boundaries of the Model Cities census tracts to be served. Service Centers areas will be according to San Antonio Police Department districts. Distribution of districts will be based on past referrals and present referral rates. The 12 census tracts (out of 106) yields 35% of the cases referred to probation. The median family income is \$2,876 as compared to the median for the U. S. of \$6,300.
- VII. Information regarding the number of cases served or their characteristics is not available at this time although monthly statistics will be compiled for future reports.
- VIII. There is no information as to the source of referrals nor the reasons for referrals at this time.
- IX. The 3 Service Centers will operate Monday through Friday, from 10-a.m. to 7-p.m. There are also plans for night-time and weekend coverage at one central location.
- X. The Grantee will provide continual monitoring and evaluation through the City of San Antonio (total of 1,440 hours).

This represents 3 neighborhood-based cities within a model neighborhood area. It did not become operational until October 1, 1971. It may be that at a later date each center might be reviewed separately.

II. Community Adjustment Services Treatment Bureau
1015 E. Princess Anne Road
Norfolk, Virginia 23504

VA

Auspices: Norfolk Juvenile & Domestic Relations Court and
Model Cities

Program Established: April 1971

III. Source of funds for the period 7-1-71 to 7-30-72 are as follows:

LEAA	\$146,592
HEW	\$ 40,000
Model City Program	\$ 75,331 (Matching cash)
Total	<u>\$261,923</u>

IV. Organization and Staff:

- A. The Project Director reports to the Model Cities, HEW and LEAA.
- B. Staff reporting to the Project Director are Probation Supervisor, 2 Probation Officers, 2 Intakes, Counselor Director, 2 Weekend Counselors, 3 part-time School Counselors, a Youth Services Director, Receptionist, 2 Clerk-Typists, and 1 Statistician.
- C. Other staff include approximately 25 Friends of the Court and Cast Volunteers and 5 University Undergraduates.
- D. The advisory groups are the Judiciary of Norfolk Juvenile Court, Neighborhood Representatives, Social Service Sup., Youth Bureau Cap., Vocational Rehabilitation, Young Lawyers Assoc., Institution of Mental Health, Model Cities Representatives, Housing Improvement Program, Health Information Center, Old Dominion University Sociology Department, and Norfolk State Sociology & Placement Centers.

- V. A. The objectives of the Bureau are to prevent juvenile delinquency and maintain shelter homes as necessary.
- B. The Bureau considers its most important function to be to provide direct service.
- C. In terms of total amount of service, the following are ranked:

1. Individual counseling	4. Job referral
2. Family counseling	5. Information and referral
3. Group counseling	6. Referral, general follow-up

D. The most unique aspect of the program is focus on solutions to revitalize, refurbish and strengthen the family and emphasize the dignity of the human person.

VI. The target groups are the youth in the target area which is the Model City area of Norfolk in the eastern section of the city.

VII. Total number of cases from mid-April to December 30, 1971 was 825. There were 556 males and 269 females. The average age was 14. By ethnic groups, referrals were as follows:

Black	803
White	22

VIII. The most frequent sources of referral were:

Job Placement	235
Courts	167
Parents	140

The most frequent reasons for referral were:

1. Counseling
2. Family problems
3. Job referral

IX. The Bureau is open 9 to 11-p.m. daily; 9-a.m. to 5-p.m. Saturday; and shelter home facilities are open 24 hours a day.

X. There is no evaluation component, although structure on one is being finalized.

II. Seattle - King County Center for Youth Services
2208 N.W. Market Street, Suite 300
Seattle, Washington 98109

WA

Auspices: State of Washington, Department of Social and
Health Services

Program Established: July 1968

III. Funding from 7-1-70 - 6-30-71 was as follows:

State appropriation	<u>\$90,000</u>
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IV. Organization and Staff

A. The Director is in the administrative line of the Department of Social and Health Services, and reports to the supervisor of Community Services for Children.

B. Staff reporting to the Director consists of the following:
1 Community Organizer, 3 Psychiatric social workers,
1/2 Education Specialist, 1 Secretary.

C. Other staff include Consultants in psychology and child psychiatry; from 3 to 30 volunteers including volunteer tutors.

D. There are not advisory groups involved in the project.

V. A. The objectives of the Bureau are: To reduce use of legal processes of Juvenile Court referrals for as many troubled children and families as possible; to assist the presently operating community programs for delinquent and pre-delinquent children; to assist in developing new types of delinquency prevention control services; to provide direct clinical services for the purpose of preventing family disorganization; to devise ways to include young people in planning, implementing, and evaluating programs to accomplish the above.

B. The project considers its most important function to be to fill gaps of service.

C. In terms of total amount of service, the following are considered:
Information and referral, referral with general follow-up, individual counseling, family counseling, group counseling, tutoring or remedial education, and community consultation.

D. The most unique aspect of the program is: "We concentrate on referrals from police and schools. 80% of referrals are from these sources, so we might be called an "outreach" program.

VI. The target area is Seattle - King County. The target population is basically young people of school age and their families.

VII. Total number of cases from 8-1-69 to 12-31-70 was 304. There were 191 males and 113 females. In addition, there were 55 children in the tutoring program. The average age of clients was 12 years. Referrals in terms of ethnic group was as follows:

White	95%
Black, American Indian, Chicano	5%

Comment: The clinical service is limited to the Ballard area of Seattle which is about 95% white.

VIII. The most frequent sources of referral were indicated as follows:

School	112
Parents	84
Law Enforcement	55

The most frequent reasons for referral were:

1. incorrigible
2. stealing
3. school adjustment
4. runaway

IX. The program is open officially from 8 to 5, Monday through Friday. In addition, there are extra hours by appointment.

X. The project has an evaluation component as a part of its program.

II. Seattle - King County Center for Youth Services WA
 2208 N.W. Market Street, Suite 300
 Seattle, Washington 98109

Auspices: State of Washington, Department of Social and
 Health Services

Program Established: July 1968

III. Funding from 7-1-70 - 6-30-71 was as follows:

State appropriation	<u>\$90,000</u>
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IV. Organization and Staff

- A. The Director is in the administrative line of the Department of Social and Health Services, and reports to the supervisor of Community Services for Children.
- B. Staff reporting to the Director consists of the following:
 1 Community Organizer, 3 Psychiatric social workers,
 1/2 Education Specialist, 1 Secretary.
- C. Other staff include Consultants in psychology and child psychiatry; from 3 to 30 volunteers including volunteer tutors.
- D. There are not advisory groups involved in the project.

- V. A. The objectives of the Bureau are: To reduce use of legal processes of Juvenile Court referrals for as many troubled children and families as possible; to assist the presently operating community programs for delinquent and pre-delinquent children; to assist in developing new types of delinquency prevention control services; to provide direct clinical services for the purpose of preventing family disorganization; to devise ways to include young people in planning, implementing, and evaluating programs to accomplish the above.
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- D. The most unique aspect of the program is: "We concentrate on referrals from police and schools. 80% of referrals are from these sources, so we might be called an "outreach" program.

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