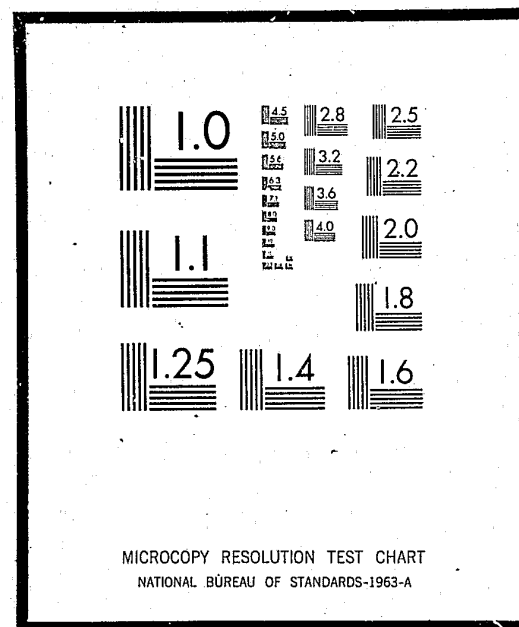


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YOUTH "ENERGY" SOURCE, INC. EVALUATION

JULY 1972 - JULY 1973

Project No. 0347

Kathleen Deams

P.S. who is K. Deams?

Jeff
This was in Frank's file
Assignment looks if one
& check with Fran B. to
see that she has it

EVALUATION

YOUTH "ENERGY" SOURCE, INC.

This report constitutes a year long evaluation of the delinquency prevention program of the Youth Energy Source, Inc. ("Energy"), located at 1287 Eleventh Avenue in San Francisco. Kathleen Deamer, Master of Criminology from the University of California, Berkeley, was retained July 1, 1972 by the program pursuant to its contract with the San Francisco arm of the California Council on Criminal Justice to conduct the evaluation. In what follows, I present the results of research observations and specific recommendations which stem from those observations.

Method

Upon being hired it was decided by the Director, Ruth Treisman; Assistant Director, Kevin Reilly, and myself that the evaluation would proceed in four stages resulting in in-house quarterly reports to be submitted to the Board of Directors for their information, criticism, and approval. The first centered around the delinquency prevention milieu in San Francisco, the second concerned itself with characteristics of the Sunset, the third concentrated on the nature of Energy's clientele and staff, and the fourth consisted of a sampling of neighborhood merchants' attitudes toward troublesome youth and interviews with school counselors and the police. Thus the priority vantage points for the evaluation consisted of the City, the Sunset neighborhood, the program itself and "related others". In each case there was an attempt to make clear the instigation, progression and direction of their appropriate concern with juvenile delinquency. The most obvious shortcoming of the evaluation is the lack of knowledge with regard to the client's attitude. Any future evaluation should attempt to rectify this situation.

Observations

My observations center around the four broad perspectives mentioned above. Thus the activities and functions of Energy will be discussed in relation to the following four

topics:

1. The Prevailing San Francisco Delinquency Prevention Atmosphere.
2. The Nature of the Sunset.
3. Energy Organizational Analysis.
4. Community Attitude Toward Troubled Youth.

OBSERVATION I: THE PREVAILING SAN FRANCISCO DELINQUENCY PREVENTION ATMOSPHERE

A. California Council on Criminal Justice.

The concerns and intentions of the San Francisco arm of the CCCJ are important for Energy's attention, not only because the program was financially dependent on it, but because it represents part of the broader juvenile justice atmosphere Energy must work within. A review of the Mayor's Criminal Justice Planning Board's analysis¹ of the crime situation in San Francisco reveals several priority recommendations Energy's effective existence supports.

Within the analysis Energy is designated one of the "active ingredients" pertaining to Priority 3, "Alternatives to Arrest", and Priority 4, "Pre-Delinquency Services".² The report states that the "activity of community groups has developed into a very real and genuine aid in diverting children from the Juvenile Justice System, yet provides a superior helping service by indigenous persons in the neighborhood for the child and family".³ The need to continue and expand such ... services is imperative".⁴ The ongoing need is for non-authoritative community programs that provide the following: crisis and non-crisis family counseling, emergency services to parents and police, programs to coordinate all relevant services designed for prevention of juvenile delinquency, youth employment programs, recreational programs and foster homes. These are exactly the services Energy provides as is more than apparent from Energy's detailed quarterly reports. The Report's major objective with regard to juvenile delinquency is to increase the role of community involvement in addressing juvenile justice needs.⁵ This is exactly the direction Energy has decided to develop. The program has consciously decided to not concentrate its resources so predominantly toward interventive work, rather to achieve more of a balance between intervention and

prevention. The activities of Energy also affect the highest priority concern of the Mayor's Criminal Justice Council's analysis: drugs. The report states that programs of preventive education are needed for the community in general and youth (ages 6 to 22) in particular, and that such programs should include drug information libraries, drug education in schools, and through community service centers and programs.⁶ Energy's expanding drug information and education program is doing very serious work in this area.⁷

Energy supports the research behind these priorities and derives its program goals from them, and these concerns indicate the atmosphere that allows Energy to exist.

B. Bay Area Social Planning Council Reports.

The sensitive concern for the treatment of troubled youth is also apparent in BASPC's extensive study of the juvenile justice system.⁸ The primary recommendation is based on the belief that juveniles must be handled exclusively by people specially trained "to handle juvenile contacts with a maximum of care, awareness and psychological understanding".⁹

The BASPC study was used by many local social service agencies in reviewing and directing their own policies. The United Bay Area Crusade, whose interest initiated part of the study, derived its "new direction" recommendations from the study. UBAC decided its initial priority would be for concentrated community services addressing the following needs: neighborhood services, day care services, drug abuse services and comprehensive health services.¹⁰

Summary

It is clear that Energy's goals, both explicit and implicit¹¹ coincide in many respects with the concerns of large, politically entrenched agencies which represent the social service climate in the Bay Area. It is obvious that the concept and worth of community-based service organizations is no longer an unusual idea, but rather one of the paramount theories in effective social service implementation at this time.¹² Energy should continue to strive to take full advantage of these current attitudes and continue to do what they can in dealing with much of the old machinery.

Observation I: Recommendations

1) Hustle

Energy must always remain fully aware of the similarities between its goals and the goals or intentions of more powerful agencies concerned with juvenile justice. Energy can use the information gained in the first observation to help make "the system" work for it with regard to information, services, support and funds.

Energy should continue to gain helpful information from other programs which have grown out of the same juvenile justice atmosphere, whether it is just general rapport with other community-based juvenile alternative programs, or specific information obtained from projects such as the Drug Abuse Coordination and Development Program (Dept. of Public Health, Dr. Francis Curry), the Police Youth Program (Hall of Justice), Streetwork: A Community-Based Alternative to Probation and Parole, or the as yet incomplete S.F. Juvenile Court Information Service (Juvenile Probation Department).

Energy should continue its reliance on the services and expertise of innumerable public and private social service agencies. In this respect the Resource File should always be kept up to date. The staff and all volunteers should be extremely familiar with it in order not to burden themselves unnecessarily, especially since there will be a smaller number of core staff members in the coming year. Consistent use of the resources listed in the file is also necessary in order to establish or strengthen communications with related agencies. In this way common areas of concern can be better identified and dealt with. For example, a common goal shared by the Public Health District, the Mental Health District, YGC, perhaps the schools and Energy is to educate couples in the community not to have kids they do not want to take responsibility for. The CCCJ Plan and the BASPC Study stress what the Economic Opportunity Act requires in the way of inter-agency cooperation. They understand that piecemeal improvements are often misinterpreted and distract or confuse the community they hope to serve.¹³

Energy can gain support in other areas by guarding against misinterpreting the attitude of established agencies it must work with such as the Youth Guidance Center and the

police. By concentrating on theoretical similarities rather than functional dissimilarities, Energy can present a more sympathetic attitude toward "the system". Since change in the functioning of these organizations must come from within, sympathetic communication will be more effective toward that change than unsympathetic communication. Such a sympathetic attitude would be aided by:

- the realization that theoretical attitudes develop and change with more ease than the machinery behind them, and therefore the components working on the machinery do not necessarily reflect the desired direction of the entire "system". Thus it is extremely worthwhile to seek out and nurture similar attitudes when they exist.

- trying to be cognizant, to whatever extent possible, of whatever obligations and pressures the other agencies are under. This will aid in side-stepping potential areas of conflict.

Furthermore, acknowledging and citing the established framework Energy is working within, will aid in obtaining support from many public and private sources.

2) Drug Education

Drug education is a predominant theme in the prevailing San Francisco delinquency prevention atmosphere. Energy should place a high priority on the continued development of its drug education program, and keep appropriate records to document such activity.

3) Staff Indigenousness

A staff which is indigenous to the area is one important facet in the composition of a community-based program. To whatever extent it is feasible, Energy should strive to recruit young adults from the Sunset as workers.

OBSERVATION II: THE NATURE OF THE SUNSET

Information regarding the Sunset is essential to Energy's function in that it reveals the nature and scope of the perceived needs and it provides indicators of Energy's viability.

A. General Sunset Information

- i. Population -- The Sunset with 103,365 people makes up about 14% of the San Francisco

population (715,674).¹⁴

Age: 17% of the district is under 14.

16% of the district is from 15 to 24.

33% of the district is under 25, and this represents 16% of the City's under 25 population.

A report done in 1968¹⁵ states that the average age in the Sunset (41.5) is well above the city average of 34. It also states that there are less kids per household than in most other areas in San Francisco and that almost no single young people live in the Sunset.

This suggests a need for organizations such as The Advocates or Energy to supply identifiable models for youth who seek one.

ii. Ethnic Make-up - The ethnic make-up of the Sunset has changed "radically" over the past 10 years. In 1960 it was the whitest district in the City (97.5%, City = 81.6%), a distinction it lost to the Marina by 1970 (Marina = 93.4%, Sunset = 89.2%, City = 71.3%).¹⁶ Between 1960 and 1970 the black population quadrupled and other races increased five-fold.

These facts, magnified by the advent of school busing, are often used as reinforcement to school counselors' and neighborhood merchants' opinions that a growing community racial tension is a catalyst to delinquency behavior.¹⁷

iii. Religion - 54.5% of the Sunset is Catholic, and there are a substantial number of Protestant churches and a few synagogues. In an extensive survey done during the summer of 1967, a majority felt that the church played an important part in their lives and should be concerned with social issues. The ministers also felt that they should help make their congregations aware of social issues.¹⁸

Perhaps Energy could utilize this concern.

iiii. Employment - A 1968 Sunset survey reports that "within the general framework of occupation there is a 4:1 ratio of members of the Sunset working for governmental agencies as opposed to private wage and salary workers." This means that 80% of the Sunset population are civil servants.¹⁹ According to a 1965 report, the Sunset had one of the highest rates of employment averages within the City (97.3%), and a median income 16% higher than the City average.²⁰

It should be noted, however, that a 1970 Economic Opportunity Commission Report stated that "The neighborhoods not now included in target areas which show ... impressive indications of poverty... (include) the Great Highway."²¹ This corresponds to Captain Shines' belief and the belief of many Sunset merchants that the major crime problem in the Sunset is located in that neighborhood.²²

iv. Housing and Mobility - The Sunset has the highest density of housing considered sound of any district in the City (98%, city = 90%) and the lowest rate of deterioration (1.5%, city = 8.2%) and dilapidation (0.1%, city = 1.7%). The Outer Sunset has the highest rate of owner occupancy (69.8%, city = 31.3%) and the lowest rate of renter occupancy (28.7%, city = 63.8%). It also has the highest permanency rate (61.5%, city = 45.7%).²³

The permanency of the population is useful to Energy in that whatever headway they make with regard to community education and support is relatively stable.

v. Politics - In 1962, 60% of the registered voters were Democrats. The Sunset is very active politically. It has one of the highest ratios of voters per population, and one of the highest rates of voter turnout in the city. The Sunset has the potential power, often achieved, of controlling the City vote. In the past, it has predominantly voted for moderate candidates; those who had moderate views or no expressed views received the greatest percentage of Sunset votes. Although the community make-up indicates a "liberal" political tendency (60% Democrats, 54% Catholic, 80% civil servants = groupings which support civil rights issues), the Sunset is notorious for voting against all bond issues and, in fact, being a very conservative block.²⁴

This political strength indicates an unusual level of individual and perhaps community awareness of political efficiency. Indifference to large social issues is not one of this community's characteristics.

vi. Health - According to all public records, the Sunset is the healthiest district in the City. San Francisco Health District #5, which covers the Sunset, reports the highest (compared to other City districts):²⁵

- average attendance at Child Health Conferences
- number of adult individuals screened
- number tested for tuberculosis

Public Health District #5 reports the lowest:²⁶

- rate of positive results on tuberculosis tests
- number of home visits by Public Health nurses
- rate of gonorrhea and syphilis (less than 1/3 the City average)

Even if the Sunset has health problems which the public health statistics do not reveal,²⁷ they are not of such a nature as to shrink other social service needs in comparison.

vii. Crime - Except for negligible manslaughter, the Taraval district reports the lowest number of incidences of all types of crime. The district covered by the Taraval station has highest number of reported incidences of negligible manslaughter and the lowest number of non-negligible.²⁸

It seems that this ironic discrepancy reflects as much about criminal reporting in the Sunset as it does about the nature of crime in the district.

viii. Services - For all its perceived advantages (sturdy housing, health, homogeneity, income), the Sunset district has very few public services. For the population density and the size of the area there are very few movie houses, libraries, formal recreational centers (skating, swimming, dance halls, bowling, pool, health clubs) and governmental services.²⁹ Moreover, there is little commercial business in this residential neighborhood. The average ratio of residential structures to land acreage in San Francisco is 41%; in the Sunset it is 76%.³⁰ Although the Sunset has an enormous amount of playground area in its boundaries, there is very little dispersed throughout the district; and the Sunset has the least amount of vacant land of any district in San Francisco (City average = 7%, Sunset is less than 1%).³¹ There is also very limited bus service out of the neighborhood.

The intense uniformity of the neighborhood for an essentially "captured" audience of naturally energetic youth is viewed as a prime reason for juvenile problems by the police, school counselors, and many neighborhood merchants.

TABLE I
SUNSET SCHOOLS

I. Intermediate Schools (= 40 schools in SF)

F.S. Key (3.2% of intermediate school population)

<u>Ranking Amongst Other Comparable Schools for This Offense</u>	<u>Offense Leading to Suspensions</u>	<u>F.S. Key Absolute Total</u>	<u>Intermediate Absolute Total</u>	<u>% of Inter- mediate School Total for Offense</u>
1st	Verbal threats on teachers	13	20	65.0%
2nd	Physical attacks on students	25	256	9.8%
4th	Physical attacks on teachers	5	71	7.0%
5th	Students suspended	98	1,819	5.4%

Lawton (3.8% of intermediate school population)

1st	Defiance, insubordination	76	846	9.0%
2nd	Students suspended	145	1,819	8.0%
2nd	Fighting	28	305	9.2%
3rd	Physical attacks on student	20	256	7.8%
1st	Teacher suspensions	111	806	13.8%

II. Junior High (= 19 schools in SF)

A. P. Giannini (6.6% of junior high population)

Tied for 1st	Defiance, insubordination	99	872	11.4%
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III. High Schools (= 11 schools in SF)

Lincoln (11.3% of the high school population)

Only	Extortion	2	2	100.0%
1st	Physical attacks on teachers	9	27	33.0%
2nd	Fighting	29	149	19.5%

One of three schools with suspensions for possession of alcohol.
One of three schools with suspensions for possession of drugs.

Tied for 2nd	Teachers suspended			
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TABLE II

Youth Statistics

1971

San FranciscoSunset DistrictEnergy

Youth under 25

214,070

34,109

Juvenile Arrests
and Citations

16,446

Referrals

6,479

508

offense

601 602

(76) (432)

.15 .85

185 (88 from YGC)
offense

601 602

(17) (71)

.193 .807

Petition Adjudicated

1,674
offense

601

602

(598) (1076)

.357

.643

Male

Female

Male

Female

(300)

(298)

(944)

(132)

.502

.498

.877

.123

119

offense

601 602

(22) (97)

.185 .815

Under Supervision

2,006

135

Out of Home Placement

469

13

Camp

109

1

TABLE III

Percentage of Change in Referrals and Petitions Filed
 San Francisco and the Sunset District
 1969 - 1971

	<u>San Francisco</u>		<u>Sunset</u>	
	<u>n</u>	<u>Percent Change</u>	<u>n</u>	<u>Percent Change</u>
<u>Referrals</u>				
1969	8,003	-11.3%	298	+46.9%
1970	7,102	- 7.1%	438	+15.9%
1971	6,597		508	
<u>Petitions Filed</u>				
1969	2,419	-22.1%	100	+ 4.0%
1970	1,885	-12.3%	104	+25.0%
1971	1,654		130	

(more than one out of every six) become Energy clients. (See Table III for more information on referrals.)

Of the youth referred to YGC only about 25%⁴¹ have petitions filed. This proportion holds true for the number of petitions filed on Sunset referrals. However, there is a discrepancy between the San Francisco statistics in the proportion of filings by offense. Of the San Francisco petitions, 36% of the cases were for delinquent behavior (601's = beyond parental control, runaway, truant, disobedient) and 64% of the cases were for criminal behavior (602's = thefts or assaults for example). Of the Sunset youths with petitions, only about 18% (half of the comparable S.F. statistics) are 601's and approximately 82% are 602's.

Perhaps this comparison, coupled with the low percentage of youth arrests and citations per youth population, bears out the notion that only when the Sunset youth is in un-ignorable trouble do they become initiated into the criminal justice system. Or assuming the low percentage of youth arrests and citations per youth population is a result of the extremely low percentage of police in the Sunset, the high percentage of 602 offenses in the Sunset might be indicative of the seriousness of the youth problem in the Sunset.

Another interesting comparison between the Sunset and the rest of the City is found in Table III which compares the percentage of change in referrals and petitions filed in San Francisco and the Sunset since 1969. It can easily be seen that as the City rates rapidly fall, the Sunset rates rise even more rapidly. There is another indication of the seriousness of youth problems in the Sunset.

iii. Generational Similarities in the Sunset

Further insights into the nature of the Sunset are derived from a study⁴² concerned, in part, with examining "value confluence and behavioral conflict in intergenerational relations"; that is, the generational gap. One of the results of the study which took place in the Sunset was support of other investigations which conclude that there is relatively little value conflict between the generations. Differences which do exist center on means rather than ends. Conflict is related mainly to disagreements about life style, not socio-

political attitudes.⁴³ No generational differences in philosophical, moral or ethical values, or aims relating to world betterment or service to society are apparent from this study.⁴⁴ Conflict which arises out of differences in the means of attaining the ends are exaggerated by the fact that the parent generation views the student generation with considerably less detachment and clarity than the young group views the older. In general the students had a more favorable view of the parents, and a more accurate perception of their goals. The older generations' attitudes of the younger ranged from "high approbation" to "suspicious disapproval". The more negative attitude is partially attributed to the fact that "youth's deviation and challenge often evokes the middle-aged generation appraisals, doubts, and need for justification of their own lifelong aspirations and attainments."⁴⁵ The study further notes that members of the student generation "will have little reason to doubt their parents perceptions unless they are affected in a unique way by problems ... which threaten their lives if they continue to uphold parental values."⁴⁶

In considering the information derived from this study in the Sunset, it seems that Energy counselors can view the youth they are dealing with in either of two general contexts. Either they hope to appeal to a broad range of students, or they wish to address a unique few. If they hope to have a broad appeal, the counselors should be sensitive to the similarities between the youth and the parents and not alienate potential clients with a radical facade. As a school counselor expressed it, Energy was seen by him as a limited resource since it seemed to encourage cockiness in its clients. But if Energy wishes to be a resource to those "affected in a unique way" (supra), the information of this study is helpful in understanding the milieu their counseling is taking place within.

Summary

The information gathered about the Sunset district supports both the necessity and viability of an organization such as Energy. The need is most clearly seen in the growing rate of Sunset youth referred to YGC, the growing rate of petitions filed on Sunset youth, and the high rate of serious offenses committed by Sunset youth. In all these areas there

are comparable diminishing rates for the rest of the City. The need for an organization such as Energy is also clearly seen in the scope and nature of the offenses occurring in Sunset schools.

The major need of the Sunset youth is for a sympathetic youthful adult model. This need is apparent from the nature of the prevailing offenses in the schools (conflict with authority figures), from the unrealistic and negative attitude toward youth by the parents on the whole, and from the dearth of young adults and activities in the neighborhood. The results of the Neighborhood Survey of merchants⁴⁷ confirms this major need.

The information on the Sunset also reflects a need to provide education with regard to youth's activities to adults and a need to ^{b2}extremely sensitive to growing racial tension.

Factors affecting Energy's viability are also found in this Sunset information. The main factor which affects Energy's viability adversely is what might be termed a negative community consciousness in an atmosphere set against any sort of unnecessary intrusion.⁴⁸ Traditional settings for community action programs are poverty areas, which practically insure a community consciousness through the identification of and plan of action against the most obvious deficiencies. However, a middle class setting, as some of the Sunset information shows, has no readily apparent deficiencies, and thus no overt focal point for community consciousness - let alone action - exists. But there are several Sunset characteristics which indicate that this isolationist attitude can be overcome.

Although the overt conditions of poverty, poor health and a high adult and juvenile crime rate ease the development of a strong community consciousness, they also have the effect of overshadowing the equally important covert conditions which cause community problems. Energy exists in a setting which has relatively few overt social deficiencies to overcome (ie. high employment rate, high home ownership rate, high rate of sound housing, high permanency rate), and thus Energy has the opportunity to address itself fully to the important covert problems which cause the surprising amount of juvenile trouble in the Sunset. Furthermore, the homogeneity and permanency of the Sunset residents are treasured

characteristics in any plan of effective community education. The homogeneity which is reflected in the strength of the Sunset as a political block, in the high density of civil servants, and in the religion indicated that the Sunset acts very much as a community, whether it is consciously or not. Therefore Energy has the luxury of addressing itself to one life style. It can be seen that factors conducive to Energy's viability are reflected in the setting as are factors indicating a need for Energy.

Observation II: Recommendations

1) Intra-District Adult Models/Out-Reach Programs

The primary need of supportive, young adult role models for Sunset youth should initially be focused in the schools and toward the beach. Thus Energy's present plans for more out-reach centers, mainly located in the schools, should be a top priority. Also important is the continuation of the policy to strive to have as many workers as possible be indigenous to the neighborhood.

2) Adult Education

Education in the adult community is necessary in order to develop a community consciousness toward troubled youth. This can be done through adult education as to the scope of the juvenile problem. The staff should also attempt to denote any pattern of misconceptions adults have about the activities of youth, try to analyze the pattern, and then slowly and academically try to change those attitudes.

3) New Information

In a similar respect, there should be an ongoing attempt to try to find more factual information regarding the characteristics of the Sunset (for example, mental health indicators), and to up-date the old information.

4) Positive Catalyst

Development of community consciousness might be enhanced for both the youth and the adult populations through a positive rather than a negative catalyst. Some vehicle (newsletter, pamphlet, happening) which concentrates on positive and unique, historical or present day, characteristics of the Sunset could uncover, develop and communicate a community identity.

5) Utilization of the Board of Directors

Greater utilization of the members of the Board of Directors who represent or have access to the power structure of the community or who represent a variety of youth-related agencies can be helpful in suggesting and initiating modes of community education. To this end each staff member and volunteer should be given a list of the members of the Board of Directors which indicates their relationship to the Sunset and/or juvenile justice. Moreover, the churches might provide some type of assistance which has not previously been utilized.

6) Awareness of Racial Tension

A final recommendation with regard to the information about the Sunset is to encourage the continued sensitivity of the staff to the growing racial tension in the Sunset and as in the past to foresee and dispel resultant problems as much as possible.

OBSERVATION III: ENERGY ORGANIZATIONAL ANALYSIS

The analysis of Energy's organization is threefold; as pertains to A) its contracted goals, B) its clients and C) the relationship of the internal components.

A. Contract Goals

In reviewing Energy's achievements in light of the objectives stated in its contract with the Mayor's Criminal Justice Council and the City and County of San Francisco, the predominating observation is the nebulousness of the objectives and a resultant confusion as to what exactly Energy has achieved over the last year in relation to them. A secondary observation is the predominantly interventive, as opposed to preventive, thrust of the objectives.

The objectives were:

1. To attempt to reduce proportionately the number of juveniles entering the criminal justice system, as delinquents, by some 10% per year.
2. To attempt to maintain the recidivism rate at Energy's present level of 9% for its current clients.
3. To prevent recidivism and further arrests in the future.

4. To provide an alternative for dependent children.

In reviewing Energy's achievements with respect to the first objective it is apparent that at present there is no way of measuring whether this 10% reduction has been achieved, since the juvenile statistics for the City will not be available for some time. Even when they become available, it will be nearly impossible to establish with certainty a direct correlation between Energy's activities and any rise or fall in the number of youth entering the criminal justice system because of the innumerable other factors affecting that number.⁴⁹ This fact also weakens the statistical accountability of the third objective.

Similarly, it is impossible to judge at the present time what the recidivism rate of Energy's caseload from July 1972 -- July 1973 will be. The usual time lapse for judging recidivism is 18 months after the initial referral.⁵⁰

With regard to the fourth objective, Energy made several out-of-home placements, but found that the amount of staff time required to find the homes was out of proportion with the scope of the effect. The major block in placing youth was in finding homes which were up to code. However, Energy is still licensed to make out-of-home placements, advertises that fact, and continues to service youth and families who located each other.

A drawback of having the objectives based predominantly on interventive work is a resulting dependency on the statistics of other organizations. In particular, it is extremely difficult to obtain complete statistics on Energy clients from YGC for several legitimate reasons. Furthermore, even definitive data on youth entering the criminal justice system would not insure a definitive understanding of Energy's role with regard to those youth. There are too many general variables.

B. Energy Clients

The statistical analysis which follows reflects how Energy related to its clients in the sixteen week period from December 1972 through March 1973.⁵¹

Staff manpower was equivalent to 9 full time workers. The following information does not account for all the staff time devoted to Energy, only that time in which some sort of outside contact can be classified. Each position requires a great deal of non-contact work

("desk work") and/or general work that does not fall within one of the classifications on the statistic sheets.

I. Active Caseload = 62

A. Referral source: YGC 24%
P.O., lawyer, doctor 34%
school counselor 5%
self 18%
family 11%
friend 6%
other 3%

B. There were 428 client or client-related contacts: 55% client
22% family
23% professionals (P.O., MSW,
school counselors)

C. 76 specific services were provided: 28% jobs
21% legal aid
21% out-of-home placement
18% special school placement
13% other

D. 457 meeting or conference contacts were made, in addition to regular Energy meetings:
36% related to Energy activities
32% related to Energy business
32% related to professional youth organizations in general

E. The staff made 1,640 non-client contacts⁵² which took place at: Energy 71%
street 16%
schools 10%
YGC 2%

II. Information regarding terminated cases on which there are past statistics:⁵³

Client participation ranged from a few days to 15 months.

average = 3 1/2 months
YGC referral average = 3.1 months
mode = 1 month

On the average clients were contacted only 53% of the months they were part of the active caseload.

Contacts per client averaged 2 1/2 times per month
YGC referrals averaged 3.2 times per month
of which 601's averaged 3.7 times per month
and 602's averaged 2.7 times per month

C. Energy's Internal Organization

The new statistic sheets provide information regarding staff positions as they related to four basic activities: 1) client and client-related contacts, 2) specific services provided, 3) meetings or conferences attended and 4) non-client youth contacts. Table IV shows

TABLE V

	<u>Position</u>	<u>Hours Per Week</u>	<u>Clients</u>	<u>% of Clients Adjusted by Hrs/Wk</u>	<u>% Average Length Client Has Been On Caseload</u>	<u>% Average of Months Clients Are Contacted</u>	<u>Average Times Client Seen Per Mont</u>
Richard Erickson	Special Projects	24	3	5%	7 months	52%	3 times
Ted James	Counselor	10	4	17%	16 months	50%	3 times
Shirley McGaffie	Court Liaison	20	3	6%	6 months	89%	3 times
Michelle Mosman	Counselor/Recorder	32	4	5%	8 months	76%	5 times
Kevin Reilly	Admin. Assistant	40					
Jackie Riskin	Court Liaison	24	14	25%	7 months	66%	2 times
Al Ronquillo	Streetwork Supervisor	40	10	10%	12 months	64%	2 1/2 ti
Nidra Rosenthal	Out-of-Home Placement	30	5	8%	9 months	76%	3 times
Linda Segura	Activities Coordinator	20	7	15%	6 months	26%	1 time
Ruth Treisman	Director	40					
Paul White	Office Manager	40	6	6%	8 months	36%	1 time
Volunteers		40	1	2%			
Total		360 (9 full time)	62		9.2 months	55%	2 times

TABLE IV

		a. % of Total Client & Client-Related Contacts	b. % of Total Specific Services/ Referrals	c. % of Total Meetings/ Conferences	d. % of Non-Client Youth Contacts
	<u>Position</u>				
Richard Erickson	Special Projects	5.9%	22.6%	10.3%	9.7%
Ped James	Counselor	0%	0%	0%	0%
Shirley McGaffie	Court Liaison	13.0%	17.3%	3.0%	0%
Michelle Mosman	Counselor/Recorder	11.1%	10.3%	19.8%	12.2%
Kevin Reilly	Admin. Assistant	1.0%	2.4%	13.9%	9.1%
Jackie Riskin	Court Liaison	30.6%	10.7%	11.3%	1.6%
Al Ronquillo	Streetwork Supervisor	7.4%	15.6%	1.8%	17.5%
Nidra Rosenthal	Out-of-Home Placement	17.3%	7.4%	13.4%	8.4%
Linda Segura	Activities Coordinator	9.1%	7.4%	2.9%	31.6%
Ruth Treisman	Director	0%	0%	14.6%	1.0%
Paul White	Office Manager	4.9%	6.3%	8.9%	8.6%
Total		(100.3%)	(99.98%)	(100.1%)	(99.7%)

No statistic sheets

TABLE IV

		a. % of Total Client & Client-Related Contacts	b. % of Total Specific Services/ Referrals	c. % of Total Meetings/ Conferences	d. % of Non-Client Youth Contacts
	<u>Position</u>				
Richard Erickson	Special Projects	5.9%	22.6%	10.3%	9.7%
Ed James	Counselor	0%	0%	0%	0%
Hirley McGaffie	Court Liaison	13.0%	17.3%	3.0%	0%
Michelle Mosman	Counselor/Recorder	11.1%	10.3%	19.8%	12.2%
Kevin Reilly	Admin. Assistant	1.0%	2.4%	13.9%	9.1%
Jackie Riskin	Court Liaison	30.6%	10.7%	11.3%	1.6%
Al Ronquillo	Streetwork Supervisor	7.4%	15.6%	1.8%	17.5%
Idra Rosenthal	Out-of-Home Placement	17.3%	7.4%	13.4%	8.4%
Inda Segura	Activities Coordinator	9.1%	7.4%	2.9%	31.6%
uth Treisman	Director	0%	0%	14.6%	1.0%
Paul White	Office Manager	4.9%	6.3%	8.9%	8.6%
Total		(100.3%)	(99.98%)	(100.1%)	(99.7%)

o statistic sheets

	<u>Position</u>	<u>Hours Per Week</u>	<u>Clients</u>	<u>% of Clients Adjusted by Hrs/Wk</u>	<u>% Average Length Client Has Been On Caseload</u>	<u>% Average of Months Clients Are Contacted</u>	<u>Average Times Client Seen Per Month</u>
Richard Erickson	Special Projects	24	3	5%	7 months	52%	3 times
Ed James	Counselor	10	4	17%	16 months	50%	3 times
Harley McGaffie	Court Liaison	20	3	6%	6 months	89%	3 times
Nichelle Mosman	Counselor/Recorder	32	4	5%	8 months	76%	5 times
Kevin Reilly	Admin. Assistant	40					
Jackie Riskin	Court Liaison	24	14	25%	7 months	66%	2 times
Alfonso Ronquillo	Streetwork Supervisor	40	10	10%	12 months	64%	2 1/2 times
Idra Rosenthal	Out-of-Home Placement	30	5	8%	9 months	76%	3 times
Linda Segura	Activities Coordinator	20	7	15%	6 months	26%	1 time
Arthur Treisman	Director	40					
Paul White	Office Manager	40	6	6%	8 months	36%	1 time
Volunteers		40	1	2%			
Total		360 (9 full time)	62		9.2 months	55%	2 times

the adjusted distribution within those activities according to the position.⁵⁴

Information regarding the comparable position relationship with clients is also available from the statistic sheets. Table V shows the distribution of clients and related caseload activity according to the position.

Summary

The significance of Energy's ability to have the data to analyze its activities is particularly meaningful in light of past criticism and its current direction.

The vagueness of the past year's contract goals indicated in part an internal criticism Energy had toward itself; that is, an inability to realize what balance between interventive and preventative work it wished to achieve. To a large extent it has been an introspective year for Energy and the objectives planned for the coming year, plus a new, precise organizational structure reflect a firm grasp on the equal balance they hope to achieve between interventive and preventative work. (See Appendix A)

Furthermore, the emergence of preventative work in the objectives allows Energy greater potential in documenting its accomplishments since the statistical indicators of the preventative work are within Energy's own files. (This is not to say that Energy has decided to expand its preventative activities for ease of statistical documentation. If anything, the methods of documentation are much more difficult. In addition, the importance and need for preventative work has always been known, but for the first time Energy is sophisticated enough to undertake it to the extent that is planned for the coming year.)

The ability to document its non-client services is one of the accomplishments of the past year. Last year's CCCJ evaluation criticized Energy in its lack of statistics with regard to what were then termed "auxiliary services".⁵⁵ Not only has there been an attempt to tabulate these services, but to develop them as well. One indicator is the proportionate growth in non-client contacts. A year ago it was estimated that the non-client youth served in an on-going fashion were an additional 35% of the caseload. This year it has been at least 50% and the proposed objective for next year in this respect is over 60%.

The completeness of information on its activities which Energy is developing addresses

- the number of clients within the categories of active, inactive, and "regulars".
- the number of new cases and terminations.
- the number of volunteers and the hours they work.

Every third month, at the time of the quarterly reports, this additional information should be conveyed to the Board of Directors:

- the specific activities which occurred and how many youths participated.
 - a breakdown of what specific services/referrals were provided.
 - a breakdown of the referral sources of active clients.
- A report comparable to Tables IV and V should be made at some time during the year.

The results of the records also provide a method by which staff and volunteers can understand the role of their contribution. Thus they are also provided with a source of feedback about their own work. They should also try to identify for themselves methods of qualitative feedback and insure that the proper channels are open.

2) Volunteer Management

The statistics should aid any staff in an administrative position to be familiar with client distribution, and time distribution as relates to the four different types of activities indicated in Table IV. Of particular importance is the close management of the volunteers. Their work should fall under only one position title and they should have a firm idea of what is expected of them. The impact of their work should be tabulated on the sheets not only for coherent program results, but also to evaluate their work individually. Only in this way can Energy hope to establish itself as a desirable placement site for the universities from which it hopes to draw volunteers.

3) Client Referral Follow-up

A plan of periodic reporting as to the development of a client should be made to any professional person or agency who referred that client. It is important that this be done to establish the best relationship between all agencies concerned with juvenile justice.

4) Development of Positive YGC Relations

Growth of good relations with the statistics department at YGC is extremely beneficial

in evaluating Energy's interventive impact.

OBSERVATION IV: COMMUNITY ATTITUDE TOWARD TROUBLED YOUTH

In order to become familiar with various components of the Sunset community, I interviewed two school counselors, two police officers, six kids and ninety merchants.⁵⁷ The ninety merchants were interviewed from a questionnaire format, and that uniformity is the basis of modestly uniform data used as a bases for statistical generalizations. Appendix B exhibits the questions asked and the results.

The results indicate that the most common view of juvenile delinquency in the Sunset is that it does not exist. Only 29% of those who answered the first question felt that there were problem kids in the Sunset. There is a predominant attitude that the Sunset is better than the rest of the City with respect to juvenile problems.

When problems do exist the prevailing attitude by far is that it primarily stems from the family. This view is shared by the Energy staff and the school counselors. The next most commonly mentioned primary cause was general growing up, with an emphasis on the corrupting potential of peer group leaders. Alcohol and/or drugs were mentioned almost exclusively as merely a catalyst to general growing up problems. The police felt that the major cause of juvenile trouble in the Sunset lay in this area. The limited facilities of the neighborhood facilities was hardly ever mentioned as a primary root of juvenile problems.

The main cause not suggested by the questionnaire but volunteered by the merchants indicated that the growing racial mix of the Sunset was also of significance in catalyzing juvenile problems. Also volunteered was the notion that the adults were too "down on kids" in general. This is similar to the studies mentioned previously (supra^{p. 9 or} p. 10) which indicated an unrealistic and unfavorable parental attitude toward youth.

In judging various areas where a possible solution to juvenile problems might lay, the potential of neighborhood youth centers ranked the highest by far. Although the home was seen as the most influential variable in the creation of troubled youth, it was hardly viewed as an area of possible amelioration of the problem. Few felt that school could be helpful

in lessening juvenile trouble, indicating that there was enough trouble there already. The police were mentioned the least, and of interest in a high density civil servant neighborhood, were more often portrayed as being a source of more harm than good.

Although the merchants based the possible alleviation of the juvenile problem in the existence of neighborhood youth centers, only two were aware of Energy. However, all the six kids interviewed knew of it and where it was.

Summary

The predominating attitude that no juvenile problem exists in the Sunset, as well as the attitude that they knew nothing or had a policy of not answering questionnaires supports the concept of a non-community consciousness previously mentioned as working against Energy's viability (supra p. 11). School counselors as well as all the Energy staff have mentioned the problem of an isolationist attitude on the part of many parents in the avoidance of certain responsibilities. There is little doubt that this attitude is the major obstacle. Energy must overcome before gaining community support or changing parent attitudes toward their kids. However, it should be remembered that a degree of tension between Energy and the neighborhood is important in order to continue attracting youth who feel very much out of sorts with the neighborhood.

The awareness by representatives of the neighborhood that the primary cause of the juvenile problems is based in the home shows a general sensitivity to the nature of juvenile delinquency that might not have been articulated previously. Similarly, reliance on neighborhood centers as the most likely solution in lessening the problem indicates that the disposition of much of the neighborhood need only be cultivated and not transformed. The fact that the trouble is seen as stemming primarily from the parent-child relationship, and a consistent reference to the lack of control of the teachers over students (also reflected in the type of school offenses, supra. p. 8) reinforces the need to provide identifiable adult models for the youth of the Sunset.

The results of the survey substantiate the information regarding the Sunset that juvenile problems are not dependent on material deprivation. There is even a strong feeling that

their having been given too much is one of the significant roots of the problem. Therefore what Energy must provide is not more diversions and distractions, but rather attention, support and the development of self-responsibility. Again the need indicates the importance of indentifiable young adult figures of which the Sunset population provides very few.

Observation IV: Recommendations

1) Out-Reach Programs

The continued development of out-reach programs is recommended as a top priority for several reasons. The boredom and lack of activities which exist in the Sunset (as reflected in the information on p.7) was mentioned by the kids, the school counselors and the merchants as being instrumental in the development of youthful problems. This problem is exaggerated by the limited means of mobility available to the youth. A school counselor mentioned the scarcity of bus routes and service, and the police mentioned the high incidence of car thefts and joy-riding.

Furthermore, the beach, which is on an opposite border of the Sunset from the Energy house was indicated as an identifiable trouble area by police, school counselors and merchants. It bears mentioning that the growth of the minority population in the Sunset initially started in that area. It would seem that the area closer to the Great Highway might benefit more than other areas of the Sunset from Energy's resources.

In addition the out-reach programs are important in providing Energy with a spectrum of youth. Obviously Energy's first priority is to be attractive to an unlimited variety of troubled youth. The program must always guard against being "typed", especially in light of the growing atmosphere of efficiency at the central house.

2) Development of Family-Health Awareness

A "family-health" awareness seems to exist in the Sunset to a greater extent than is apparent. Development of the awareness that family health is instrumental in the development of both social health and individual health would be most beneficial. In this respect Energy has much in common with the other socially concerned agencies in the Sunset, such as the church and the Mental Health Center. Constant communication and coordination of preven-

tive activities can strengthen each agency's potential impact.⁵⁸ This type of preventive activity centers around educating parents.

3) Merchant Patronization

The community will judge the sincerity of the program in direct relationship with the number of ways in which Energy supports the community. One effective, visible way of reflecting community support is conscientious patronization of Sunset merchants. And the more widespread the patronization, the more Energy will understand the Sunset, and the more the Sunset will understand Energy.

Comment

First of all, the goodly amount of praise which Energy deserves should be recognized. As an organization Energy has matured remarkably over the last year, and the strength is apparent in the quarterly reports and the new program structure. And the praiseworthiness of these accomplishments is magnified when the monetary instability of this past year is considered. An almost incomprehensible amount of staff time had to be directed toward fund raising in that not only were Federal funds for this program scheduled to terminate, but the surprise cut-back of funds from most every other social service program has caused crippling competition between all the agencies for an extremely limited and evasive amount of money. The fact that Energy was found deserving of funds reflects not only the importance of its activities, but the tenacious sincerity of the staff, the Board of Directors, and a vocal community.

With regard to the recommendations, I have tried to indicate their importance in the body of the statements, but certain ones merit further identification. Of the recommendations which indicate a new policy, Volunteer Management (#2 Rec., Obs. III) is the most important. Clear management of their duties and conscientious appraisal of their work are imperative to their affective use, and to insuring continually good school placements.

Next in importance is the Periodic Reports to the Board of Directors (Rec.1, Obs. III) and to the referral sources (Rec. 3, Obs. III).

Of the other recommendations, which are of a continuing, tempered or long range nature, the most important is the establishment of at least one out-reach center. All other recommendations are hardly of lesser importance, of course.

It has been my great pleasure to work with the staff and the Board, and I hope to be called upon for whatever future assistance I can provide.

FOOTNOTES

1. City and County of San Francisco 1972 Comprehensive Criminal Justice Plan, Mayor's Criminal Justice Council Planning Board, Mayor Joseph L. Alioto, Chairperson for the California Council on Criminal Justice.
2. The analysis also states that Energy would have a subsequent effect on Priority 6, Rehabilitation of Treatment Services, and Priority 21, Adequate Physical Facilities. (Section III, p. 8)
3. Ibid., Section II, p. 12.
4. Ibid., Section III, p. 7.
5. Ibid., Section III, pp. 7-10, 18, 29-30.
6. Ibid., Section I, p. 59; Section III, pp. 3, 4, 17, 28.
7. Refer to pp. 2-3 of April 15, 1973, Energy Quarterly Report
8. Requested in 1967 by the San Francisco Juvenile Justice Commission. My source was an abstraction made by the San Francisco Alliance for Health Care, but the references refer to the original.
9. Ibid., p. 40.
10. "New Directions Report", United Bay Area Crusade, June 23, 1971, p.7.
11. Interviews and contact with staff throughout the year.
12. Specifically, see: Sherman Norman, The Youth Service Bureau: A Key to Delinquency Prevention, National Council on Crime and Delinquency, 1972, p. 107.
"Community Based Programs, National Institute of Mental Health, Public Health Service Publication #2130, U.S. Government Printing Office, 1971.
L.T. Empey, "Alternatives to Incarceration", U.S. H.E.W. Office of Juvenile Delinquency and Youth Development Publication # 9001, U.S. Printing Office, 1967.
13. "A Plan to Survey and Revise the Target Area Boundries of the Economic Opportunity Council of San Francisco", July 28, 1970, p. 10.
14. Calculated from population data contained in Mayor's Criminal Justice Council - Comprehensive Plan for Region "E" 1972, p. 1-6 and p. 4, Appendix I.
15. Crank, Chuck, "The Sunset Report", February, 1968, pp. 5, 9.
16. Mayor's Criminal Justice Council, op. cit., Appendix I, p. 6.
17. Interviews with Mrs. Hubbard, counselor at A.P. Giannini, and Doug Smith, Boys Dean at Lincoln High on October 15, 1972.
Neighborhood Survey, Appendix B of this evaluation.
18. Crank, op. cit., p. 6.
19. Crank, op. cit., p. 5.
20. Crank, op. cit., pp. 6, 4. The per capita income has diminished from \$6,717 in 1960 to \$6,634 in 1970, although it is still the highest of any major city of the U.S.
21. EOC Re-survey Report, July 28, 1970, pp. 8-9.

22. Interview with Capt. Shine of the Taraval Station, October 15, 1972. Neighborhood Survey, Appendix B. of this evaluation.
23. Mayor's Criminal Justice Council, op. cit., Appendix I, p. 5.
24. Crank, op. cit., pp. 7-8.
25. San Francisco Department of Public Health 1971 Annual Report, p. 30.
26. San Francisco Department of Public Health 1971 Statistical Report, p. 17.
27. It has been suggested from several sources that the Sunset has a serious alcoholism problem.
28. San Francisco Police Department 1971 Annual Statistical Report.
29. For example, the ratio of police per population in the Sunset: the City average is 1:712, in the Sunset it is 1:1159, as stated in the Mayor's Criminal Justice Council, op. cit., pp. 11-61.
30. Crank, op. cit., p. 10.
31. Ibid. In the Sunset, only 15 acres of recreation land is not bordering the district or supervised.
32. "Annual Report on Student Suspension, School Year 1971-1972", San Francisco Unified School District. Memo to M. Dean, M. Reiterman, M. Moskowitz, from R. Figone.
33. San Francisco Department of Public Health 1971 Statistical Report.
34. Crank, op. cit., p. 12.
35. San Francisco Police Department Annual Statistical Report 1971.
36. Mayor's Criminal Justice Council - Comprehensive Plan for Region "F", 1972, p. III-8.
37. San Francisco Juvenile Court Annual Report, 1971, p. 21. The average length of stay is 7 days for boys and 8 days for girls, p. 8. Within the report there is confusion as to whether the number is 6,479 or 6,597. I have used 6,479 because it seems the most valid in relation to the other statistics.
38. Selected Statistics - Sunset District 1971, November 24, 1972 letter from Ann C. Billyard, Research Director, Juvenile Court to Ruth Treisman.
39. Calculated from population data contained in Mayor's Criminal Justice Council - Comprehensive Plan for Region "F" 1972, p. 1-6 and p. 4, Appendix I.
41. The other cases are closed for the following reasons:
 - 78% were counselled and released
 - 9% were referred to other jurisdictions
 - 8% were placed in formal supervision
 - 5% were released for lack of evidenceOf the cases whose petitions are filed, 73% are sustained.
40. "Sunset Energy" - Michael Howe, 1972, p. 2. Statistics covering April 1971-72.
42. Marjorie Lowenthal, "Intentionality: Toward a Framework for the Study of Adoption in Adulthood", Aging and Human Development, Volume 2, 1971.

42. (cont.) The study is based on the responses of a sample of Lincoln High School seniors (52) and parents of Lincoln seniors (54) gathering during the winter and spring of 1968-69 right after a socially active fall: violent political demonstrations at U.C. Berkeley, disruptive racial demonstrations at San Francisco State and overt racial tension at Lincoln itself.
- Elinore E. Lurie, "Son of the Silent Majority: Intergenerational Perceptions of Youthful Dissent", May, 1971.
- Majda Thurnher, Donald Spence, Marjorie Fiske Lowenthal, "Value Confluence and Behavioral Conflict in Intergenerational Relations", December 13, 1971.
43. Ibid., p. 24. "Conflict over values or socio-political attitudes were mentioned by only 1/5 of the young and 1/7 of the middle aged."
44. Ibid., p. 6. As a matter of fact only 1/4 of the women and girls and almost none of the men and boys viewed altruistic humanitarian values as a major life purpose.
45. Ibid., p. 16.
46. Lurie, op. cit., p. 27.
47. infra.
48. Note the significant percentage of "don't knows" in the Neighborhood Survey results, Table IV.
49. See "Usefulness of Crime Statistics", p. H-2-II, A Report on the San Francisco Police Department, Part II, June 17, 1971 by M. Lasky, W.H. Orrick, I.F. Reichert.
50. 88 Energy clients - October 1970 to September 1971. 32 (36%) are still on active list at YGC, but none of which have become Energy clients again which leads one to suspect that none have gotten into trouble again, as the Energy YGC worker would have referred them to the caseload.
51. In order to evaluate the relationship between Energy and its clients, and the internal organization of the program, comprehensive record keeping staff statistic sheets were needed. Their development and rocky initiation encompassed nearly the first two quarters of Energy's fiscal year. Therefore this information reflects the 16 week period from December 1972 through March 1973. Fortunately this period reflects a somewhat stable time, in that the statistics of the quarter following March reflect the disquiet time when Energy was even more intensively concentrating on fund raising while experiencing a change of administration.
52. Caution should be taken in interpreting this figure as it could represent the same two youths seen every day in the 16 week period by every staff member (2x80x10 = 1,600) The staff is presently devising a means of identifying non-client in order to avoid this type of overlap.
53. Not necessarily a representative group of past clients.
54. The information gathered per staff member was adjusted in order to make it comparable. This was done by projecting all part-time figures to full-time, then deviding the number of weeks covered by that staff member's statistic sheets. (Different because of vacation time and/or record keeping lapses.) It is important to remember that this table does not reflect either: a) the proportionate distribution of actual work done, since it has been adjusted to equalize how many hours a week the staff member works

54. (Cont.) and to equalize the number of weeks recorded on statistic sheets per staff number; or b) a percentile breakdown of time usage by staff member. There are too many unattainables for that.
55. California Council on Criminal Justice Evaluation, May 3, 1972, p. 5.
56. Howe, op. cit., p. 5.
57. Doug Smith - Lincoln High School - October 15, 1972
Mrs. Hubbard - A.P. Giannini - October 15, 1972
Captain Shine - Taraval Station - October 15, 1972
Officer Peterson - Police Youth Program - June 13, 1973
Six Youths - Bowling Alley, 1900 Noriega - June 8, 1973
Ninety merchants interviewed June 4-8, 1973 on:
Irving (1800 through 2500 blocks)
Judah (3900 through 4100 blocks)
Noriega (1200, 1300, 1700, 1800 blocks)
Taraval (2100, 2200, 3000, 3600 blocks)
58. Practicing as much as possible as a licensed foster home placement service is an important preventative aid.

The objectives of Youth Energy Source, Inc., for the 1973 - 1974 fiscal year are as follows:

1. To do intensive individual and/or family counseling with at least 150 youth from the Sunset or Richmond communities who are delinquent or who are in immediate danger of becoming delinquent. (We estimate that 50% of these youth will be referred to Energy by the Juvenile Court and Probation Department, 25% from local schools, and 25% from Energy's streetwork and activities programs.)
2. To begin and staff with staff and/or qualified volunteers one "out-reach program" in a diverse area of the Sunset. (We anticipate that this program will take place at Lincoln High School, A.P. Giannini Jr. High School, or a new store-front in the Outer Sunset.)
3. To work with 200 youth through Energy's drop-in center, streetwork, and out-reach programs.
4. To involve at least 100 youth in Energy's activities (field trips, camping trips, classes, special events, etc.) on an ongoing basis.
5. To continue to make maximum use of already available resources (for example, District V Mental Health, Department of Social Services, special schools, legal aid, etc.) in the community to meet the needs of Energy's clients and their families.

Description of Five Core Positions:

- 1) Director Responsibilities - Overall administration of program and efficient functioning of program; developing and carrying out policy of the Board of Directors; responsible for maintenance and safety of the building through the office manager; developing new programs; fiscal agent; prepare and operate within budgets; assist Board in fund raising; chief spokesman to community; responsible to Board of Directors; responsible to call and chair staff meetings; responsible for hiring and firing recommendations with consent of a personnel meeting of the Board of Directors; responsible for staff accountability; responsible for overseeing all publicity; responsible for statistics gathering; responsible for liason with evaluation; supervise volunteers assigned to him/her; responsible for developing in-service training for staff.
- 2) Volunteer Co-ordinator Responsibilities - Recruit and screen volunteers; place volunteers in the program; maintain liason with agencies that will provide volunteers on a consistent basis; responsible for training; supervise volunteers until they are placed in the program; workout contracts with volunteers; develop recruitment program; work closely with all staff supervising volunteers in the agency; develop attorneys on call for services

NEIGHBORHOOD SURVEY RESULTS

3) Case Co-ordinator Responsibilities - Responsible for volunteers assigned; assign and transfer cases; follow up work; responsible for client record keeping; supervision and training of counselors; work with Public Defender and YGC; responsible for obtaining referrals and maintaining contacts from school, court and community mental health; will regularly review caseloads; knowledge of special schools, legal aid and out of home placement for referrals

4) Streetwork-Activities Responsibilities -

Streetwork: Continue work in the local schools, streets and stores; youth barometer to tension try to help facilitate airing of problems; identify target areas; responsible for volunteers in this area; case finding

Activities: Planning, initiating, supervising on going activities such as trips and classes; contacting other organizations that can help provide activities; responsible for drop in center; develop and maintain material for activities; supervise volunteers in this area

5) Office Manager Responsibilities - Clerical and bookkeeping, inc. payrolls; responsible for house maintenance and safety; responsible for phone answering, reception; responsible for files; responsible for supervising assigned volunteers

I. Are there problem kids in the Sunset?

Yes - 8

Some/few - 13

Same as everywhere - 21

No - 14

Don't know/don't hear of any - 15

A. Different problems in different sections of the Sunset?

No - 11

Yes - 13

(6) Beach

(3) Near schools

(1) Toward UC Hospital

(1) Near Food Stamp Center

(1) Taraval area

Don't know - 10

B. Better or worse than the rest of the city?

Better - 29

Best - 2

Same everywhere - 9

Don't know - 9

II. What are their "problems" based on?

A. 1) General growing-up - 25 (primary 11, secondary 14)

2) Leaders/gangs/bad friends
where youth gather/schools - 17 (all secondary)

3) Within the individual - 9 (primary 3, secondary 6)

B. Alcohol or drugs - 12 (primary 1, secondary 11)
(5 drugs specifically)

Not alcohol or drugs - 1

More a problem with parents - 3

C. Family - 42 (primary 26, secondary 16)

(21 mentioned a lack of supervision, love, and/or "buying"
the kids off)

(9 mentioned both parents working)

(3 mentioned the parents not being together)

D. Neighborhood not well-rounded - 19 (primary 5, secondary 14)

E. Other - 18

(8 bussed in kids, kids not from the Sunset, related racial problem)

(4 new type of people moving in)

(3 "the times")

(3 grownups just down on kids)

III. How could the "problems" be lessened?

A. In the home - 23 (primary 13, secondary 10)

Too impractical - 5

B. At school - 11 (all secondary)

Already too burdened - 4

C. By the police - 8 (primary 4, secondary 4)

Definitely not - 10

D. By neighborhood youth centers - 47 (primary 31, secondary 16)

Kids have too much already - 2

Are there any? No - 9

Yes - 5 (3 city facilities, 2 Energy)

END