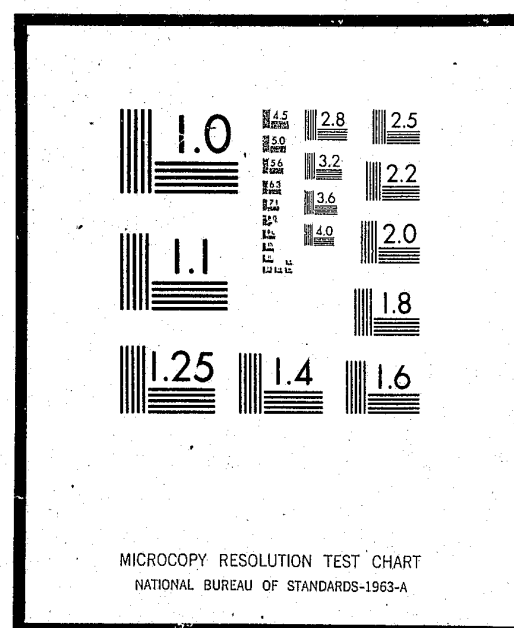


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The Mecklenburg
Youth Services Bureau

A Definitive Report
1974-75

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**THE MECKLENBURG
YOUTH SERVICES BUREAU**

A Definitive Report,

1974 - 75

By

C. Wayne Heasley, Director
Mecklenburg Youth Services Bureau

October 1, 1975

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INTRODUCTION

This is a definitive report on progress which the Mecklenburg Youth Services Bureau (YSB) has made toward achieving its measureable goals and objectives during the period August 1, 1974, through June 30, 1975. This report has been prepared for the purpose of providing the Mecklenburg County Board of Commissioners, Mecklenburg Youth Services Action Board, Mecklenburg Youth Services Professional Advisory Committee, and others with information they can use to evaluate the effectiveness of the YSB. This document also enumerates measureable goals, objectives, and management indicators established for the YSB during the 1975-76 fiscal year.

SUMMARY OF REPORT

The following juvenile delinquency prevention and treatment measures indicate that Charlotte and Mecklenburg County made significant progress toward preventing and treating juvenile delinquency during the period July 1, 1974, through June 30, 1975.

Juvenile Delinquency Prevention and Treat- ment Measures	July 1, 1973 June 30, 1974	July 1, 1974 June 30, 1975	Percentage Increase or Decrease
1. Number of Juvenile Petitions Filed Against Children For Committing Undisciplined Acts (Truancy, Runaway from Home, Ungovernable at Home)	556	262	53% Decrease
2. Number of Misdemeanor and Felony Offenses Alleged in Juvenile Petitions Filed Against Children	2,133	2,062	3% Decrease
3. Number of Children Detained in the Mecklenburg County Juvenile Diagnostic Center	686	523	24% Decrease
4. Average Daily Population of the Mecklenburg County Juvenile Diagnostic Center	18.8	15.5	18% Decrease
5. Number of Children from Mecklenburg County Incarcerated in North Carolina Juvenile Correctional Institutions	113	77	32% Decrease
6. Average Monthly Caseload for Each of 16 Juvenile Court Counselors in Mecklenburg County	49	42	14% Decrease

During the period August 1, 1974, through June 30, 1975, the Mecklenburg Youth Services Bureau (YSB) provided intensive or non-intensive counseling and casework services to 362 children, 6 through 17 years of age, who were involved or on the verge of becoming involved in the juvenile justice system. Juvenile Court records document that 98% or 355 of the 362 children served by the YSB during this period had not been incarcerated in a North Carolina juvenile correctional institution as of June 30, 1975.

Eighty-five percent (85%) or 306 of the 362 children furnished YSB services during the period August 1, 1974, through June 30, 1975, did not have a juvenile petition filed against them for committing an undisciplined or delinquent act when they were referred to the YSB. Juvenile Court records show that 86% or 263 of these 306 children did not have a juvenile petition filed against them for committing either type of the foregoing acts as of June 30, 1975.

During the period August 1, 1974, through June 30, 1975, 110 persons attended Parent Development Classes conducted by the YSB Staff.

In February, 1975, A Youth Services Plan To Prevent and Treat Juvenile Delinquency in Charlotte and Mecklenburg County, North Carolina (1975) was presented to the Mecklenburg County Board of Commissioners by the Mecklenburg Youth Services Action Board (YSAB). This Plan was developed through the combined resources of the YSAB and Employment, Educational, Social, Recreational, Medical, Legal, and Psychological Service Area Committees of the Mecklenburg Youth Services Professional Advisory Committee (YSPAC). The YSB has provided staff and technical assistance to these bodies since July, 1974.

During the period August 1, 1974, through June 30, 1975, A Referral Guide To Youth Services In Charlotte and Mecklenburg County, North Carolina (1975) was prepared by the YSB staff. Fifteen hundred (1,500) copies of this document were distributed to youth serving agency personnel.

During the period August 1, 1974, through June 30, 1975, 184 services were delivered to children by YSB volunteers.

During the period August 1, 1974, through June 30, 1975, referrals to the YSB from juvenile court intake counselors and police increased by 103% and 344%, respectively.

DESCRIPTION OF THE MECKLENBURG YOUTH SERVICES BUREAU

During the 11 month period August 1, 1974, through June 20, 1975, the Mecklenburg Youth Services Bureau (YSB) was an agency of county government which served as an alternative to the juvenile court and/or correctional institutions for 362 children. The YSB functioned as an advocate for children, 6 through 17 years of age, who were involved or on the verge of becoming involved in the juvenile justice system because they had been truant from school, and/or had exhibited undesired behavior at home and/or school, and/or had run away from their home settings. Children were also referred to the YSB for committing misdemeanor delinquent acts. In most cases, juvenile petitions had not been filed against these "pre-delinquent" children because police, parents, or school personnel determined that referring the child to a youth service outside the juvenile justice system was an action in the best interest of the child and community. Mecklenburg YSB referral sources included schools, juvenile court intake counselors, parents, juvenile court counselors, police, youth serving agencies, youth (walk-ins), and attorneys.

A major goal of the YSB was to assist the community and government in Charlotte and Mecklenburg County to prevent and treat juvenile delinquency by playing a significant role in diverting children from the juvenile court and correctional institutions to needed services and by aiding the Mecklenburg Youth Services Action Board (YSAB) and Legal, Educational, Employment, Medical, Social, Recreational, and Psychological Service Area Committees of the Mecklenburg Youth Services Professional Advisory Committee (YSPAC) to identify, implement, coordinate, and monitor youth services related to juvenile delinquency prevention and treatment. (See Attachment A - Procedures Which Shall Be Employed by the Mecklenburg Youth Services Action Board to Identify, Implement, Coordinate, and Monitor Youth Services Related to the Prevention and Treatment of Juvenile Delinquency in Charlotte and Mecklenburg County.)

Mecklenburg YSB direct services objectives were achieved by:

1. Providing intensive counseling and casework services to children which emphasized the diagnosis of

specific factors directly related to a child's ineffective behavior, referring a child and his/her parents to needed services, and teaching parents specific skills and procedures which they could use to improve the behavior of their child. Mecklenburg YSB counselors possessed specialized training in the diagnosis and treatment of children's personal, home, and school problems, and were accessible to children requiring the aforesaid services 24 hours a day, seven (7) days a week. Caseloads of individual YSB counselors usually did not exceed 10 children.

2. Furnishing non-intensive counseling and casework services (intake, referral and follow-up services) to those parents and children who did not require, on an immediate basis, intensive counseling and casework services from the YSB staff. This service consisted of either the YSB Direct Services Coordinator or YSB Intake Counselor meeting with a child, the child's parents, and the referral source. During this meeting a YSB staff member would assist the parent, child, and referral source to pinpoint problems and identify actions which needed to be taken in order to deal with problems specified. Follow-up services were also provided. If this type of service was determined to be ineffective, intensive YSB counseling and casework services were offered.
3. Presenting "Parent Development Classes" from 7:30 P.M. to 9:30 P.M., Monday evening of each week. These sessions were designed to transmit skills to parents which they could use to improve the behavior of their children.

Mecklenburg YSB service development objectives were accomplished by:

1. Providing staff and technical assistance services to the YSAB and Service Area Committees of the YSPAC.
2. Recruiting YSB volunteers and coordinating their efforts for the purposes of providing a broad range of supportive services to children served by the YSB and promoting community responsibility for the

development and delivery of services related to the prevention and treatment of juvenile delinquency.

3. Preparing and distributing documents to youth serving agency personnel and others which furnished them with information about the juvenile justice system and assisted them to divert children from the juvenile court and correctional institutions to needed services.
4. Delivering presentations to community groups to apprise them about the needs of children who become involved in the juvenile justice system and elicit their support for the development of delinquency prevention and treatment services.
5. Meeting with youth serving agency personnel to discuss ways in which they and the YSB might work together most effectively to divert children from the juvenile court and correctional institutions to needed services.

Professional Staff

The YSB staff consisted of one (1) director, one (1) service development coordinator, one (1) direct services coordinator, one (1) intake counselor, five (5) counselors, and one (1) secretary. (See Attachment B - Organizational Chart for the Mecklenburg Youth Services Bureau During the Period August 1, 1974, through June 30, 1975.) All professional staff members possessed Master's Degrees in either Counseling and Guidance (6), Clinical Psychology (2), or Special Education (1), and had experience working with children prior to being employed by the YSB.

Primary duties performed by each YSB staff member were:

Director

Duties:

1. Administered the total program effort.
2. Provided staff and technical assistance services to the YSAB and seven (7) Service Area Committees of the YSPAC.

3. Delivered presentations to community groups.
4. Prepared numerous documents and communications.

Service Development Coordinator

Duties:

1. Provided staff and technical assistance services to the YSAB and seven (7) Service Area Committees of the YSPAC.
2. Recruited YSB volunteers and coordinated their efforts.
3. Prepared the 1975-76 edition of: A Referral Guide to Youth Services in Charlotte and Mecklenburg County, North Carolina (1975).
4. Conducted YSB Parent Development Classes for parents of children served by the YSB.
5. Delivered presentations to community groups.
6. Provided in-service training for the YSB staff.

Direct Services Coordinator

Duties:

1. Supervised and coordinated the efforts of the intake counselor and five (5) counselors.
2. Furnished non-intensive counseling and casework services (intake, referral, and follow-up services) to children and parents referred to the YSB.
3. Conducted YSB Parent Development Classes for parents of children served by the YSB.

Intake Counselor

Duties:

1. Provided non-intensive counseling and casework

services (intake, referral, and follow-up services) to children and parents referred to the YSB.

Counselors

Duties:

1. Furnished short-term intensive counseling and casework services to parents and children served by the YSB.
2. Prepared comprehensive YSB Behavioral Evaluation Reports for all children provided intensive counseling and casework services by the YSB.

PROGRESS MADE TOWARD THE ACHIEVEMENT OF MEASUREABLE
GOALS AND OBJECTIVES SET BY THE MECKLENBURG YOUTH
SERVICES BUREAU FOR THE PERIOD
AUGUST 1, 1974, THROUGH JUNE 30, 1975

Program: Mecklenburg Youth Services Bureau

Goal:

To assist community and government in Charlotte and Mecklenburg County to prevent and treat juvenile delinquency by playing a significant role in diverting children from the juvenile court and correctional institutions to needed services and by aiding the Mecklenburg Youth Services Action Board (YSAB) and Educational, Employment, Legal, Medical, Psychological, Recreational and Social Service Area Committees of the Mecklenburg Youth Services Professional Advisory Committee (YSPAC) to identify, implement, coordinate, and monitor youth services related to the prevention and treatment of juvenile delinquency.

Progress:

Number of Juvenile Petitions
Filed Against Children
For Committing Undisciplined Acts¹

	July 1, 1973 June 30, 1974	July 1, 1974 June 30, 1975	Percentage Increase or Decrease
Truancy	55	24	56% Decrease
Other ²	501	238	52% Decrease
Juvenile Petitions Filed for Undisci- plined Acts ³	556	262	53% Decrease

- 1 Source of Data: Mrs. Judy Adams, Deputy Clerk of Superior Court, Mecklenburg County, North Carolina.
- 2 Undisciplined Acts under this classification included being ungovernable at home, or running away from home.
- 3 The number of juvenile petitions filed against children for committing undisciplined acts generally reflects the actual number of children who were alleged to have committed these non-criminal acts.

Number of Misdemeanor and Felony Offenses
Alleged in Juvenile Petitions
Filed Against Children⁴

	July 1, 1973 June 30, 1974	July 1, 1974 June 30, 1975	Percentage Increase or Decrease
Misdemeanor Offenses ⁵	1,116	971	13% Decrease
Felony Offenses ⁶	1,017	1,091	7% Increase**
Total Delinquent Offenses Alleged in Juvenile Petitions ⁷	2,133	2,062	3% Decrease

- 4 Source of Data: Mrs. Judy Adams, Deputy Clerk of Superior Court, Mecklenburg County, North Carolina.
- 5 Misdemeanor offense is defined in Black's Law Dictionary (1951) as "offenses lower than felonies and generally those punishable by a fine or imprisonment, otherwise than in a penitentiary" (i.e., larceny of an item which has a fair market value of less than \$200.00).
- 6 Felony offense is defined in Black's Law Dictionary (1951) as "a crime of a graver or more atrocious nature than those designated as misdemeanors" (i.e., larceny of an item which has a fair market value of greater than \$200.00). The number of felony offenses alleged in juvenile petitions filed during the period July 1, 1974, through June 30, 1975, does not include four (4) "capital offenses" which were alleged to have been committed by juveniles during this period.
- 7 The number of delinquent offenses alleged in juvenile petitions filed in Mecklenburg County does not indicate the actual number of children who allegedly committed delinquent acts because a single juvenile petition may have stated that one (1) child was charged with committing 10 delinquent acts.

** During the six (6) month period July 1, 1974, through December 31, 1974, 603 felony offenses were alleged in juvenile petitions filed against children. During the six (6) month period January 1, 1975, through June 30, 1975, 488 or 19% fewer felony offenses were alleged in juvenile petitions filed.

Number of Children Detained
In The Mecklenburg County
Juvenile Diagnostic Center⁸

	July 1, 1973 June 30, 1974	July 1, 1974 June 30, 1975	Percentage Increase or Decrease
Males	445	352	21% Decrease
Females	241	171	29% Decrease
Total Number Children	686	523	24% Decrease

Average Daily Population
Of The Mecklenburg County
Juvenile Diagnostic Center⁹

	July 1, 1973 June 30, 1974	July 1, 1974 June 30, 1975	Percentage Increase or Decrease
	18.8	15.5	18% Decrease

Number of Children From Mecklenburg County
Incarcerated in North Carolina
Juvenile Correctional Institutions¹⁰

	July 1, 1973 June 30, 1974	July 1, 1974 June 30, 1975	Percentage Increase or Decrease
Males	77	53	31% Decrease
Females	36	24	33% Decrease
Total Number Children Incarcerated	113	77	32% Decrease

⁸ Source of Information: Mr. John Shope, Director, Mecklenburg County Juvenile Diagnostic Center

⁹ Ibid.

¹⁰ Ibid.

Average Monthly Caseload for Each of 16
Juvenile Court Counselors in Mecklenburg County¹¹

	July 1, 1973 June 30, 1974	July 1, 1974 June 30, 1975	Percentage Increase or Decrease
	49	42	14% Decrease

Subprogram: Direct Services

Goal:

To, during the period August 1, 1974, through June 30, 1975, provide intensive or non-intensive counseling and casework services to a minimum of 350 children. These children will either be involved or on the verge of becoming involved in the juvenile justice system because they have been truant from school, and/or have run away from home, and/or have exhibited inappropriate behavior at home and/or school. Children who have committed a misdemeanor offense, but who have not had a juvenile petition signed against them for committing the act, will also be offered the aforesaid services. Children served by the YSB may be previously adjudicated delinquent by the juvenile court prior to their referral to the YSB; however, referral of a child to the YSB usually will be based on his/her exhibiting non-criminal behavior.

Progress:

Intensive or non-intensive counseling and casework services were provided to 362 children during this period. Referral source, legal status, behavioral classification, age, sex, and ethnicity of children delivered the foregoing services are stated on the following pages.

¹¹ Source of Information: Mr. Eugene Deal, Chief Court Counselor, 26th Judicial District Court Counselor Services.

Referral Source

Schools	106 (29%)
Juvenile Court Intake Counselors	79 (22%)
Parents	64 (18%)
Juvenile Court Counselors	48 (13%)
Police	40 (11%)
Youth Serving Agencies	20 (6%)
Self	4 (1%)
Attorney	1 (.02%)

Total: 362 (100%)

Age

7 :	3 (1%)
8 :	5 (1%)
9 :	4 (1%)
10 :	12 (3%)
11 :	18 (5%)
12 :	42 (12%)
13 :	57 (16%)
14 :	111 (31%)
15 :	83 (23%)
16 :	22 (6%)
17 :	5 (1%)

Total: 362 (100%)

Sex

Male:	219 (60%)
Female:	143 (40%)

Total: 362 (100%)

Ethnicity

Caucasian	180 (50%)
Negro	182 (50%)

Total: 362 (100%)

Legal Classification

Pre-Petition ¹²	306 (85%)
Post-Petition ¹³	56 (15%)

12 A child was given a "pre-petition" legal classification if he did not have a juvenile petition filed against him for committing an undisciplined or delinquent act prior to his referral to the YSB.

13 A child was given a "post-petition" legal classification if he had a juvenile petition filed against him for committing an undisciplined or delinquent act prior to his referral to the YSB.

Behavioral Classification

Truant ¹⁴	52 (14%)
Truant, Ungovernable at School	4 (1%)
Truant, Ungovernable at Home	49 (14%)
Truant, Ungovernable at School and Home	8 (2%)
Ungovernable at School ¹⁵	17 (5%)
Ungovernable at Home ¹⁶	69 (19%)
Ungovernable at School and Home	34 (9%)
Runaway ¹⁷	28 (8%)
Runaway, Ungovernable at School	1 (.02%)
Runaway, Ungovernable at Home	33 (9%)
Runaway, Ungovernable at School and Home	7 (2%)
Runaway, Truant	16 (4%)
Runaway, Truant, Ungovernable at School	0 (0%)
Runaway, Truant, Ungovernable at Home	9 (2%)
Runaway, Truant, Ungovernable at School and Home	8 (2%)

14 Truant - Any child referred to the YSB who was absent from school, without sufficient reason, in excess of thirty percent (30%) of the days school was in session prior to his referral to the YSB was classified as a "truant". A child who was absent from school because he had run away from home, but who attended school regularly when he was at home, was not classified as a "truant".

15 Ungovernable at School - Any child referred to the YSB who, prior to his referral to the YSB, was regularly sent to the school office for disciplinary reasons (i.e., fighting) was classified as "ungovernable at school".

16 Ungovernable at Home - Any child referred to the YSB who, prior to his referral to the YSB, engaged in activities which were both specifically forbidden by his parents and which constituted grounds for an undisciplined petition being signed against him (i.e., coming in at late hours or staying away from home overnight without the consent of his parents) was classified as "ungovernable at home".

17 Runaway - Any child referred to the YSB who, prior to his referral to the YSB, left his home setting for an extended period of time (2 or 3 days) without the consent of his parents was classified as "runaway".

Behavioral Classification, Cont'd

Pre-Delinquent ¹⁸	6	(.2%)
Pre-Delinquent, Truant	3	(.08%)
Pre-Delinquent, Truant, Ungovernable at Home	1	(.02%)
Pre-Delinquent, Truant, Ungovernable at School and Home	1	(.02%)
Pre-Delinquent, Ungovernable at Home	3	(.08%)
Pre-Delinquent, Runaway, Ungovernable at School and Home	3	(.08%)
Pre-Delinquent, Runaway, Truant	1	(.02%)
Delinquent ¹⁹	2	(.05%)
Delinquent, Truant	2	(.05%)
Delinquent, Truant, Ungovernable at School	1	(.02%)
Delinquent, Truant, Ungovernable at Home	1	(.02%)
Delinquent, Ungovernable at Home	2	(.05%)
Delinquent, Runaway, Truant, Ungovernable at School and Home	1	(.02%)

Total: 362 (100%)

Subprogram Element: Intensive Counseling and Casework Services (Home Visits, School Visits, Individual Counseling Sessions - 24 Hours a Day, Seven (7) Days a Week Service)

Objective:

To provide intensive counseling and casework services to a minimum of 160 children during the period August 1, 1974, through June 30, 1975.

Progress:

Intensive counseling and casework services were delivered to 170 children during this period.

- 18 Pre-Delinquent - Any child referred to the YSB because he had committed a delinquent act, but who prior to his referral to the YSB did not have a juvenile petition signed against him for committing that act was classified as a "pre-delinquent" child.
- 19 Delinquent - Any child referred to the YSB because he had committed a delinquent act, and who prior to his referral to the YSB had a juvenile petition signed against him for allegedly committing a delinquent act was classified as a "delinquent" child.

Objective:

To provide a minimum of three (3) hours of direct services (home visits, school visits, individual counseling sessions) each week to all children who receive intensive counseling and casework services.

Progress:

Data obtained on 121 of the 170 children who were provided intensive counseling and casework services indicated that an average of 2.8 hours of direct services per week were delivered to each child during his involvement with the YSB. This figure only reflects the number of counseling sessions, home visits, and school visits delivered by YSB counselors. Numerous other direct and indirect services were furnished to these children and their parents.

Objective:

To maintain a ratio of one (1) counselor to 10 children to ensure that intensive counseling and casework services provided are in fact intensive, while not maintaining a waiting list exceeding 10 children at any one time.

Progress:

The caseload of a YSB counselor generally did not surpass 10 children. On occasion, counselors were required to provide intensive counseling and casework services to as many as 12 children at one time. It should be noted that a YSB counselor generally did not offer intensive counseling and casework services to a child for more than 3.5 months.

Objective:

To play a role in diverting from the juvenile court and correctional institutions to needed services a minimum of 80% of all children who receive intensive counseling and casework services.

Progress:

One hundred and seventy (170) children received intensive counseling and casework services from the YSB staff. One hundred and thirty-two (132), or 78%, of these 170 children were classified as "pre-petition" children because a juvenile petition had not been filed against them for committing an undisciplined or delinquent act when they were referred to the YSB. Thirty-eight (38), or 22%, of these children were classified as "post-petition" children because they had a juvenile petition filed against them for committing an undisciplined or delinquent act when they were referred to the YSB.

Juvenile Court records indicated that 108, or 82%, of the 132 "pre-petition" children served did not have a juvenile petition filed against them for committing an undisciplined or delinquent act as of June 30, 1975. These children were considered to be diverted from the juvenile court. Twenty-four (24), or 18%, of these 132 "pre-petition" children did have juvenile petitions filed against them during their involvement with the YSB, five (5) for undisciplined acts and 19 for delinquent acts.

One hundred and sixty-four (164), or 96%, of the 170 children provided intensive counseling and casework services were not incarcerated in a juvenile correctional institution as of June 30, 1975. These children were considered to be diverted from juvenile correctional institutions. Six (6), or 4%, of these 170 children were committed to state training schools, four (4) for violating conditions of their probation by committing an undisciplined or non-criminal act, and two (2) for committing a delinquent act.

Objective:

To prepare a comprehensive YSB Behavioral Evaluation Report on each child who receives intensive counseling and casework services and distribute these reports to appropriate youth serving agency personnel.

Progress:

A comprehensive YSB Behavioral Evaluation Report was prepared for all 170 children who received intensive counseling and casework services. When appropriate, these reports were forwarded to youth serving agency personnel. (See Attachment C - A Confidential Behavioral Evaluation Report From The Mecklenburg Youth Services Bureau)

Objective:

To, through the utilization of YSB Consumer Evaluation Reports, provide parents and youth serving agency personnel an opportunity to express their opinions, verbally and/or in writing, concerning the quantity and quality of intensive counseling and casework services delivered to their (children-students-clients) by YSB counselors. (See Attachment D - Mecklenburg Youth Services Bureau Consumer Evaluation Report)

Progress:

YSB Consumer Evaluation Reports were forwarded to youth serving agency personnel and parents of approximately 85, or 50%, of the 170 children who received intensive counseling and casework services.

Subprogram Element: Non-Intensive Counseling and Casework Services (Intake, Referral, and Follow-up Services and Parent Development Classes)

Objective:

To provide non-intensive counseling and casework

services to a minimum of 190 children during the period August 1, 1974, through June 30, 1975.

Progress:

Non-intensive counseling and casework services were delivered to 192 children during this period.

Objective:

To play a role in diverting from the juvenile court and correctional institutions 80% of all children who receive non-intensive counseling and casework services.

Progress:

One hundred and ninety-two (192) children received non-intensive counseling and casework services from the YSB staff. One hundred and seventy-four (174) of these children were classified as "pre-petition" children. Eighteen (18), or 9%, of these children were classified as "post-petition" children.

One hundred and fifty-five (155), or 89%, of the 174 "pre-petition" children did not have a juvenile petition filed against them for committing an undisciplined or delinquent act as of June 30, 1975. These children were considered to be diverted from the juvenile court. Nineteen (19), or 11%, of the 174 "pre-petition" children did have a juvenile petition filed against them during this period, ten (10) for undisciplined acts, and nine (9) for delinquent acts.

Over ninety-nine percent (99.5%), or 191, of the 192 children who received non-intensive counseling and casework services were considered to be diverted from juvenile correctional institutions because they had not been committed to a state training school as of June 30, 1975. The one child who was incarcerated in a state training school was placed there for committing a delinquent act.

NOTE:

Intake sessions were conducted with eight (8) children and/or parents during 1974-75 for the purpose of providing these persons with information services. The children involved ranged in age from 3 to 17 years. Two (2) children were referred by parents and six (6) were self-referrals. Six (6) were females, and two (2) were males. Five (5) were Caucasian and three (3) were Negro. These children were not exhibiting behavior which could have resulted in their becoming involved in the juvenile justice system, but needed assistance to deal with their problems. Needs stated by these children and/or parents included:

1. Need for a child to be placed outside her home setting to prevent being subjected to sexual abuse by a parent.
2. Need for a guardian to place a child in a foster home because the guardian was unable to provide the child with proper care.
3. Need for a child to have a legal guardian in order that admittance to a public school could be accomplished.
4. Need for a child to return to a public school after being out of school for a few years.

It should also be mentioned that the YSB direct services coordinator and intake counselor received a minimum of 150 telephone calls each month requesting various types of information services.

Objective:

To offer all parents of children referred to the YSB an opportunity to participate in YSB Parent Development Classes.

Progress:

All parents of children to whom intensive and non-intensive counseling and casework services were offered received an invitation and encouragement to participate in YSB Parent Development

Classes. During the period August 1, 1974, through June 30, 1975, 34 Parent Development Classes were conducted by the YSB Service Development and Direct Services Coordinators. One hundred and ten (110) parents attended these classes.

Subprogram: Service Development

Goal:

To assist the Mecklenburg Youth Services Action Board (YSAB) and Service Area Committees of the Mecklenburg Youth Services Professional Advisory Committee (YSPAC) to identify, implement, coordinate, and monitor youth services related to the prevention and treatment of juvenile delinquency in Charlotte and Mecklenburg County. (See Attachment H - The Mecklenburg Youth Services Action Board) (See Attachment I - The Mecklenburg Youth Services Professional Advisory Committee)

Progress:

In February, 1975, the YSAB presented A Youth Services Plan To Prevent and Treat Juvenile Delinquency in Charlotte and Mecklenburg County, North Carolina (1975) to the Mecklenburg County Board of Commissioners. Included in this Plan were 18 findings and recommended actions made by the YSAB, a report on the juvenile justice system in Charlotte and Mecklenburg County, and numerous comprehensive youth service proposals and recommendations formulated by seven (7) Service Area Committees of the YSPAC. As of June 30, 1975, significant progress had been made toward implementing the aforesaid Plan. The YSB staff has provided staff and technical assistance to the YSAB and Service Area Committees of the YSPAC since July, 1974.

Subprogram Element: Staff and Technical Assistance Services

Objective:

To provide staff and technical assistance to the YSAB and Service Area Committees of the YSPAC.

Progress:

Since August 1, 1974, representatives from the YSB staff, usually the director and service development coordinator, have attended 69 meetings held by either the YSAB or one of the seven (7) Service Area Committees of the YSPAC. Preparation and dissemination of minutes for all these meetings were accomplished. Numerous communications and documents were also prepared for these bodies. Since June 30, 1975, the YSAB has been working to implement those actions included in the 1975 Youth Services Plan presented to the Mecklenburg County Commission. The YSB staff has, upon request by the YSAB, performed many tasks relating to this implementation process.

Objective:

To, when necessary, purchase technical assistance from consultants who by training and experience are eminently qualified to assist the YSAB and YSPAC to identify and implement a service related to the prevention and treatment of juvenile delinquency.

Progress:

The major recommendation of the YSAB in its 1975 Youth Services Plan was to develop and implement six (6) community based group home treatment units to serve those children whose behavior precluded their making a successful adjustment to foster care provided by the Mecklenburg County Department of Social Services. To facilitate and expedite the implementation of this service, the YSB contracted consultant services from Dr. Gary Timbers, director of eight (6) community based group home treatment units in Western North Carolina. Dr. Timbers prepared a comprehensive document which elucidated how Mecklenburg County could open and operate, during fiscal year 1975-76, six (6) community based group homes, using the "Teaching Family Treatment Model".

Subprogram Element: Volunteer Services

Objective:

To recruit YSB volunteers and coordinate their efforts for the purposes of providing a broad range of supportive services to YSB clients and promoting community responsibility for the development and delivery of services related to the prevention and treatment of juvenile delinquency.

Progress:

As of June 30, 1975, 46 YSB volunteers had been recruited to provide supportive services to YSB clients. During the period August 1, 1974 through June 30, 1975, 184 services were delivered to children by YSB volunteers. (See Attachment E - Volunteer Services Delivered to Children Served by the Mecklenburg Youth Services Bureau During the Period August 1, 1974, Through June 30, 1975)

Subprogram Element: Public Information

Objective:

To prepare and distribute documents to youth serving agency personnel and others which will furnish them with information about the juvenile justice system and assist them to divert children from juvenile court and correctional institutions to needed services.

Progress:

Two major documents were prepared by the YSB staff during 1974-75. They were: A Referral Guide to Youth Services in Charlotte and Mecklenburg County, North Carolina (1975) and The Mecklenburg Youth Services Bureau: A Definitive Report (1975). Fifteen hundred (1,500) copies of the youth services referral guide were distributed to youth serving agency personnel and others who had access to a significant number of children.

The director of the YSB was requested to write an article for Soundings on Youth, a bi-monthly publication of the National Center for Youth Development of the National Council on Crime and Delinquency. An article entitled: "A Community Wide Approach To Comprehensive Planning and Action" was published in the May-June 1975 issue of this publication. (See Attachment F - "A Community Wide Approach to Comprehensive Planning and Action")

Objective:

To deliver presentations to community groups in order to elicit their support for the development of services related to the prevention and treatment of juvenile delinquency in Charlotte and Mecklenburg County.

Progress:

The YSB service development coordinator or the director delivered presentations to 23 community groups. These presentations were accomplished to increase these groups' awareness of the needs of children who become involved in the juvenile justice system and obtain their support for the development of services related to the prevention and treatment of juvenile delinquency in Charlotte and Mecklenburg County.

Subprogram Element: Interagency Communication

Objective:

To identify and maintain a person at various youth serving agencies who will make his/her agency's services more accessible to parents and children served by the YSB.

Progress:

Liaisons with Family and Children's Services and the Mecklenburg County Mental Health Center were maintained.

Objective:

To increase the number of children referred to the YSB by police and juvenile court intake counselors.

Progress:

During 1974-75 referrals to the YSB from the police and juvenile court intake counselors showed a substantial increase as indicated below:

	August 1, 1973 July 31, 1974	August 1, 1974 July 31, 1975	Percentage Increase
Referrals to the YSB from Police	9	40	344%
Referrals to the YSB from Juvenile Court Intake Counselors	39	79	103%

Objective:

To meet with youth serving agency personnel for the purposes of disseminating information about the YSB and identifying ways in which the YSB can work more cooperatively with other agencies for the benefit of children.

Progress:

Nine (9) meetings were held with representatives of 8 different youth serving agencies to accomplish this objective. Approximately 120 persons attended these meetings.

In an effort to become more accessible to Charlotte and Mecklenburg County Police, the YSB staff began, in March, 1975, accepting telephone referrals from police officers during the hours 8:00 P.M. to 11:00 P.M., seven (7) days per week.

Subprogram Element: In-Service Training

Objective:

To provide two (2) hours of in-service training per month to YSB staff members.

Progress:

During the period August 1, 1974, through June 30, 1975, 24 hours of in-service training was delivered to the YSB staff. Six (6) hours of this training were provided by Dr. Peter Lamal, Assistant Professor of Psychology, University of North Carolina at Charlotte. Eighteen (18) hours of in-service training were furnished by various members of the YSB staff.

MEASUREABLE GOALS, OBJECTIVES, AND MANAGEMENT INDICATORS
ESTABLISHED BY THE
MECKLENBURG YOUTH SERVICES BUREAU
FOR THE PERIOD
JULY 1, 1975, THROUGH JUNE 30, 1976

Program: Youth Services Bureau (YSB)

Goal:

To assist community and government in Charlotte and Mecklenburg County to prevent and treat juvenile delinquency by playing a significant role in diverting children from the juvenile court and correctional institutions to needed services and by aiding the Mecklenburg Youth Services Action Board (YSAB) and the Employment, Education, Legal, Medical, Psychological, Recreational and Social Service Area Committees of the Mecklenburg Youth Services Professional Advisory Committee (YSPAC) to identify, implement, coordinate, and monitor youth services related to the prevention and treatment of juvenile delinquency.

Subprogram: Direct Services

Goal:

To, during the 1975-76 fiscal year, provide intensive or non-intensive counseling and casework services to a minimum of 400 children. These children will either be involved or on the verge of becoming involved in the juvenile justice system because they have been truant from school, and/or have run away from home, and/or have exhibited inappropriate behavior at home and/or school. Children who have committed a misdemeanor offense, but who have not had a juvenile petition signed against them for committing the act will also be offered the aforesaid services.

Subprogram Element: Intensive Counseling and Casework Services (Home Visits, School Visits, Individual Counseling Sessions, 24 Hours a Day, Seven (7) Days per Week)

Objectives:

1. To provide intensive counseling and casework services to a minimum of 160 children.
2. To provide a minimum of 3 hours of direct services (home visits, school visits, individual counseling sessions) each week to all children who receive intensive counseling and casework services.
3. To maintain a ratio of 1 counselor to 10 children to ensure that the counseling and casework services provided are in fact intensive while not having a waiting list for intensive services exceeding 10 children at any one time.
4. To play a role in diverting from the juvenile court and correctional institutions to needed services a minimum of 80% of all children who receive intensive counseling and casework services.
5. To, during their involvement with the YSB, refer a minimum of 90% of all children who receive intensive counseling and casework services to other youth serving agencies.²⁰
6. To prepare a comprehensive YSB Behavioral Evaluation Report on each child who receives intensive counseling and casework services and distribute these reports to appropriate youth serving agency personnel.
7. To, through the utilization of YSB Consumer Evaluation Reports, provide parents and youth serving agency personnel an opportunity to express their opinions, verbally and/or in writing, concerning the quantity and quality of intensive counseling and casework services delivered to their (children-students-clients) by YSB counselors.

²⁰ The word "refer" as stated here means that a YSB staff member will direct a client to another agency and the client will meet with a representative of that agency a minimum of one time.

8. To obtain follow-up data on all children who receive intensive counseling and casework services three (3), six (6), and twelve (12) months after YSB services have been terminated.

Subprogram Element: Non-Intensive Counseling and Casework Services (Intake, Referral, Follow-Up Services, and Parent Development Classes)

Objectives:

1. To provide non-intensive counseling and case-work services to a minimum of 240 children.
2. To play a role in diverting from the juvenile court and correctional institutions 80% of all children who receive non-intensive counseling and casework services.
3. To offer all parents of children referred to the YSB an opportunity to participate in Parent Development Classes. (These classes will be conducted by the YSB staff Monday evenings from 7:30 P.M. to 9:30 P.M.)

Subprogram: Service Development

Goal:

To assist the YSAB and the Service Area Committees of the YSPAC to identify, implement, coordinate, and monitor youth services related to the prevention and treatment of juvenile delinquency.

Subprogram Element: Staff and Technical Assistance Services

Objectives:

1. To provide staff and technical assistance to the YSAB and the Service Area Committees of the YSPAC.
2. To, when necessary, purchase technical assistance from consultants who by training and experience are eminently qualified to assist the YSAB and YSPAC identify and implement

services related to the prevention and treatment of juvenile delinquency (i.e., Community-Based Group Home Treatment Units).

Subprogram Element: Training and Evaluation Services

Objectives:

1. To, upon request, furnish training and evaluation services to those youth serving agencies who offer services to children served by the YSB or the juvenile court. (i.e., training persons to become "Teaching Parents" in a community based group home and evaluating the effectiveness of a group home.)

Subprogram Element: Volunteer Services

Objectives:

1. To recruit volunteers and coordinate their efforts for the purposes of providing a broad range of supportive services to YSB clients and promoting community responsibility for the development and delivery of services related to the prevention and treatment of juvenile delinquency.

Subprogram Element: Public Information

Objectives:

1. To prepare and distribute documents to youth serving agency personnel and others which will furnish them with information about the juvenile justice system and assist them to divert children from juvenile court and correctional institutions to needed services (i.e., A Referral Guide To Youth Services in Charlotte and Mecklenburg County, North Carolina, 1975-76).
2. To deliver presentations to community groups to elicit their support for the development of services related to the prevention and treatment of juvenile delinquency.

Subprogram Element: Interagency Communication

Objectives:

1. To identify and maintain persons at all youth serving agencies in Charlotte and Mecklenburg County who will serve as liaisons to the YSB. These liaisons should make their agencies' services more accessible to children and parents served by the YSB.
2. To meet with youth serving agencies for the purposes of disseminating information about the YSB and identifying ways in which the YSB can work more cooperatively with other agencies for the benefit of children.

Subprogram Element: In-Service Training

Objectives:

1. To provide four (4) hours of in-service training per month to YSB staff members.

Management Indicators

Progress Made Toward the Prevention and Treatment of Juvenile Delinquency in Charlotte and Mecklenburg County (Direct Services and Service Development)

1. Number of juvenile petitions filed against children for committing undisciplined acts during specified months in FY 75-76 as compared to the same months in FY 74-75 and FY 73-74.
2. Number of misdemeanor offenses alleged in juvenile petitions filed against children during specified months in FY 75-76 as compared to the same months in FY 74-75 and FY 73-74.
3. Number of felony offenses alleged in juvenile petitions filed against children during specified months in FY 75-76 as compared to the same months in FY 74-75 and FY 73-74.

4. Number of children from Charlotte and Mecklenburg County incarcerated in North Carolina juvenile correctional institutions during specified months in FY 75-76 as compared to the same months in FY 74-75 and FY 73-74.
5. Number of children detained in the Mecklenburg County Juvenile Diagnostic Center during specified months in FY 75-76 as compared to the same months in FY 74-75 and FY 73-74.
6. Average daily population of the Mecklenburg County Juvenile Diagnostic Center during specified months in FY 75-76 as compared to the same months in FY 74-75 and FY 73-74.
7. Average monthly caseloads of individual juvenile court counselors during specified months in FY 75-76 as compared to the same months in FY 74-75 and FY 73-74.

Direct Services

Intensive Counseling and Casework Services

1. Number of children provided intensive counseling and casework services.
2. Average number of hours of direct services delivered per week to children who received intensive counseling and casework services.
3. Number of children who received intensive counseling and casework services in FY 75-76 against whom a juvenile petition had been filed for committing an undisciplined or delinquent act prior to their referral to the YSB ("Pre-Petition" Child).
4. Number of "pre-petition" children who received intensive counseling and casework services in FY 75-76 who had a juvenile petition filed against them for committing an undisciplined or delinquent act during the period between their date of referral

to the YSB and June 30, 1976.

5. Number of "pre-petition" children who received intensive counseling and casework services in FY 75-76 who were incarcerated in a North Carolina juvenile correctional institution during the period between the date of their referral to the YSB and June 30, 1976.
6. Number of children who received intensive counseling and casework services who had a juvenile petition filed against them for committing an undisciplined or delinquent act prior to their referral to the YSB ("Post-Petition" Child).
7. Number of "post-petition" children who were incarcerated in a North Carolina juvenile correctional institution during the period between the date of their referral to the YSB and June 30, 1976.
8. Average caseloads of YSB counselors providing intensive counseling and casework services.
9. Largest number of children, at any one time, on the YSB waiting list to receive intensive counseling and casework services.
10. Number of comprehensive YSB Behavioral Evaluation Reports prepared by YSB counselors and the number of these reports which were sent to youth serving agency personnel.
11. Number and percentage of children provided intensive counseling and casework services who were referred to other youth serving agencies during their involvement with the YSB.
12. Number of YSB Consumer Evaluation Reports sent to persons whose (children-students-clients) received intensive counseling and casework services.

13. Number of children who received intensive counseling and casework services for whom a YSB Follow-Up Report was accomplished.

Non-Intensive Counseling and Casework Services

1. Number of children provided non-intensive counseling and casework services.
2. Number of "pre-petition" children who received non-intensive counseling and casework services during FY 75-76.
3. Number of "pre-petition" children who received non-intensive counseling and casework services in FY 75-76 who had a juvenile petition filed against them for committing an undisciplined or delinquent act during the period between the date of their referral to the YSB and June 30, 1976.
4. Number of "pre-petition" children who received non-intensive counseling and casework services during FY 75-76 who were incarcerated in a North Carolina juvenile correctional institution during the period between the date of their referral to the YSB and June 30, 1976.
5. Number and percentage of "post-petition" children who received non-intensive counseling and casework services in FY 75-76 who were incarcerated in a North Carolina juvenile correctional institution during the period between the date of their referral to the YSB and June 30, 1976.
6. Number of YSB Parent Development Classes offered to parents of children served by the YSB and the number of persons who participated in these classes.

Service Development

Staff and Technical Assistance

1. Number of YSAB and YSPAC Service Area Committee meetings attended.
2. Number and type of documents and communications prepared for the YSAB and YSPAC Service Area Committees.
3. Number and type of tasks performed for the YSAB and YSPAC Service Area Committees.
4. Type(s) of technical assistance purchased by the YSB to aid the YSAB and YSPAC Service Area Committees to identify and implement services related to the prevention and treatment of juvenile delinquency.

Training and Evaluation Services

1. Number and type of training and evaluation services provided to youth serving agencies.

Volunteer Services

1. Number of YSB Volunteers recruited.
2. Number and types of services delivered to children by YSB Volunteers.
3. Actions taken by YSB Volunteers to affect the development of juvenile delinquency prevention and treatment services.

Public Information

1. Number and types of documents prepared by the YSB staff and distributed to youth serving agency personnel.
2. Number of presentations delivered to community groups by the YSB staff and the names of these groups.

Interagency Communication

1. Number and names of youth serving agencies which have appointed one of their staff members to serve as a liaison to the YSB.
2. Number of meetings held with staff members of other youth serving agencies for the purposes of disseminating information about the YSB and identifying ways in which the YSB can work more cooperatively with other agencies for the benefit of children.

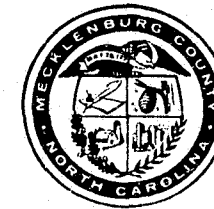
In-Service Training

1. Number of hours of in-service training provided to YSB staff members.

CONCLUSION

The information included in this report clearly demonstrates that the YSB made advancements toward achieving its stated measureable goals and objectives during the period August 1, 1974, through June 30, 1975. It seems evident the accomplishment of those goals and objectives established for the YSB resulted in a substantial savings in both human and economic resources.

This document also promulgates the premise that by significantly reducing the number of children who become involved in the juvenile court and correctional institutions during the 1974-75 fiscal year, Charlotte and Mecklenburg County made progress toward preventing and treating juvenile delinquency. The author of this report emphasizes that progress which has been made in the area of delinquency prevention and treatment in Charlotte and Mecklenburg County could not have been attained without assiduous, cooperative, concerned efforts on behalf of the Mecklenburg County Board of Commissioners, the Mecklenburg Youth Services Action Board, and youth serving agencies represented on the Educational, Employment, Legal, Medical, Psychological, Recreational, and Social Service Area Committees of the Mecklenburg Youth Services Professional Advisory Committee.



BOARD OF COUNTY COMMISSIONERS

MECKLENBURG COUNTY
CHARLOTTE, NORTH CAROLINA 28202

720 EAST FOURTH STREET

ATTACHMENT A

PROCEDURES WHICH SHALL BE EMPLOYED BY THE MECKLENBURG YOUTH SERVICES ACTION BOARD TO IDENTIFY, COORDINATE, IMPLEMENT AND MONITOR YOUTH SERVICES RELATED TO THE PREVENTION AND TREATMENT OF JUVENILE DELINQUENCY IN CHARLOTTE AND MECKLENBURG COUNTY

Identification of Youth Services

Procedures

1. The Mecklenburg Youth Services Action Board (YSAB) shall encourage youth serving agencies and other appropriate organizations in Charlotte and Mecklenburg County which are interested in developing those services identified in A Youth Services Plan to Prevent and Treat Juvenile Delinquency in Charlotte and Mecklenburg County, North Carolina (1975), or other services related to delinquency prevention and treatment, to submit comprehensive youth service proposals to the YSAB. All proposals submitted to the YSAB shall include, as a minimum, the following:
 - a. A description of the specific service which the agency plans to develop.
 - b. A description of the nature and scope of the problems which the service will remediate.
 - c. A list of measureable objectives which must be achieved in order for the service to be considered successfully implemented.
 - d. A description of the methods and procedures which will be employed in order to achieve measureable objectives established for the service.
 - e. A description of the evaluation procedures which will be used to measure progress made toward achieving measureable objectives set for the service program.
 - f. A projected line-item budget and budget narrative for the service.

The Director or Service Development Coordinator of the Mecklenburg Youth Services Bureau will be available to assist youth-serving agencies or organizations to prepare youth service proposals.

2. All youth service proposals submitted to the YSAB which adhere to the required format, and which are directly related to the prevention and treatment of juvenile delinquency, shall be referred to an appropriate service area committee(s) of the Mecklenburg Youth Services Professional Advisory Committee (YSPAC) for its critical evaluation. Service area committee(s) shall recommend actions to the YSAB concerning each proposal it evaluates.

Service area committees of the YSPAC shall include representatives from all public and private youth serving agencies in Charlotte and Mecklenburg County and represent the following areas:

1. Educational Services
2. Psychological Services
3. Medical Services
4. Employment Services
5. Social Services
6. Recreational Services
7. Legal Services

Coordination of Youth Services

Procedures

1. Significant involvement by members of service area committees of the YSPAC in the identification and development of new youth services shall occur as this will augment the chances that duplication of youth services will be reduced and gaps in services will be filled expeditiously. Further, it is believed that public and private youth serving agencies, through their participation on YSPAC service area committees, will better coordinate their efforts to deliver services to children.

Implementation of Youth Services

Procedures

1. The YSAB shall seek financial support from the public and/or private sectors for services identified in youth service proposals which have been reviewed and approved by the YSAB; in consultation with a service area committee(s) of the YSPAC.

Monitoring of Youth Services

Procedures

1. The YSAB shall require measureable objectives to be set for all service programs for which it requests financial support from the public and/or private sectors. The degree to which measureable objectives established for service programs are achieved shall be determined. Each agency which administers a youth service recommended by the YSAB shall submit a definitive report to the YSAB which elucidates progress made toward achieving measureable objectives set for the service program. This definitive report shall be submitted at a time designated by the YSAB.

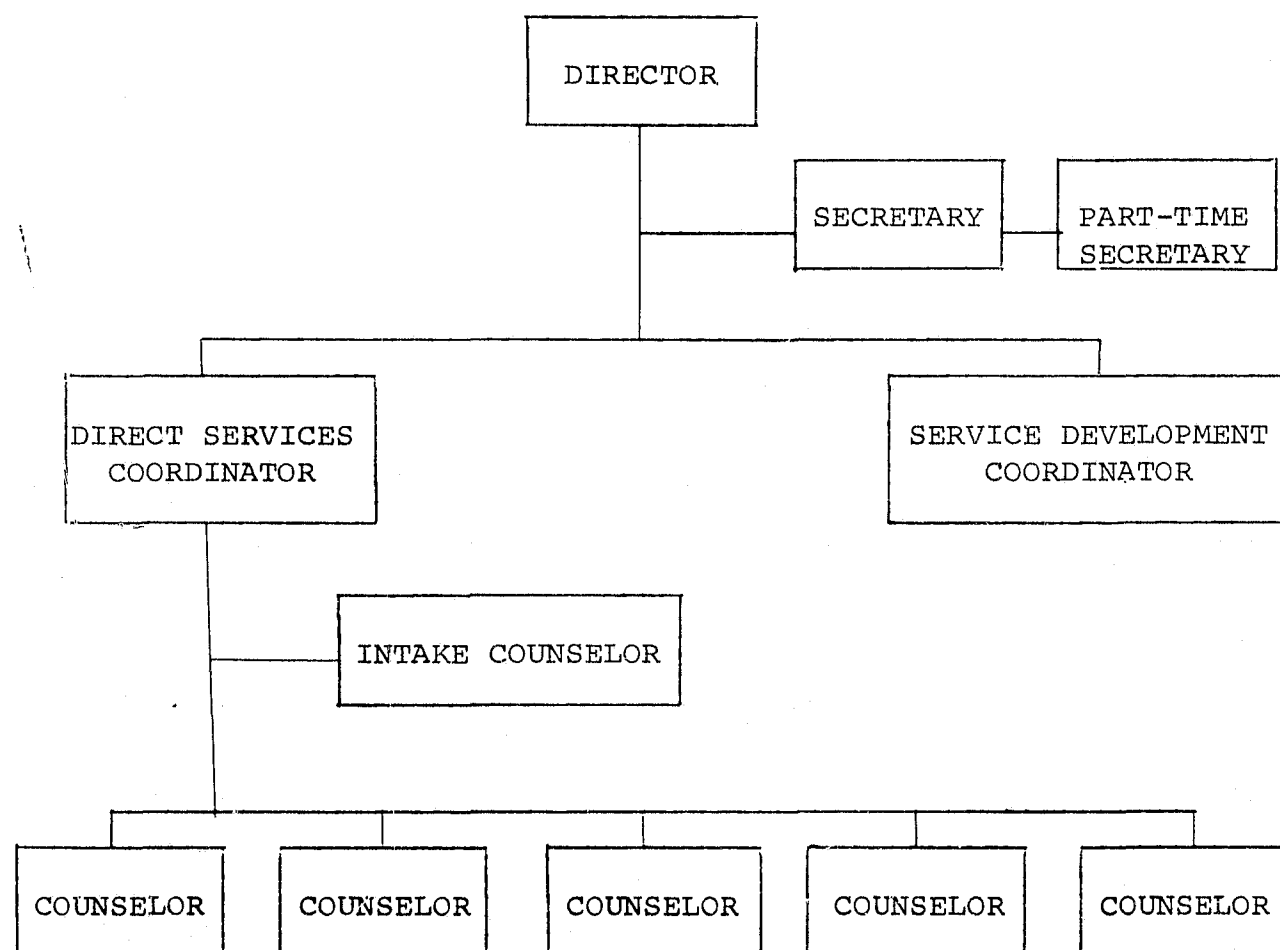
The YSAB shall only recommend continuation of those service programs which make significant progress toward achieving their measureable objectives and which document their cost effectiveness in terms of economic and human resources saved.

Elisabeth G. Hair Chairman
Mecklenburg County Board of Commissioners

July 7, 1975
(Date)

ATTACHMENT B

ORGANIZATIONAL CHART FOR THE MECKLENBURG
YOUTH SERVICES BUREAU STAFF
DURING THE PERIOD
AUGUST 1, 1974 THROUGH JUNE 30, 1975



ATTACHMENT C

A CONFIDENTIAL BEHAVIORAL EVALUATION REPORT
FROM THE MECKLENBURG YOUTH SERVICES BUREAU²¹

General Information

Name of Child: James Green

Age: 12 Birthdate: 11-12-62 Sex: M Race: Caucasian

Address: 1640 Soldier Street Telephone: 898-0000

Referral Source: Parent Date of Referral: 2-20-75

Legal Status: Pre-Petition

Behavioral Classification: Runaway, Ungovernable at Home

Parent or Guardian Employer Telephone

Mrs. Eula Smith (mother) Ballanee Nursing Home 897-0000

Mr. John Smith (stepfather) Fruit Juices, Inc. 896-0000

Others in Home (Age and Relationship):

Stepbrothers: Jake 10, Brad 8

Stepsister: Angie 4

School: Jones Elementary Grade Level: 6

School Contacts: Mrs. Doe (teacher)

School Attendance Before YSB Participation: 90 % 90/100 days

During YSB Participation: 92 % 55/60 days

Test Scores:

Wide Range Achievement Test (3-75): Reading 4.0, Spelling 4.0, Arith. 5.0

Bender Gestalt Test (3-75): No Visual Motor Problems

Intellectual Functioning: Normal (3-75) School Psychologist

Other Agencies Which Have Provided or Are Presently Providing Services to Child and/or Family:

Agency	Date of Involvement	Contact Person
Family and Children's Services	5-6 to Present	Mr. Don Smith

²¹ This report was prepared for a fictitious YSB client; however, it is representative of the type of report developed and distributed to appropriate youth serving agencies by the YSB staff.

Diagnosis of Specific Factors Directly Related to Child's Behavior

Skills or Skill Deficiencies Which Influenced Child's Behavior

POSITIVE	Academic Is capable of improving reading, spelling, reading and arithmetic skills.	Social Has good eye contact when talking with adults. Participates in class activities. Has positive interactions with his stepbrothers and stepsister.	Other Possesses excellent athletic skills in basketball, baseball and football.
	NEGATIVE Presently performs 2 years below grade level in reading, and spelling. Finds it difficult to complete class assignments on time.	Uses abusive language toward his stepfather when he receives any type of criticism from him.	

Environmental Factors Which Influenced Child's Behavior

Home: Both Mr. and Mrs. Smith work long hours and are not generally aware of James' whereabouts on a consistent basis. Mr. Smith has a drinking problem. Mrs. Smith reported to the counselor that Mr. Smith has, while intoxicated, administered harsh physical punishment to James. James indicated that he does not like his stepfather and usually leaves the home setting when he knows Mr. Smith will be there. Mr. and Mrs. Smith engage in frequent arguments concerning how James should be disciplined.

School: James' teacher, Mrs. Doe, has taken a special interest in James, as indicated by the fact that she has on occasion provided him part-time work experiences at her home. Further, she constantly praises James when he exhibits appropriate behavior at school. Succinctly, Mrs. Doe offers James a school environment which he finds meaningful. This is demonstrated by his high rate of school attendance.

Community: James and his family live in a middle income neighborhood. James spends most of his time playing football, basketball, or baseball with his friends at either the North Charlotte YMCA or at a park on Brevard Street. James, without the permission of his parents, often stays at his friends' houses for period up to three (3) days. He usually tells his friends' parents that his mother has given him permission to stay away from home.

Additional Information:

INTAKE

During the intake session with Mr. and Mrs. Smith, Mr. Smith stated he wanted his son committed to a state training school. He indicated he has spent a year in a training school when he was 14 years of age and that this experience had straightened him out. Mrs. Smith said she did not want him sent to a training school. Mr. Smith said his wife cared more about James than she did about him. He stressed his desire to have James placed outside the home. Both Mr. and Mrs. Smith stated they desired James to begin exhibiting the following behaviors:

1. To come home at a designated time each night.
2. To leave the home only with the permission of either Mr. or Mrs. Smith.

James stated that he wanted his stepfather to:

1. Ask him to perform a task without yelling at him.
2. Stop hitting him with his fists, particularly when Mr. Smith is drinking.

Potential reinforcers James identified were:

1. Playing on his Little League baseball team
2. Receiving an allowance
3. Spending the night with his friends
4. Purchasing a new baseball glove

BEHAVIOR ANALYSIS

Target²²: James

Mediator²³: Mr. & Mrs. Smith

Pinpointed Behavior: Coming home at a designated time each night.

Competing Behavior: Spending the night with friends without his parents permission

Change Procedure(s)

1. A behavior contract was negotiated between James and his parents.
(See attached behavior contract)
2. The YSB counselor taught Mr. and Mrs. Smith teaching skills which they could use when interacting with James. They were taught how to:
 - a. Praise appropriate behavior
 - b. Describe inappropriate behavior
 - c. Describe appropriate behavior
 - d. Give rationales for appropriate and inappropriate behavior
 - e. Obtain acknowledgements from James
 - f. Establish consequences for James' behavior
 - g. Use a soft voice tone and have good eye contact when interacting with James
 - h. Make requests rather than make demands of James
3. James was taught social skills he could use when responding to negative remarks or criticism from his parents. Some of these skills were:
 - a. Maintaining good eye contact with parents when he interacted with them
 - b. Attending to requests of parents
 - c. Reinforcing father for appropriate behavior

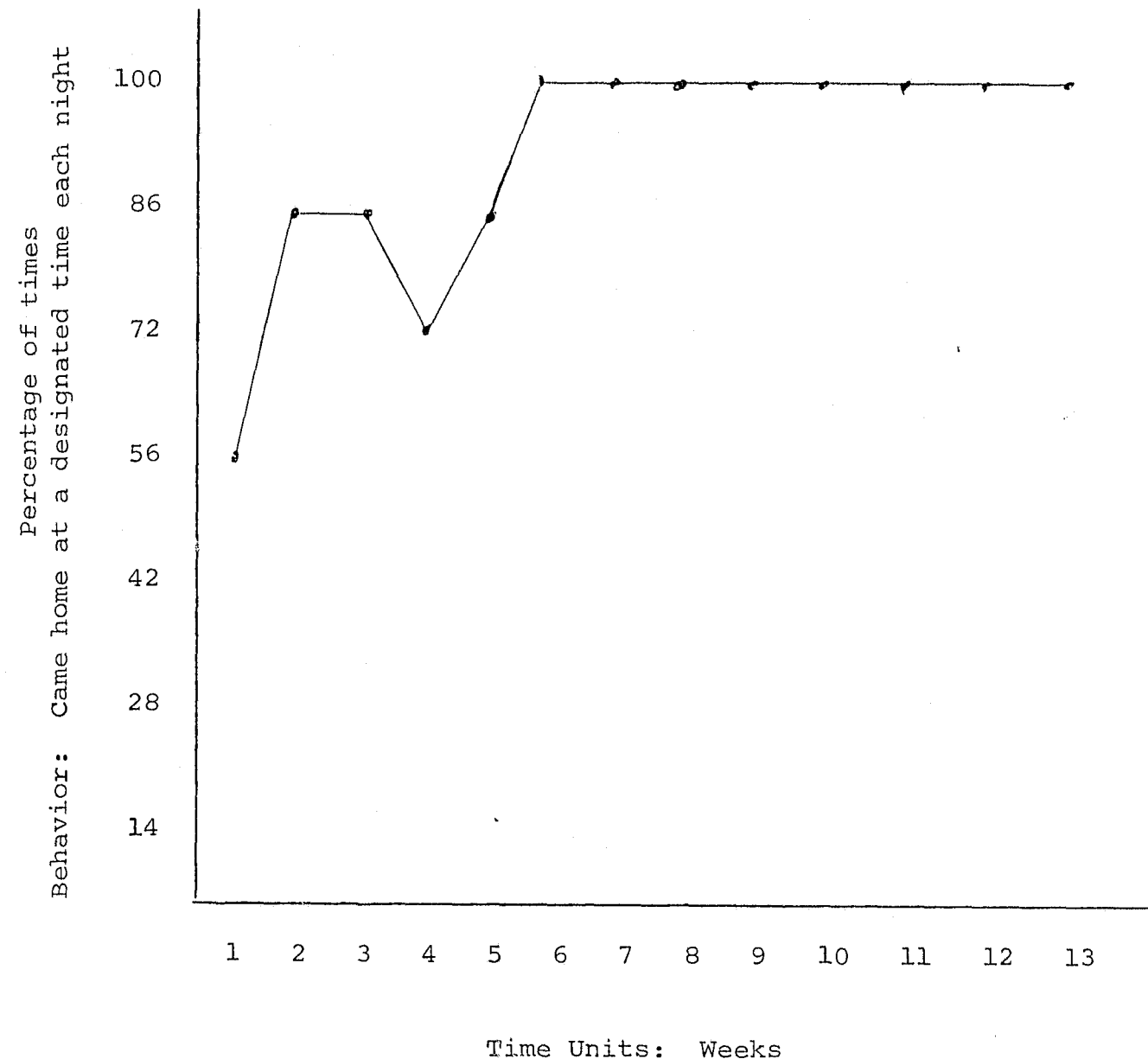
Results:

1. The behavior contract between James and his parents proved to be effective.
2. Both Mr. and Mrs. Smith demonstrated competency in using teaching skills during sessions with the YSB counselor; however, Mr. Smith found it very difficult to use these skills when interacting with James. Mr. Smith continued to reiterate his dislike for James. He and his wife continued to argue over how they should deal with James' behavior.
3. James learned sufficient social skills to enable him to deal somewhat effectively with criticism directed toward him by Mr. Smith.

21 Target refers to anyone who is exhibiting an undesirable behavior.

22 Mediator refers to anyone who possesses target's reinforcers and who can place reinforcers on contingency. (Parent, teacher, child, etc.)

BEHAVIOR CHART



A MECKLENBURG YSB BEHAVIOR RECORDING CHART

Child: James Green Counselor: - - - Date: 5-20-75

Behavior: Attended School on a Regular Basis

Weeks	Percent
1	X X X X X 100
2	X X X X X 100
3	X X X X X 100
4	X X X X X 100
5	X X X X X 100
6	X X X X X 100
7	X X X X X 100
8	X X X X X 100

Weeks	Percent
9	SICK 0
10	X X X X X 100
11	X X X X X 100
12	X X X X X 100
13	X X X X X 100
14	
15	
16	
TOTAL	
55/60 92	
Days Percent	

Pre YSB School Attendance: 70/100 90
Days Percent

Behavior: Refrained from Being Sent to the School Office for Disciplinary Reasons

Weeks	Percent
1	X X X X X 100
2	X X X X X 100
3	X X X X X 100
4	X X X X X 100
5	X X X X X 100
6	X X X X X 100
7	X X X X X 100
8	X X X X X 100

Weeks	Percent
9	SICK 0
10	X X X X X 100
11	X X X X X 100
12	X X X X X 100
13	X X X X X 100
14	
15	
16	
TOTAL	
100	
Percent	

Behavior: Came Home at a Designated Time Each Night

Weeks	Percent
1	X X X X 56
2	X X X X X 80
3	X X X X X 80
4	X X X X X 72
5	X X X X X 80
6	X X X X X 100
7	X X X X X 100
8	X X X X X 100

Weeks	Percent
9	X X X X X 100
10	X X X X X 100
11	X X X X X 100
12	X X X X X 100
13	X X X X X 100
14	
15	
16	
TOTAL	
91	
Percent	

Note: Counselor should [X] space every day child performs specified behavior. Days on which school is not in session should be denoted with a diagonal line [/].

Any child who performs all the behaviors denoted above at a 90% efficiency level for eight consecutive weeks during their participation with the YSB, will receive a Mecklenburg YSB Certificate of Achievement and a \$10 cash award.

Comments Relating to YSB Counselor's Involvement with Child, Parent(s), Teacher(s), and Others in the Child's Natural Environment

Child: James indicated he wanted to change the responses of his parents toward him. He used the social skills he learned from the counselor to effect some of the desired changes. James continued to resent the presence of his stepfather in the home.

Parents: Mr. and Mrs. Smith have learned how to increase some of James' appropriate behaviors. Although the home situation is not as volatile as it once was, Mr. and Mrs. Smith continue to have serious marital problems, some of which are directly related to James' presence in the home. Hopefully, services they are receiving from Family and Children's Services will assist them to resolve their marital difficulties.

Teacher: Mrs. Doe continues to provide James with a school setting which he finds meaningful. She has also been successful in aiding James to complete his class assignments more quickly. The procedures she used to effect this behavior change were to:

1. Give James verbal praise and attention when he was working on his classroom assignments.
2. Allow James the privilege of being first in the lunch line when he completed his class assignment during a specified time period.

DIRECT SERVICES SUMMARY

YSB Counselor: - - -

Period of Involvement: 2-20-75 through 5-20-75

No. of Weeks Child Participated with YSB 13

No. of Counseling Sessions Delivered to Child 20

No. of Home Visits²³ Made by Counselor 12

No. of School Visits²⁴ Made by Counselor: 7

No. of Telephone Contacts Made by Counselor: 15

YSB Volunteer Services Received by Child:

1. Attending a college basketball game
2. Pitching baseball
3. Playing basketball

Services To Which Child and/or Family Were Referred By YSB Counselor
(* Refers to Those Services Which Were Utilized)

1. YSB Parent Development Classes *
2. Family and Children's Services *

Services Needed by Child and/or Family Which Are Either Unavailable
or Unavailable in Sufficient Quantity to Meet Their Needs:

At some point, James may need to be placed in a community based
group home where he can be provided an opportunity to learn
additional academic and social skills which will enable him to
make a more successful adjustment to his home and school setting.

- 23 A Home Visit would occur when a YSB counselor visits a child's
home and confers with the child's parents about the child.
- 24 A School Visit would occur when a YSB counselor visits a child's
school and confers with school personnel about the child.

Recommendations and Rationales

Recommendation: The YSB will terminate its services to James as
of May 20, 1975.

Rationale: James has been coming home at a time designated
by his parents on a regular basis. Further,
Mr. and Mrs. Smith and James have learned some
skills which will hopefully help them to inter-
act with each other more effectively.

Recommendation: Mr. and Mrs. Smith should continue to receive
services from Family and Children's Services.
(This referral was made on 5-6-75.)

Rationale: Mr. and Mrs. Smith have marital problems which
certainly reduce their effectiveness as parents.
Family and Children's Services may assist this
family to resolve some of their conflicts.

Counselor: - - -

Direct Services Coordinator: - - -

Director: - - -

Today's Date: - - -

ATTACHMENT D

MECKLENBURG YOUTH SERVICES BUREAU
CONSUMER EVALUATION

Client: James Green Today's Date: 5-21-75

If James returns home by or
before 6:30 p.m. on any night
Then he will earn 25¢ of his
\$1.75 weekly allowance. He
will also earn the privilege
of practicing in the afternoon
with his Little League base-
ball team.

If James returns home by
or before 6:30 p.m. for 7
consecutive nights
Then he will earn the pri-
vilege of spending the night
with one of his friends on
the following Friday or
Saturday night.

YSB Counselor: - - -

Dear Mr. and Mrs. Smith :

In order to continually improve the services we offer, I would like to ask your help. Please give me your evaluation of the services we have provided to you thus far.

Some of the things you may want to include are:

1. Has our counselor been in contact with you each week?
yes _____ no _____
2. Have you been able to reach the counselor when you
needed to do so?
yes _____ no _____
3. Have we provided information to you which has helped
you to improve the behavior of your child and/or
student?
yes _____ no _____

Comments: _____

If you do not have the time to complete this form, please feel free to call me at 374-2926 in order to give me the information.

Thank you for your cooperation.

Sincerely,

S. Catherine Hooper
Direct Services Coordinator
Mecklenburg Youth Services Bureau

Signed Parent

Signed YSB Intake Counselor

This contract will be reviewed 2 weeks from date of agreement.

VOLUNTEER SERVICES DELIVERED TO CHILDREN
SERVED BY THE MECKLENBURG YOUTH SERVICES BUREAU
DURING THE PERIOD AUGUST 1, 1974, THROUGH JUNE 30, 1975

Doing Yard Work (Part-time Work)
Attending a Cookout
Attending Honda Production
at Charlotte Motor Speedway
Attending a Movie
Going on a Beach Trip
Home Visit with Volunteer
Receiving One to One Tutoring
Going Roller Skating
Playing Mini-Golf
Visiting the Nature Museum
Attending a Football Game
Visiting Carowinds
Visiting UNCC Campus
Attending a Halloween Party
Attending Mecklenburg County
Fair
Visiting the Salt Cellar
Taking Trip to Salisbury
Going Ice Skating
Swimming
Attending Church
Playing Tennis
Attending a Softball Game

Attending a Concert
Attending a Hockey Game
Visiting with Volunteer
for a weekend
Visiting the Mint Museum
Riding in a Car
Having Lunch with Volunteer
Visiting South Park
Shopping Center
Visiting a Dairy Farm
Playing Pool
Playing Pin-Ball
Cooking Lessons
Karate Lessons
Going to the Park
Playing Chess
Bicycling
Going Fishing
Doing Arts and Crafts
Sending Thanksgiving Cards
Talking Together
Playing Basketball
Going Window Shopping
Christmas Presents (Given
to child by volunteer)

Charlotte, North Carolina — —

A Community-Wide Approach to Comprehensive Planning and Action

by C. Wayne Heasley,
Director, Mecklenburg YSB
Charlotte, North Carolina

In February, 1975, the Mecklenburg Youth Services Action Board (YSAB) presented to the Mecklenburg County Board of Commissioners a 113-page document entitled: *A Youth Services Plan to Prevent and Treat Juvenile Delinquency in Charlotte and Mecklenburg County, North Carolina*. This Plan, which was developed through the combined resources of the YSAB, service area committees of the Mecklenburg Youth Services Professional Advisory Committee (YSPAC), and the Mecklenburg Youth Services Bureau (an agency of county government) received an enthusiastic endorsement from the County Commissioners by the Chairman, Task Force on Administration of Justice and Corrections Services of the Citizens Committee on Family and Child-Care Study and the Task Force on Public Safety and Security of Dimensions for Charlotte-Mecklenburg. Both of these groups have the official sanction of city and county government officials and other community organizations.

Included in the Plan are 18 findings and recommended actions made by the YSAB, a report on the juvenile justice system in Charlotte and Mecklenburg County, and numerous comprehensive youth service proposals and recommendations formulated by seven YSPAC service area committees.

Following are five of the eighteen actions recommended in the Plan:

1. The Mecklenburg County Department of Social Services should develop a minimum of six community-based group home treatment units for all those children within its custody who are exhibiting behavior which precludes their making successful adjustment to foster care;

2. The Charlotte-Mecklenburg Schools should develop "In-School Suspension Programs" in all its 21 junior high schools;

3. The Charlotte-Mecklenburg Schools' Street Academy should be expanded to serve an additional 200 children who are chronic truants and/or exhibiting behavior which results in their being sent to their school offices on a regular basis for disciplinary reasons;

4. The Mecklenburg County Board of Commissioners should endorse efforts of the Human Services Department of Central Piedmont Community College, in conjunction with a number of youth

serving agency personnel in Charlotte and Mecklenburg County, to offer competency-based parent development courses for all parents in Charlotte and Mecklenburg County. These courses will be available in 23 strategically located learning centers, and

5. The Mecklenburg County Board of Commissioners should request the state legislative delegation from Mecklenburg County to introduce legislation which will provide state funding to all county governments within the state in order that they might develop services which can serve as alternatives to juvenile correctional institutions for children.

Some objective indicators of the progress a county is making toward preventing and treating juvenile delinquency are:

1. The number of petitions filed against children for committing status offenses;

2. The number of misdemeanor and felony offenses alleged in delinquent petitions filed against children;

3. The number of children incarcerated in state juvenile correctional institutions;

4. The number of children detained in a juvenile detention center and the average number of days children are required to remain in a detention center, and

5. The size of juvenile court counselor caseloads.

By or before June 30, 1976, the YSAB anticipates that significant progress will have been made toward implementing all those actions recommended in the Plan. Further, the YSAB expects a substantial decrease in all the foregoing indicators to occur by or before June 30, 1976. A report on progress which has been made toward implementation of the Plan and information relating to whether there is an increase or decrease in the preceding indicators will be presented to the Mecklenburg County Board of Commissioners in July, 1975, January, 1976 and July, 1976.

Rather than elucidate the specifics of how *A Youth Services Plan to Prevent and Treat Juvenile Delinquency in Charlotte and Mecklenburg County, North Carolina* was accomplished, I will suggest some basic procedures, learned through experience, which communities and local governments might follow when formulating their own Plan to prevent and treat juvenile delinquency. The following procedures are recommended:

1. A YSB, or another agency con-

cerned with preventing and treating juvenile delinquency, should prepare a comprehensive referral guide to youth services available for youth 6 through 17 years of age in the area covered by the Plan. Information conveyed about each agency listed in the referral guide should contain, as a minimum, each agency's primary objectives, the specific services it offers to children, the agencies from which it receives referrals, the agencies to which it refers youth, and an explanation as to how youth can gain access to services offered by the agency.

The preparation of this document will serve three purposes. First, the document, which should be distributed to all youth serving agencies, will augment the chances of a greater number of children gaining access to needed services. Second, it will provide information concerning services presently available for youth and give an indication as to where duplication of effort is occurring and gaps in services exist. This crucial information for any group who is charged with the responsibility for identifying, implementing, coordinating, and monitoring youth services related to the prevention and treatment of juvenile delinquency. Third, any agency which undertakes the difficult task of preparing a comprehensive referral guide to youth services and successfully accomplishes this job will enhance the credibility of its staff's professional competence, thereby, giving the YSAB and YSPAC service area committees confidence that the agency can furnish them with high quality staff and technical assistance.

2. The director of the agency which develops the referral guide to youth services should request the directors of all public and private youth serving agencies located in the area for which the Plan is being developed to serve on an ad hoc committee. This committee's objective will be to formulate, with technical assistance from the agency director, a resolution to be presented to local governmental officials for their approval. The resolution should call for, but not be limited to, the following:

a. Appointment of a YSAB by local governmental officials. The YSAB should consist of not less than 12 or more than 15 members. It should be responsible for preparing a comprehensive youth services plan to prevent and treat juvenile delinquency and for proposing procedures it will use to identify, implement, coordinate and monitor youth services related to the prevention and treatment of juvenile delinquency after the Plan

has been accomplished. A list of nominees for the YSAB should be presented to local governmental officials by the committee which composes the resolution. (Members of the YSAB should generally not be representatives of youth serving agencies, but should represent various segments of the community. YSAB members should have demonstrated their concern for children and have some political influence. Representatives of the Junior League, League of Women Voters, community service boards, civic clubs, ministers, and the judiciary are examples of the type of representatives which should be considered. At least 60% of the membership should be women. Significant representation should come from minority groups.)

b. Appointment of a YSPAC by the YSAB. The YSPAC, which should be divided into legal, employment, educational, medical, social, recreational, and psychological service area committees, should include representatives from all public and private youth serving agencies located in the area covered by the Plan. Youths should also be appointed to these committees. Each service area committee should be responsible for assisting the YSAB to identify needed services which relate to the prevention and treatment of juvenile delinquency. A list of nominees for service area committees of the YSPAC should be presented to the YSAB by the agency director whose staff prepares the referral guide to youth services.

c. Local governmental officials should be requested to ask the agency director who produces the referral guide to youth services to provide staff and technical assistance to the YSAB and YSPAC service area committees. The type of technical assistance to be furnished by this agency should include, as a minimum, the performance of the following tasks:

1. Furnishing each member of the

YSAB and YSPAC with a referral guide to youth services;

2. Providing members of the YSAB and YSPAC with pertinent data about the number and type of juvenile petitions being filed against children, the number of children being incarcerated in juvenile correctional institutions, the number of children being detained in a juvenile detention center, the average number of days children are being required to remain in detention, and the size of juvenile court counselor caseloads, etc. It is also suggested that members of these bodies be given an opportunity to see the film "Children in Trouble" (John Howard Association);

3. Assisting the YSAB and YSPAC to identify tasks they will need to complete in order to prepare the Plan;

4. Apprising all YSAB and YSPAC members as to when meetings will occur and recording minutes of each meeting, and

5. Securing information for the YSAB and YSPAC upon request and writing youth service proposals when asked to do so.

The procedural approach used to develop the Plan should involve requesting youth-serving agency personnel and the general public, including youth, to submit ideas to the YSAB relating to services needed which could enable children to be diverted from the juvenile court and/or correctional systems. These ideas should be submitted to the YSAB and YSPAC service area committees via the agency which provides staff and technical assistance to these bodies. The service area committee(s) receiving an idea must determine whether it has sufficient merit to warrant a comprehensive youth services proposal being developed. If a service area committee decides that a proposal should be developed, it should be the responsibility of either a member of the service area committee or a member of the agency providing staff and technical assistance

to prepare the proposal. Youth service proposals which conform to a specified format and which are approved by a majority of the members of a service area committee are submitted to a YSAB. Information supplied in YSPAC service area committee proposals and recommendations submitted to the YSAB provide a basis for the YSAB making findings and recommending actions relating to the prevention and treatment of juvenile delinquency. Deadlines should be set for the submission of ideas to service area committees and the submission of youth service proposals and recommendations to the YSAB. The time period required to accomplish all the procedures espoused here should not exceed 12 months. Two staff members with secretarial support will be required to provide staff and technical assistance to the YSAB and service area committees of the YSPAC.

The organizational structure promulgated in this resolution and the procedural approach set forth above can also be employed to identify, implement, coordinate, and monitor youth services related to the prevention and treatment of juvenile delinquency on an ongoing basis. This systematic approach to planning and developing youth services should result in less duplication of effort by youth serving agencies, expeditious identification of gaps in youth services, better coordination, and greater utilization of existing services available for children.

A copy of the 113 page plan described above can be obtained by sending \$3.00 payable to Mecklenburg Youth Services Bureau to:

C. Wayne Heasley, Director
Mecklenburg Youth Services Bureau
Mecklenburg County Office Building
(Third Floor)
720 East Fourth Street
Charlotte, North Carolina 28202

NCCD National Center for Youth Development
36 N. Tucson Blvd.
Tucson, Arizona 85716

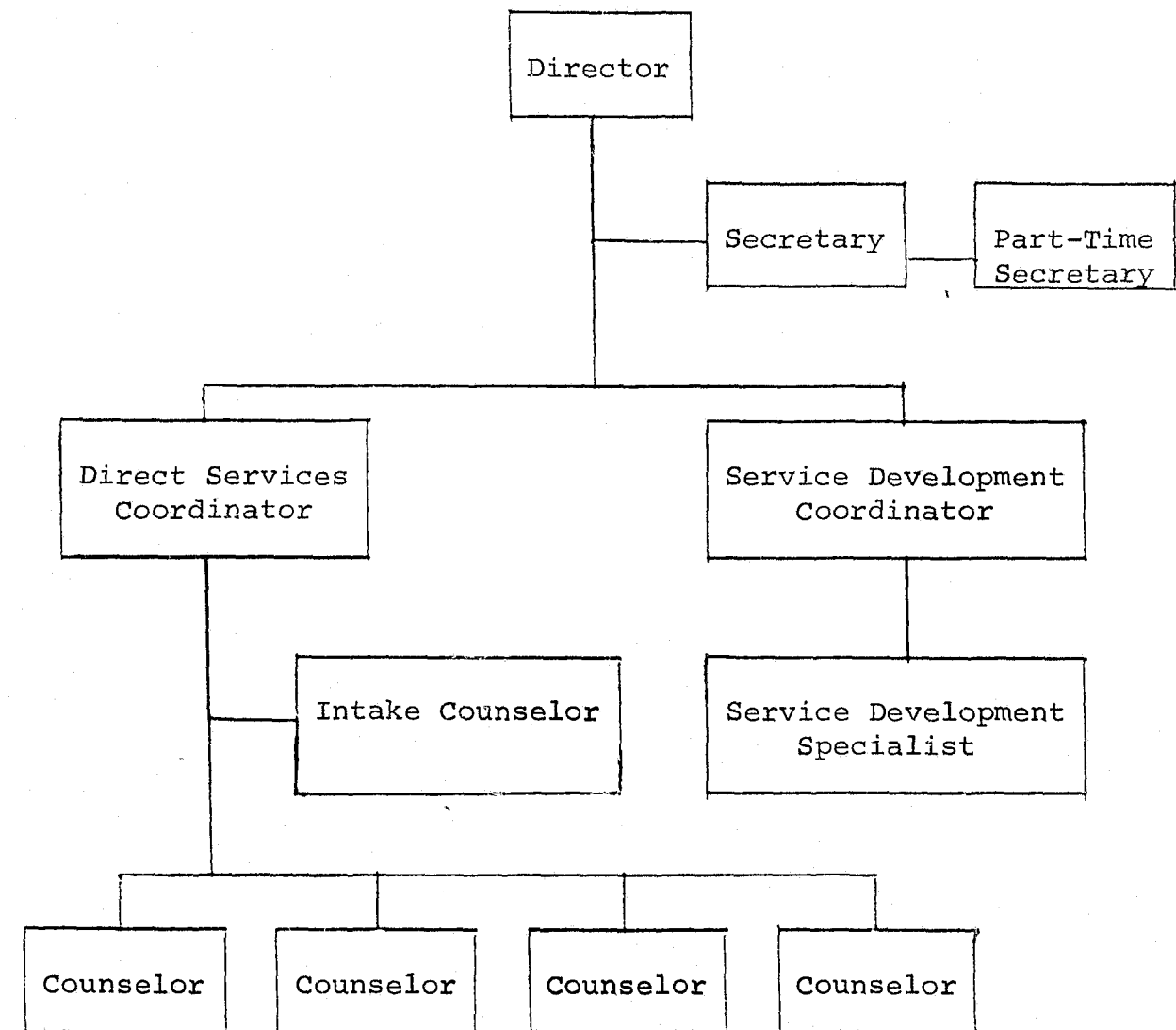
Non-Profit Org.
U.S. Postage

PAID

Tucson, Arizona
PERMIT NO. 517

ATTACHMENT G

ORGANIZATIONAL CHART FOR THE MECKLENBURG YOUTH SERVICES BUREAU STAFF DURING THE PERIOD JULY 1, 1975 THROUGH JUNE 30, 1976



ATTACHMENT H

MEMBERSHIP LIST FOR THE MECKLENBURG YOUTH SERVICES ACTION BOARD

Mrs. Pat DeLaney, Chairman

Mrs. Marsha Rash	Liaison Team to the YSPAC Educational Services Committee	Judge William G. Robinson
Rev. James A. Frieson	Liaison Team to the YSPAC Employment Services Committee	Mrs. Sally Thomas
Mrs. Marilea Grogan	Liaison Team to the YSPAC Legal Services Committee	Judge James E. Lanning
Mrs. Fay Grasty	Liaison Team to the YSPAC Medical Services Committee	Mrs. Thelma Colston
Mrs. Charlotte Hampton	Liaison Team to the YSPAC Psychological Services Committee	Dr. Thomas B. Stockton
Mr. Richard Vinroot	Liaison Team to the YSPAC Recreational Services Committee	Mr. John T. Staley, Jr.
Mr. James Richardson	Liaison Team to the YSPAC Social Services Committee	Mrs. Elizabeth Rosenthal

ATTACHMENT I

MEMBERSHIP LIST FOR THE MECKLENBURG YOUTH SERVICES PROFESSIONAL AIDVATORY COMMITTEE

EDUCATIONAL SERVICES COMMITTEE

1. Mrs. Carolyn Bender	Director, Learning Disabilities, Euclid Learning Development Center
2. Mr. O. W. Bidgood	Principal, Charlotte-Mecklenburg Street Academy
3. Dr. Les Bobbitt	Assistant Superintendent of Schools, Pupil Support Department, Charlotte- Mecklenburg Schools
4. Mr. Donald Bynum	Director, Charlotte Speech and Hearing Center
5. Mr. Robert L. Davis	Principal, John T. Williams Junior High School
6. Mr. James Emerson	Principal, Olympic High School
7. Mrs. Sadie Grigg	Director, Charlotte Day Nursery
8. Ms. Ann Holder	High School Student
9. Ms. Phyliss Lynch	Director, Charlotte-Mecklenburg Youth Council, Inc.
10. Mrs. Madeline McElveen	Coordinator, Charlotte-Mecklenburg Schools Volunteer Program
11. Mr. Raymond P. Rorie, Jr.	Director, Teen-Age Parents Services
12. Mrs. June Wright Slider	Director, Learning Development Foundation, Inc.
13. Mr. Arial Stephens	Director, Public Library of Charlotte and Mecklenburg County
14. Mrs. Hellena Tidwell	Director, Upward Bound, Johnson C. Smith University
15. Mrs. Aurelia Macomson	Director, Mecklenburg County Association for Retarded Citizens, Inc.

EMPLOYMENT SERVICES COMMITTEE

1. Mrs. Shannon Andrews	Assistant Director, Employment Security Commission
2. Ms. Audrey Britton	Counselor, Division of Vocational Rehabilitation
3. Mr. Joe Champion	Director, Charlotte-Mecklenburg School Guidance Services
4. Mr. Les Easterling	Director, Goodwill Industries of Charlotte

5. Mr. Gerald Harvey Director, Myers Street Center for the Trainable Mentally Retarded
6. Mr. Bruce Hooten Director, Job Corps
7. Mr. William J. Massey Director, Nevins Center, Inc.
8. Mr. John McCall Director, Inter-Agency Youth Center of the Charlotte Area Fund
9. Mrs. Marlana Ray Manpower Project Technician, Mecklenburg County Office of Manpower Services
10. Mr. James Russell Former Director, Self-Improvement Center
11. Mrs. Linda Walker Former Counselor, Division of Vocational Rehabilitation

LEGAL SERVICES COMMITTEE

1. Mr. Eugene Deal Chief Court Counselor, District Court Counselor Services
2. Ms. Mozelle DePass Social Worker, Protective Services, Child Welfare Division, Mecklenburg County Department of Social Services
3. Mr. William Diehl Attorney
4. Mr. Robert Dixon Assistant Chief, Mecklenburg County Police Department
5. Mr. R. C. Eidson Major, Charlotte Police Department
6. Mr. Don Frazier Social Worker, Family and Children's Services
7. Mr. Sam Killman Major, Charlotte Police Department
8. Mr. Terry Roche Director, Legal Aid Society of Mecklenburg County

MEDICAL SERVICES COMMITTEE

1. Mr. Gerald Allen Director, Planned Parenthood of Greater Charlotte, Inc.
2. Mr. John Allen Director, Open House, Inc.
3. Dr. Maurice Kamp Director, Mecklenburg County Health Department
4. Dr. Jonnie McLeod Director, Charlotte Drug Education Center
5. Dr. Olee Olsen Optometrist
6. Mr. Patrick Thompson Director, Charlotte Rehabilitation Hospital
7. Dr. Carlton G. Watkins Director, Mecklenburg County Center for Human Development

8. Mrs. Patsy Whitfield Supervisor, Mecklenburg County Department of Social Services-Family Planning Unit
9. Mrs. Jane T. Wolfe Director, Charlotte Memorial Hospital, Medical Social Services Department

PSYCHOLOGICAL SERVICES COMMITTEE

1. Mr. Peter Bishop Clinical Psychologist, Mecklenburg County Mental Health Center
2. Mrs. Billie Clark Clinical Psychologist, Mecklenburg County Juvenile Diagnostic Center
3. Mrs. Gwen Kellermann Director, Mental Health Association of Charlotte and Mecklenburg County
4. Mr. Ed Nadelman Director, Family and Children's Services
5. Dr. Gordon Rettke Director, School Psychological Services, Charlotte-Mecklenburg Schools
6. Dr. Wade Williams Clinical Services Director, Mecklenburg County Center for Human Development

RECREATIONAL SERVICES COMMITTEE

1. Mr. Roy Alexander Director, Mecklenburg 4-H and Youth Office
2. Mr. Douglas Cofield Director, Mecklenburg County Council-Boy Scouts of America
3. Mr. George Creswell Director, Youth Men's Christian Association
4. Mr. Charles Cross Director, Charlotte Neighborhood Centers Department
5. Mrs. Carolyn Dykstra Director, Hornet's Nest Girl Scout Council, Inc.
6. Mrs. Kitty Huffman Director, National Conference of Christians and Jews
7. Mrs. Ruth Lehman Director, Greater Carolinas Chapter-American Red Cross Youth Services Program
8. Mr. George Michie Director, Big Brothers Association of Charlotte, Inc.
9. Mr. Tom Moore Director, Charlotte Parks and Recreation Department
10. Mr. Russell I. Peithman Director, Charlotte Nature Museum

11. Mrs. Micki Riddick Director, Young Women's Christian Association
12. Mr. Cleve K. Scarbrough Director, Mint Museum of Art
13. Ms. Carol Shaw High School Student
14. Mr. David H. Singletary Director, Mecklenburg County Park and Recreation Department

SOCIAL SERVICES COMMITTEE

1. Mr. James Burge Counselor, Pines Rehabilitation Home
2. Mr. Edwin H. Chapin Director, Mecklenburg County Department of Social Services
3. Rev. Thomas Clements Director, Catholic Social Services of the Diocese of Charlotte, N.C., Inc.
4. Mr. Andee Gable Director, Baptist Children's Homes of North Carolina, Inc. - Emergency Youth Care Center
5. Ms. Lucy Gist Director, Bethlehem Center
6. Mrs. Kathleen Hasty Director, The Children's Home Society of North Carolina, Inc.
7. Mrs. Thelma Keller Director of Social Welfare, Salvation Army
8. Mrs. Irene Millroy Director, Contact Telephone Counseling Services
9. Mr. Robert Noble Director, Episcopal Child Care Services of North Carolina
10. Mr. Ken Sipes Director, Florence Crittenton Services
11. Mr. John Shope Director, Mecklenburg County Juvenile Diagnostic Center
12. Mrs. Bobbie Toatley Director, School Social Work, Charlotte-Mecklenburg Schools
13. Mr. Buck Winfield Director, The Relatives

END