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YOUTH ARBITRATION CENTER

I. Introduction and Background

On September 1, 1975, the Washington Urban League (WUL) received a grant from the Law Enforcement Assistance Administration (LEAA), to establish a Youth Arbitration Center (YAC) demonstration project. The project's primary goal has been to provide crisis intervention, family counseling and other needed services to one-hundred status offending youth and their families who are experiencing conflicts which threaten family break-up. The client population receiving services from YAC has, over the past program year, been those families throughout the District of Columbia's Service Area Six. By providing services through a short-term (30 to 90 days) treatment plan, YAC aids greatly in reducing the number of family members coming into contact with the Juvenile Justice System of the District of Columbia; thus discouraging their detention and incarceration, also a project objective.

In providing crisis intervention services, the YAC staff utilizes the methods and techniques of family therapy; individual and group counseling; non-binding arbitration and mediation; educational services; short-term emergency living facilities for youth; referrals to needed social services; individualized assistance in solving pressing problems; twenty-four hour - seven days a week - crisis assistance; and training and consultation (continued professional development) for project staff.

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The extent to which the current project has met program goals and objectives through July, 1976, is identified in the interim research report prepared by the Black Affairs Center, the firm providing the Project's research and evaluation. A copy of that document accompanies this submission. In brief, the findings are as follows:

- It can be projected on the basis of available project data that the Arbitration Center will exceed its original case-load goal of 100 families and over 300 people. YAC has exceeded 67 families and 265 people as of August 1, 1976.
- It is believed by the Evaluation Team and the Court's Division of Probation and Research that in view of the fact that the Arbitration Center is the only diversion program in Service Area Six, YAC is the most likely factor accounting for what appears to be, on the first data run, a 78.6% decrease in youth referred to court for disposition from Service Area Six. The program began receiving referrals in February, 1976. PINS cases requiring court dispositions from Service Area Six dropped from 14, the year preceeding YAC's services, to 3 through June, 1976. If this remains a reasonable assumption over the next computer runs, it can be concluded that YAC will be providing a viable alternative to court dispositions.
- Through July, 1976, YAC served (primary clients) who have not had second referrals to the Juvenile Justice System, suggesting an extremely unusual "recidivist" rate of "0". A study of terminated cases is now underway to

track progress or future difficulties of previous clients.

- The YAC Client Profile Data and Referral Source: The Referral reasons and in-School problems are concentrated at the levels of adolescent development, junior high school, academic achievement problems, and attitudinal-behavioral problems. While not a new observance on pre-delinquency programing, it does reinforce YAC's growing relationship with the public schools, suggesting that it should be strengthened and maintained.

## II. Proposed Operational Boundaries

The Youth Arbitration Center with concurrence from the District of Columbia Superior Court, the Office of Criminal Justice Planning and Analysis, and the Department of Human Resources, proposes to re-order its operational boundaries to include the following census tracts.

89.1	(4,621)	89.2	(5,046)	88.1	(7,224)
88.2	(6,611)	85	(5,728)	84	(6,713)
86	(574)	79.2	(2,703)	79.1	(5,249)
80.1	(5,462)	80.2	(5,508)	68.3	(1,471)
59	(1,638)	60.1	(4,056)	61	(1,112)
60.2	(922)	63.1	(4,446)	68.1	(3,458)
69	(4,043)	57	(5,733)	81	(4,711)
68.2	(4,266)	71	(4,264)	70	(3,133)
82	(2,996)	56	(2,268)	65	(3,689)
72	(4,290)	47	(2,445)	59	(1,638)

The geographical boundaries which encompass these census tracts begin from the North at New York Avenue, at the west bank of the Anacostia River. The boundary extends Southwest on New York Avenue to Seaton Place, and moves south - southwest on Seaton Place to 26th Street, Northeast, then south on 26th Street to "R" Street. The line continues to Bladensburg Road, north on Bladensburg Road to Montana Avenue, Northeast and west on Montana Avenue back to New York Avenue. The

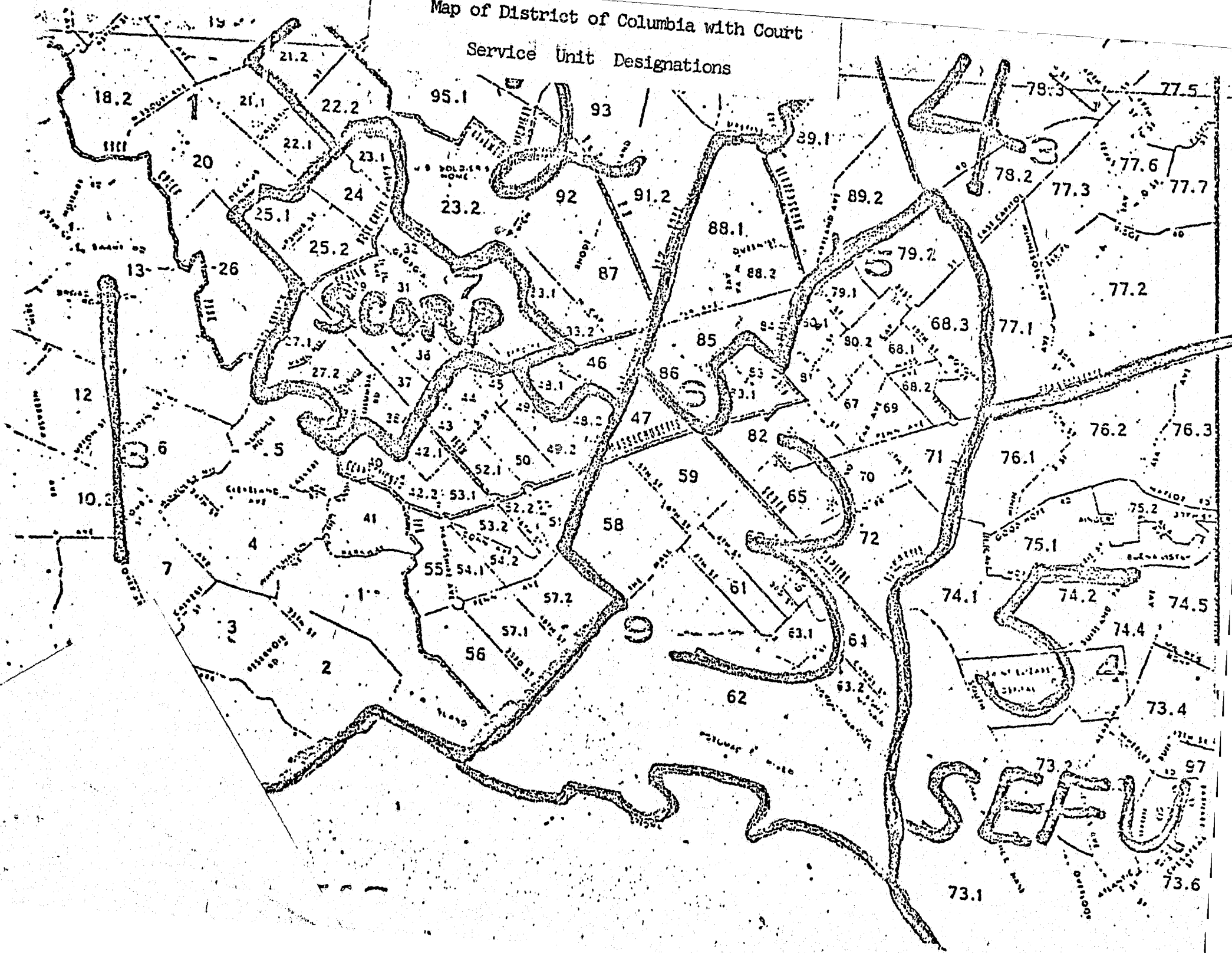
boundary continues southwest on New York Avenue to 15th Street, northwest, South on 15th Street to East Capital, and south on East Capital to the Georgetown Channel. The line follows the Channel east to the Anacostia River and continues up the west bank of the River back to New York Avenue. (See Map on attached Page)

A major consideration prompting this change in the project's geographical scope was the reorganization of the Superior Court's Service Units. Although the city is moving toward planning and coordinating services by election wards, the project's close association with the court made necessary the decision to take all cases from the areas being serviced by Court Service Units three and four of the Superior Court. According to Court and city planning data, the need for YAC's services in the projected area is at least as critical as was the need in Service Area Six, a large portion of which will still be serviced by the Arbitration Center. Additionally, these areas are contiguous, thus still embracing the neighborhood concept, out of which the project emerged. It is expected that status offense accused youth from other parts of the city will be assisted by the newly established Diversion Home.

### III. Demographic Information

Superior Court Service Units three and four include most of Service Area Six and parts of the city known as Model Cities Area, Shaw, Stanton Park Trinidad, Ivy City, near Northeast/Southeast, and the Far Northeast Community. It is in these areas of the city where project effort will be concentrated. One of the more recent studies conducted in the District of Columbia was released about three years ago. The study, The People of the District of Columbia, which was

### Service Unit Designations



conducted under the auspices of the District's Office of Planning and Management points out quite clearly the need for addressing not only the general problems of the families in those areas of the city, and the potential that the Youth Arbitration Center has diverting status offenders, a large number of whom reside in those areas, but also the opportunity for juvenile delinquency prevention.

A. The Near Northeast/Southeast Community

There are approximately 73,000 persons living in the Near Northeast/Southeast community. It is one of the areas with a high concentration of low income families. Over 15,660 or 22% of the area's population was classified in "poverty", the second highest percentage among the areas. Families in poverty numbered 2,864 (18%) of all families. Families headed by women with related children under 18 years of age make up two-thirds of all families in this category in poverty. Children in poverty numbered 7,938 (32%) of all related children under 18 years of age. Fifteen percent (15%) of the Area's population received some form of public assistance payment. One out of every two, or 4,584 in the younger of age group, 18 through 24 years of age, have not completed high school. At the time of the census, there were another 480 youths ages 16 or 17 years, who were not in school, 16% of the city's total drop-outs. Juvenile referrals to the court numbered 711 children, representing 1,002 cases, or a 40% return rate. Births out of wedlock accounts for 53% of 1,488 live births recorded in 1970. Heroin addiction rates for this area were comparatively high.

B. The Washington Far Northeast Community

Approximately 42% of the population of the Far Northeast Community (89,431) is under 18 years of age, the largest proportion for any area

of the city. Of the 14,784 families with related children under 18 years of age, one-third are headed by women. Both service areas three and four have family income profiles that are between the lower levels of the three central city areas and the upper levels of areas 1, 2, 8, and 9. Over 16,800 persons were classified as being in poverty; 19% of the population. Almost 700 children were referred to the court in fiscal year 1971, representing 1,040 juvenile cases. Forty-two percent of the births in 1970 were out-of-wedlock. It is estimated that 12.5% of the Districts' heroin-addicted population lives in area 3, with an estimated addiction rate in 1971 of 36 per 1,000 population 13 years of age, 4,460 or 40% had not completed high school. Another 480, 16 years or 17 years were not in school, and 1,348 persons ages 16 to 21 years were not in school, or not high school grade. Those not working and not in the Armed Forces, comprised over 13% of their age group.

#### C. Model Cities/Shaw

The model cities neighborhoods which include Stanton Park, Trinidad, Shaw, and Ivy City has the highest concentration of social, economic and physical problems among the nine (9) areas in the city. In 1970, the Model Cities Area had a population of 79,100 persons. Well over one-third (36%) of all families in the Model Cities had less than \$5,000.00 (gross) annual income in 1970. The census registered over 23,00 persons in poverty - 29% of the area's population. Almost 19 percent of the cities population is poverty. All families in poverty numbered 3,741; one-fourth of the area's families. Of the family group with children in poverty, 64 percent were headed by women. Public assistance payments reached one (1) in every five (5) persons in the

area including 35 percent of the related children. The Model Cities has the largest percentage (69%) of its population 25 years of age and over who have not completed high school. In the 18 to 24 age group, the percentage of non-high school graduates dropped to 49 percent; in addition to the 46,000 who have not completed high school, another 414 youth, aged 16 years and 17 years, were not in school at the time of the census. Approximately 1,433 persons between 16 years and 21 years were not in school, not in high school grades, not working, and not in the Armed Forces in 1970. Juvenile referrals to the court numbered 931, the largest group in the city. In its crime profile, the Model Cities showed the largest percentage, as well as number of crimes v.s. persons (39%) of all area offenses, among the city's nine service areas.

Earlier this year, the Washington Urban League conducted a study, SOS-'76, which included respondents from within these boundaries. The findings in this study not only point up areas of need, but also show citizen concern about problems which are closely correlated with those of families which is our experience shows that there resides significant number of status offending youth. SOS-'76 respondents were overwhelmingly Black and Latins. Respondents were equally divided between males and females. They represented all age group over 18, and were divided equally between younger adults, the middle aged, and older adults. Fifty-four percent of main survey respondents had either no high school education or only "some" high school education. Twenty-three percent were high school. Only four percent were college graduates. Seventy-two percent of main survey respondents reported incomes below \$9,200.00 a year. A very high twenty four percent reported incomes under



\$4,000.00 per year. Yet 57% of main survey respondents indicated that they were employed in one or more jobs. Only 3% were receiving unemployment compensation. Only 13% were receiving some form of welfare including Supplemental Security Income, Aid to Families with Dependent Children, or Old Age Assistance. Fourteen percent were living on limited social security incomes.

In problem areas confronting them, citizens offered some recommendations; from 24% to 33% of the total numbers, sought comparison shopping information; control on electric, gas, and telephone rates received high priority; citizens' recommendations that more low and moderate income rental housing be built, and that housing rehabilitation be conducted, took first and second place in all three surveys. The greatest numbers (over half) of all respondents from all survey neighborhood recommended action to "take the drugs out of the neighborhoods" as first priority. The cost of day care was a second concern of all neighborhoods. Residents from all survey neighborhoods overwhelmingly sought job training as a first solution to their unemployment problems. Basic skills development was a primary recommendation to the D.C. Public Schools from all survey neighborhoods. Of second concern in all three surveys was the need for more vocationally-oriented education. The treatment of status offending youth address many of these problems while others are products of the conditions.

In 1970, there were 799 or 9.7% city wide PINS cases referred to the court. Between 1971 and 1973 the number of referred PINS cases increased to 1,025, showing a marked increase from 9.7% to 14% of the city's juvenile population in need of service. In 1974 and 1975 the number of referred PINS cases were 702 (9.9%) and 604 (8.4%) respectively. According to projections by the Department of Human Resources

and the Office of Criminal Justice Planning and Analysis, the number of referred PINS cases should approach 700 during the calendar year 1976. Beyond Control complaints were the primary reason for PINS referrals throughout the five year period from 1970 to 1975. The median age of Juveniles referred as either delinquency or PINS cases increased from 15.5 in 1970 to 16.2 in 1975. The Youth Arbitration Center proposes to accept during the ensuing project year 200 to 250 of these cases. And if the current average of our members per family continues, the program will treat between 800 & 1,000 family members. The court, the Department of Human Resources and the Office of Criminal Justice Plans and Analysis agree that the proposed geographic region would provide, at a minimum, the number of cases projected.

#### IV. Objectives

The central objective of the Arbitration Center is to provide an alternative to juvenile court processing for non-delinquent youth in trouble. By providing crisis arbitration and other needed services to youth and parents experiencing serious conflicts in the home, or in the school or in the community, the Center will aim to resolve situations which threaten family breakup. The Center will thereby keep non-delinquent youth out of the criminal justice system and discourage their detention and incarceration. By so doing, the Center will - in the long run - achieve the related goal of reducing juvenile crime and delinquency. Finally, the Center will provide youth and parents with a host of services designed to resolve problems of short-term crisis proportions as well as underlying, long-term conflicts and problems that cause continuing stress on all family members.

To achieve the objectives the Center will:

- A. Provide a viable alternative to juvenile court processing of non-delinquent in trouble, thus keeping non-delinquent youth out of the criminal justice system and discouraging their detention by providing:
1. Crisis Intervention
  2. Arbitration
  3. Mediation
  4. Family Counseling
  5. Temporary Shelter
  6. Peer Group Counseling
  7. Role Identification
  8. Recreational Activities
- B. Improve the interpersonal relationships between the youth referred and their families by resolving crisis situations which threaten family breakup, thereby reducing the number of juveniles in contact with the criminal justice system and reducing juvenile crime and delinquency by implementing:
1. Family Counseling
  2. Role Identification
  3. Establishing positive role models
  4. Emergency Shelter (as needed)
  5. Crisis Intervention
  6. Mediation
  7. Arbitration
  8. Psychiatric service (as needed)
  9. Psychological service (as needed)
- C. Provide youth and parents with a range of services designed to resolve short-term crisis situations and long-term

conflicts that cause continuing stress on all family members.

Paramount among those services are:

1. Medical and Dental Exams
2. Educational
3. Tutorial Services
4. Psychological Testing
5. Family Counseling
6. Psychiatric Counseling
7. Housing referrals
8. Employment assistance
9. Vocational Counseling
10. Truancy Prevention

D. Determine whether decentralized and free services, for the youths and their families, decrease further family problems or delinquency and reduce the incidence of juvenile incarceration by offering:

1. Mediation and Arbitration
2. Emergency Shelter
3. Crisis Counseling
4. Family Counseling
5. Referral Services
6. Follow-Up Services

E. Test the use of mediation and arbitration as viable methods combined with behavioral scientific practices and techniques in the resolution of family conflict in cases of status offense accused youth by:

1. Developing a mediation/arbitration process.
2. Selecting community residents as panelists.

3. Training community residents as mediators and arbitrators
  4. Identifying which kinds of cases lend themselves to the mediation/arbitration process.
- F. Evaluate the use of other families as temporary shelter homes as an alternate means of placement for status offense accused youth. To accomplish this objective the Project will:
1. Recruit a corps of interested parents who are willing and suitable for emergency care
  2. Train the candidates selected
  3. Place project youth in homes selected by their parents
  4. Over see the experiment

## V. Program Components

### A. Crisis Intervention

Many families due to marital problems, poor child rearing practices, children's peer influences, socio-economic problems, and other circumstances have crisis situations which put them at odds with their children. Additionally, youths have problems which place them in conflict with the school, other figures of authority, social norms and social standards. However, much of this conduct is not classified as criminal or delinquent behavior. In many instances, if a third party were available to intervene at the time

when the crisis occurs or close to that time subsequent behavior which might be delinquent or criminal could frequently be averted.

One of the responsibilities of the Arbitration Center is to respond to family crisis situations as soon as is possible. At the point of initial contact the Center staff member assumes a neutral negotiation/treatment role in an attempt to get both parties to "cool off", "listen to each other", "think rationally", "respect each other's rights", "identify the problem", and "seek solutions to the situation". This is what we call "Crisis Intervention."

The Arbitration Center on a twenty-four hour, seven day a week basis accepts calls and in most instances responds in person to requests from local families in which there is a family dispute involving parents and youth, or in instances where a youngster has been charged with a status offense. The initial objective is to, through the utilization of crisis intervention techniques, resolve the problem. If this can not be accomplished during one contact, then other project services as outlined in this section of the proposal may ensue.

#### B. Arbitration and Mediation

Consistent with the program design, the Urban League's Youth Arbitration Center will continue to offer helping services to youth accused of status offenses and to their families. Unique to the Urban League's approach, is the attempt to combine more conventional individual, group and family counseling services with the techniques of mediation and

arbitration. The goals of the latter techniques are to bring appropriately to the "bargaining table", involved parties in negotiation to reach problem resolutions. The objective is to improve the parents' and youths' ability to cope with problems which often lead to delinquent behavior. Restated, the goal of the mediation/arbitration process in the project context, is to re-establish the working relationships that make family life possible. Conflicts between parents and children often break these relationships, and hostility and stubborn insistence upon symbolic points prevent the relationships from being re-established.

During the past program year, attempts were made to establish a process which would include a mediation/arbitration capability. The staff was provided with three (3) days of intensive training in the process by the American Arbitration Association, and several consultation sessions were held. Nearly all treatment involved the use of non-binding contracts which are negotiated between youth and parents, by a member of the treatment team. However, we suspect that having the same person conducting the treatment and doing the mediating/arbitrating might bias the negotiation process as a result of his treatment involvement. We are quite certain, however, that the importance of and value of experimenting with the process should require a trained professional mediator/arbitrator. The current operation does not include on the staff level that expertise. Essential to a fair test of the merit and potential that these techniques have for future use, is

the establishment of a staff position as Arbitrator.

### Mediation

Mediating disputes places the juvenile in an adult role and forces him to accept the responsibilities of an adult as a condition of reaching a workable relationship with his family. Similarly, the process forces the parents to recognize the child's increasing maturity.

If family problems are negotiated, then participation in other needed services can be made part of the negotiated agreement, and thus placed in its proper context as a part of the whole solution. The parent or the child whose personal problems are disrupting the family therefore recognizes that solving the problem is not optional, but part of his agreement with the other family members. As the family is successful in solving a symbolic problem its members gain the psychological readiness to probe deeper in counseling.

Not all cases lend themselves to the mediation technique. Each case referred to the Arbitration Center will be reviewed by the staff to determine whether it appears suited to the mediation process. If not, conventional counseling services of the Arbitration Center may be recommended--with the mediation process always available as an option to complement the long-term treatment--or the case may be referred to some other agency offering appropriate services. If the mediation process is chosen, the first step in the process is to secure the voluntary cooperation of both parties. The staff person responsible for screening cases will also explain the process to the participants and have them sign a voluntary consent form. A case found to lend itself to mediation would be



assigned to a mediator and a mediation session scheduled to take place within 24 hours. This is essential if mediation is to be used for resolving family crises. Generally, the mediation will take place in a neutral setting, where the two parties can discuss the problems that are disrupting the family.

The mediator's goal will be to have the parties work out and sign an agreement of their own making that would resolve some of these problems. Because of the personal nature of the problems, the mediator may be able to suggest elements of the agreement that would not occur to the participants by themselves, i.e., an alcoholic parent might agree to attend A.A. meetings, either party might agree to psychiatric counseling to investigate hostility or other emotional problems that disrupt the family relationship. In addition, there will be questions of behavior within the home that will become part of the negotiated settlement. The mediator in this context, is an advocate of settlement for settlement's sake, not an advocate of one settlement over another. Skill in mediating disputes will, as the program progresses, and with experience in handling these particular kinds of family disputes and a broad knowledge will be developed which could be useful in making similar services available around the community.

The Arbitration Center will monitor cases closely. One week after the mediation agreement is signed, the parties will meet again, not to judge results, but to assure that both parties are living up to the terms of the agreement. At the

same time, the staff will help the participants to obtain needed services of various kinds--either those offered by the government and private agencies, or by the Arbitration Center itself. The staff monitor on each case will be in a position to learn of any breakdown in the original agreement, and recommend a new mediation session if the agreement fails or if new points of dispute arise.

After a period specified in the mediation agreement (generally a month), the Center will evaluate the progress of the case and make recommendations for terminating services. For most cases, the options will be: Termination; Continuation of unresolved differences; Referral to some other program, or Referral to the Social Services Division of the Superior Court. Where significant progress has been made and counseling or other long-term treatment seems to be working within a stable family situation, the case can be effectively "released" from the Arbitration/Mediation process. This means not all problems have been solved, but merely that the crisis has been resolved and a relationship has been re-established.

#### Arbitration

Where there has been some progress but there remains certain disagreements that have not been susceptible to mediation, the arbitration process can be used. In arbitration, the independent arbitrator has the authority to make a decision that is binding on the parties to the dispute if they are to remain in the program. It may be possible to achieve the binding effect of arbitration by securing the agreement of both

parties that they will abide by the decision of the arbitrator. While this agreement can not be made legally binding, the personal commitment of the parties and the undesirable alternatives will, in some cases, make the arbitrator's decision effectively binding. Arbitrators will be assigned a panel of specially trained volunteers. After hearing both sides of the case, and reviewing all necessary information from Center files on the case, the arbitrator will decide upon a fair settlement of the questions under dispute. From this point on, the Center's involvement parallels that described earlier. Staff will follow up on the case, supplying other needed counseling services offered by the Center or referring the clients to other agencies offering appropriate services. Again, at the end of the pre-agreed upon period, the Center will evaluate the case to see whether there has been progress. If the major points of dispute seem to have been resolved by the arbitrated settlement, then the clients can be "released". Arbitrators from the community will keep the process close to the values and sensibilities of the community. There will be an obvious saving in cost over using staff for this function. But more important, the use of volunteers will keep the program part of the community and prevent it from becoming an insular institution. Volunteer arbitrators will be members of the community whose background gives them the ability to judge the disputed points in the light of the real conditions the juvenile and his/her family must deal with as he or she approaches adulthood.

Finally, the use of volunteer arbitrators will give the program more visibility in the community and will therefore make individuals more likely to seek the Center's help before problems require the attention of the juvenile justice system.

### C. Family Counseling

Most traditional approaches to youth problems have focused on the child. Unique to the Arbitration Center's model is the family centered approach. Through September 1, 1976, the project had received 85 cases with an average of four members per family. The Center process involves all members, since they impact upon each other, giving each the amount of time and attention he or she requires as related to the problem bringing the youth to the Center's attention. At this point, the approach seems valid.

Most of the family sessions are held by family counselors who may elect to see different family members individually or in various combinations. Some parents and youths receive psychological or psychiatric evaluations which are useful in family problem resolution or in helping place family members in the appropriate long term treatment program.

Some sessions are held in the Center offices, however, the project aim is to hold as many sessions at client's homes, during lunch periods at their jobs, and in other out-of-the-office situations as possible.

Counseling staff members are in the office and accessible on weekdays from 8:00AM until 10:00PM, and on Saturdays and Sundays from 10AM until 6:00PM. One of the reasons for

this schedule is to handle crisis calls, but the major reason is to have counseling services available when it is convenient for parents who work or for those who have children or other responsibilities which do not make them available between 9AM and 5PM.

During this year the project treatment staff has made several observations about the family services. Significant among them are:

- Most project parents having problems with their children in beyond control situations and truancy, did not grow up in homes with their parents; had been themselves placed in various foster homes or child care institutions during their developmental years, and as a result have no idea of how to play parent roles.
- A majority of the youth coming to the project's attention were during the very early years of their lives placed in fondling homes, had been in foster care, or had lived with other relatives; and then for various reasons were returned to their natural parent or parents during their pre-adolescence.
- An unexpected large number of parents attempting to perform one parent roles have serious physical ailments and disabilities which would make it extremely difficult for them to manage on their own even if there were no children.
- Nearly all parents have been cooperative. Most showing a willingness to accept help have become involved in helping themselves. Many actually express gratitude for project intervention.

One very interesting phenomenon has been the reception

that our follow-up has received from the youth and their parents. Several weeks after terminating a case, a project aide contacts each family to see if the plan is still working. Most of them have been pleased and surprised that we remain interested in their ongoing progress well being. And reports of re-occurrence of problems have been few.

D. Emergency Shelter Care

Unlike many status offender de-institutionalization programs which operate from a group shelter home base, the Urban League Youth Arbitration Center does not. The Arbitration Center recognizes, however, that in some instances for various reasons, some youth and their parents must be separated for a short period of time. Among those reasons are:

- a. Cooling off periods between youths and parents are often required
- b. Parents cannot be located
- c. Parents are temporarily physically incapacitated
- d. Youths have been placed in detention at parent's request.

So, the following provisions are made by the Arbitration Center: (a.) Licensed group shelter homes have been secured and will provide emergency shelter for a maximum of two days; (b.) The project will pay expenses associated with temporary placement of youth in the home of relatives or close friends of the youth's family; (c.) And the project recruits and trains non related shelter parents whose homes will be utilized for status offense accused youth during emergency situations up to a maximum of five (5) days. Questions may arise as to

why the latter two approaches are utilized. When compared to the possible negative influences of institutional detention, the youth stands a better chance of adjustment or readjustment by having the opportunity to live within a stable family setting with youths of his age who are well adjusted. This too provides the status offense youth the opportunity to observe how a well functioning family operates. Another advantage is the possible benefit the status offense youth's parents will gain. It may be of therapeutic value for the parents of the status offender to interact with parents who have fewer problems with their children.

#### E. Educational Services

Educational services are being provided as a regular service of the Arbitration Center to participating youth residing in the region of the city serviced by the Project. These services include: ongoing liaison activities between the Center and schools, educational guidance and direction for youth and their parents, testing and tutoring.

The educational coordinator plans the overall educational program and designs specific programs to meet the needs of individual youth. The coordinator works with the youth preparing them for re-entry into public schools or for the General Equivalency Examination. An educational curriculum will be devised by the coordinator for those youth who will not return immediately to other educational institutions. Concurrently, close monitoring of youth's in-school program will be maintained.

The educational coordinator will continue to counsel youth on problems directly associated with truancy, school behavior, and academic performance. The coordinator will work with parents in efforts to bridge the gap between the school and the family. Guidance and direction will be offered in helping parents become more involved with their children and their schools, prior to trouble. Parents will be encouraged to assume more responsibility for their children's adjustment and performance in school.

While recognizing that many of the youth are deficient in the basic survival skills, the focus of the tutorial program will be the upgrading of basic skills. All youth who are recommended for tutorial services will be administered diagnostic tests to determine specific needs in the areas of reading, writing, arithmetic and spelling. Upon assessment, an analysis will be made and reported to staff and the youth.

As a result of needs assessment, an individualized program will be planned for each youth. The tutorial center will operate daily from 9:00 a.m. until 10:00 p.m. to accommodate those individuals in need of help. Volunteers will aid the educational coordinator in the delivery of needed services. Orientation for volunteers will be provided by the coordinator to facilitate the tutoring process, thus maximizing benefit.

#### F. Community Resources

Because appropriate resources play such a vital role in the project's success, the community is continuously being



surveyed and resources are being identified for utilization by the Arbitration Center clients. Resources will be rendered in the following areas:

Emergency Overnight Shelter is being provided for youth who are referred from the Receiving Home after office hours or for youth who need placement in a setting other than the home during "cooling off" periods. Extended family members or friends of the family, group homes, or recruited emergency shelter parents are utilized for sheltering of youth in an effort to bring about stability in the family. Among these placements may be young pregnant women and suspected abused or neglected children whose cases came to the Arbitration Center's attention on the allegation that a status offense has been committed.

Employment Development and Vocational Counseling.

Assessments of youth and their family members will be conducted to ascertain those who are seeking employment and to determine those who are job ready. Job development will be provided by the Arbitration Center for those who are job ready, but those in need of more intensive employment services will be referred to existing employment agencies. On-going contact will be maintained with mini-employment counselors in schools for assistance in placing youth on part-time jobs through (NYC) Neighborhood Youth Corps. Other employment opportunities will be sought for youth in the private business sector.

Child Care Services are provided to youths and/or parents through existing child care agencies within the service area.

On-going attempts will be made to have the services provided without pay or at least have the client pay only a nominal fee.

Recreational and Socialization Activities. The project is providing guidance for youth between the ages of 10 and 17 through group, recreational and re-socialization activities. Group activities also emphasize personal hygiene, getting along with others on peer group level as well as authority level. Referrals are also made to existing recreational programs which strive to effect positive changes in youth's attitudes, action and social development through group activities. Many activities will include groups of families.

Medical and Dental Services. Arrangements are made by the Arbitration Center for each child to have a medical and dental examination. If needed, arrangements for medical and dental treatment are made. Medical services and counseling are also available to rape victims, and appropriate referrals to agencies offering counseling on planned parenthood, birth management and pregnancy when clients request such services.

Clothing and Food. An on-going resource directory of agencies that provides clothes and food to families in emergency situations, without cost or for nominal fees, is maintained by the Arbitration Center staff to help alleviate pressing needs of clients in these areas.

Legal Services. On-going efforts will be made to provide client families, when necessary, with existing legal services in the areas of Criminal and Juvenile Justice, Family Law, Wills, estates and tenant-consumer problems.

Alcohol and Drug Rehabilitation. If during assessment, mediation, arbitration or crisis intervention by the Arbitration Center staff, a determination is made that possible alcohol or drug abuse exist within the family, immediate referrals are made to programs with emphasis on drug and alcohol prevention, intervention and treatment. Subsequent follow-up will be performed by the Arbitration Center staff to assure continuity in treatment.

Consumer Information/Protection. Consumer education workshops, inclusive of budgeting and finance counseling will be provided to parents and youth as needs dictate.

G. Staff Training

On-going in-service training will be provided to all counselors and other program staff for the duration of the program. The training will include one week of orientation, individual consultations with consulting psychologists and psychiatrists, staff sessions centered on analysis of problems encountered on the job, and general training sessions on family counseling on at least a monthly basis. Training will also be provided in the mediation/arbitration process for those residents selected as panelists who may have backgrounds in the Social or Behavioral Sciences or Law, but lack the skills and techniques of mediation/arbitration.

In all components, the project staff will at all times respect the privacy and security of juveniles and other program participants. Information provided by a child or provided by the staff concerning a child will be confidential

and will not be used against the child at any time. The only information to be recorded will be that which is considered essential for program operations or evaluation. At the conclusion of a child's involvement in the program, his or her records will be destroyed to further insure privacy and confidentiality.

## VII. Guidelines, Procedures and Operations

### A. Location and Office Hours

The Youth Arbitration Center is located at 651 Florida Avenue, Northwest, Washington, D. C. 20001. On Mondays through Fridays between 8:00 a.m. and 5:00 p.m., the office can be reached by telephone at 232-8878, 232-8879, 232-8880 and 232-8881. The same numbers should be used on Saturdays and Sundays between 10:00 a.m. and 6:00 p.m. During other hours, the seven day a week - 24 hour operation can be reached at 232-8881.

### B. Eligibility

The Youth Arbitration Center considers any resident of Court Unit Service Areas three and four of the District of Columbia as eligible for services being offered by the program. The services being offered are in response to the needs of status offending youth and their families, although an arrest or formal petition need not be the basis for the referral. The project will accept any status offending youth between the ages of seven (7) and seventeen (17), the only condition being that both the youth and the parent or guardian agree to take part. Some youths may be accepted without parent involvement.

The project is not designed to handle adjudicated youths therefore, it would consider ineligible any case in which the youth is already under supervision of the Court. When ineligible citizens call requesting assistance, every effort will be made to associate them with the appropriate service.

C. Referrals

The Youth Arbitration Center receives referrals on a 24 hour basis, seven days a week. Other than by prior arrangement, referrals should be initiated by telephone call to the Center on Mondays through Fridays between 8:00 a.m. and 6:00 p.m. at 232-8878, 232-8879, 232-8880. Candidates may also walk in during these hours. At any other times referrals should be telephoned into the office at 232-8881.

Referrals from the Receiving Home - A major project objective is to provide a workable alternative to the overnight detention of status accused youth prior to the 24 hour hearing. Consistent with this objective, the project will accept referrals from the Receiving Home on a 24 hour basis, seven days a week. Acting as third party custodian, the program will at the point of referral from the Receiving Home conduct crisis intervention with the involved parties in an effort to: first reduce tensions so that the child can return to his/her home

immediately, and/or make a determination whether there is any close friend or relative with whom the youth can reside temporarily with the parent's consent, or place the child in available temporary shelter with the parent's consent. The project will then assume responsibility for the appearance of the youth and the parents for the subsequent hearing.

Upon receipt of a call from the Receiving Home, the project will dispatch a worker to the Receiving Home who will determine what immediate needs exist. All calls requesting third party custody services from the Arbitration Center should be made to 232-8881. Reasonable efforts will be made to contact the parents immediately. If the parents can not be located the project upon approval of the Court unit at the Receiving home, will accept third party custody of the youth, where upon the child will be placed in one of its temporary shelter facilities which are approved by the Court. Efforts will continue to be made to locate the parents so that crisis intervention and treatment can begin. Any subsequent placement will have Court endorsement.

In all cases in which the Arbitration Center places youth in temporary shelter, the Probation Unit of the Court located at the Receiving home will have authorized the transfer of custody and approved the temporary placement, which will be in all cases a licensed facility in the city established for the care and treatment of non-delinquent youths.

- Although the project will use the facilities of R.A.P, S.A.J.A., and D.H.R., custodial responsibility will remain with the Center. Each youth placed however, must agree to and abide by the rules and regulations of the center where he or she is placed.
- Each child will be accompanied by a Youth Arbitration Center staff member to the shelter home, remaining until all intake processes have been completed.
- On the morning following initial placement, at no later than 10:00 a.m., an Arbitration Center staff member will pick the youngster up and continue crisis intervention. At this point, the parents or legal guardians should have been contacted and involved. If for some reason the child can not return home at that point, the child may spend an additional night at the shelter. Or he/she may be placed in the home of a relative or friend of the parent, or in the home of a temporary shelter parent. In no case will a child be kept in a group shelter home for more than three days. The temporary shelter parents are recruited, trained and supervised by the Arbitration Center which sponsors their services. But the actual placement agreements are negotiated by the parent.
- The residential shelter is expected to provide snacks, meals and bed space. counseling or services other than custodial will be provided by the Arbitration Center.
- The Arbitration Center agrees to share essential data and work cooperatively and closely with residential care staff during the period of residency. In every case the Arbitration Center will receive from the Court Unit a third party custody release order, identifying the shelter home at which the youth

will reside. Any change of residence will require court sanction. In cases which D.H.R. is providing shelter care, the residence will be cleared by the appropriate D.H.R. representative.

- In each case the Arbitration Center will require written documentation from the Emergency shelter that the child has been accepted into the program. Documentation releasing the shelter from responsibility will be issued by the Youth Arbitration Center.

- The Arbitration Center will provide to each organization providing shelter care a monthly statement of days or portion of days that each shelter home was used by the project.

The Metropolitan Police Department - The project will accept either direct or indirect referrals involving status accused youth emanating from the Metropolitan Police Department on a 24 hour basis. These referrals may come, although not necessarily, in lieu of detention at the Receiving Home. These cases will be handled in much the same manner as those from the Receiving Home.

The Superior Court - The project expects that a large percentage of its cases will come from the Superior Court Division of Social Services. Each morning between 8:00 a.m. and 12:00 noon the Project designates a staff member to be available to receive Court referrals of youth who may have been detained, who have been recently "picked up by the police", and to receive others coming to the attention of the Court from various sources which might be eligible for project services. This arrangement does not, however, preclude the Courts calling to refer cases at other times during the day. Upon receiving the



case, if the family is at the Court and agreeable, the project will immediately dispatch a staff member to meet with the probation officer, the youth, and the family.

The Satelite Office - 425 Florida Avenue, Northeast - The project receives referrals from the Court's Satelite Office at 425 Florida Avenue, Northeast on an "ON CALL" basis. Upon receipt of a referral from the Satelite Office, the Arbitration Center will dispatch a staff member to field the referral. Receipt of the referral may or may not involve the presence of the youngster and his parents at that point. In cases where they are not present, a meeting with the involved parties will be promptly arranged.

The District's Public Schools - Truancy and other adjustment problems that youth have in school which prompt status offense charges provide the Center with the opportunity to be a referral source to the local Educational System. These referrals may come from parents, teachers, principals, school counselors, police, etc. Upon receipt of the referral from the school, the project staff member will meet with the appropriate school representative, the youth, his/her parents, and significant others.

Other Sources - In addition to receiving referrals from the foregoing sources, the Project accepts cases from the corporation Council, the Public Defender Office, the Department of Human Resources, Community Based social services agencies, interested citizens and neighbors or concerned parents and troubled youth. These may be called in or the interested party may just walk into the office.

D. Treatment, Communications and Follow-Up

In its receipt of cases and subsequent treatment, the Arbitration Center staff is guided by principles of minority and parental responsibility. The staff also recognizes that parents and youths have rights that must be protected. It is understood that the project does not have the statutory authority which guide actions of the Courts, the Metropolitan Police Department, the Department of Human Resources, or the Public Schools. It is understood; however, that the project's activities must operate within the legal framework which directs the actions of those organizations. We are aware also that the project's actions, in each case, must be sanctioned by parental consent and arrangements reached by the youths. It is within that general framework that project services will be provided. All activities, conversations, records, and information are kept confidential and the privacy rights of all parties respected.

The Initial Contact and Agreement - The primary objective of the first contact with the family is to reduce the crisis situation causing the referral to be made. This in some cases requires several sessions and temporary separation of parent and child. Upon referral and discussion with the parent, the youth and the staff member from the referral source, an initial agreement is reached. This agreement permits the program to begin the ten day crisis intervention and diagnostic phase. It is during this period that a thirty day contract may be negotiated among the Arbitration Center, the youth, his parents, and other involved parties or institutions.

The Thirty Day Treatment Phase - During this phase, the

Project staff has intensive contact with the youth and his/her parents. At the end of this period, an assessment will take place to determine progress or the need for continued treatment. This review and renegotiation process may be followed for thirty (30) day periods as long as may be required. If the Court was the referral source, and if at any point the agreement is dissolved, the Court will immediately be advised by telephone. Within five (5) days a termination letter will be filed with the Court.

Arbitration or Mediation - May be utilized at all or at any point during these treatment phases.

Third Party Custody - The objective of the project is to divert status offending cases from the Juvenile Justice System. However, it is anticipated that for several reasons there may be cases already being processed by the Court on Status Offense charges or in one of the pre-adjudicative stages when they come to the project's attention. The project would attempt to secure the release of these youths to its custody if for some reason they can not be released to their parents. This of course, would require a plan which the project would present to the Court. It is recognized that these cases which have been or are being petitioned are under the jurisdiction of the Court. In such cases where the project is awarded third party custody, it is understood that the custodian would be not only responsible for the Youth's appearance in court, but also his general well-being while under custody. The project also understands that it may be required to provide status reports on cases in which it assumes third party custodianship.

E. Available Services - A multi-disciplinary approach directed at keeping families together is utilized by the project. The family unit is the case. All family members are appropriately involved in the process. In addition to family treatment sessions, clients are seen with their parents individually and in youth groups. Heavy emphasis is placed on the development of learning skills, improvement of personal hygiene and correcting dental and medical problems. Major treatment elements include:

Family Counseling	Individual Counseling
Group Therapy (Parent Groups, Youth Groups, Parent/Youth Groups)	Recreation
Emergency Shelter	Employment Referral (Youth)
Employment Referral (Parent)	
Alcohol & Drug Abuse Treatment & Referral (Parent)	Alcohol & Drug Abuse Treatment & Referral (Youth)
Psychological Evaluations	Psychiatric Evaluations
Medical Examinations	Dental Examinations
Family Housing Assistance	Emergency Clothing
Summer Lunch Program (Youth)	Educational Testing
Tutorial Service (Youth)	

F. Emergency Shelter - The Arbitration Center, itself, does not operate an emergency shelter facility which could be used as a temporary residence for youth who for one reason or another can not reside at home while the family is in treatment. This feature was excluded by design. The project seeks to utilize the extended family as a primary source of temporary placement of youth. The program attempts to involve relatives and friends of the family as temporary placements. Parties accepting youth in placement do so with parental approval and are compensated by the project at negotiated rates. These arrangements have been most successful. They tend to convey

to the parent and the youth in a very real sense the temporary nature of the placement and spur both parties toward making serious efforts toward reconciliation. This method of placement also places pressure on the staff to work toward early crisis resolution which means shorter periods of separation between parent and child. In addition placement in the home of a relative or friend reduces the impact of institutionalization on children frequently associated with group home placements. However, the project does use group homes for temporary placement when necessary. Some parents do not have relatives or friends. So the project is recruiting and training several families having teen-age children to act as temporary emergency shelter families. Again, the parents of the status offending youth negotiate with the prospective shelter home parents actually effecting the placement. The Youth Arbitration Center accepts responsibility for assuming associated costs.

Finally, the center utilizes the more traditional group shelter home approach by purchasing bed space from three agencies in the city; SAJA, The Department of Human Resources, and RAP.

G. Record Keeping - The Court, i.e., Social Services will not be required to maintain any special records for program purposes; although it might be useful to the Court to be able to follow cases referred to the Youth Arbitration Center in some manner. There is, however, a research component. The project maintains records on each case. These records are kept confidential. They are released only at the request of the youth and his/her parents. The Courts and other child/family agencies

may be called upon to provide certain kinds of group data.

#### H. Research

The Youth Arbitration Center is being evaluated by an independent research and evaluation team. At initial contact, all clients are advised of this and given an opportunity to take an appropriate part in the effort. Rigid measures are taken to assure the client's rights to privacy and confidentiality are respected during the conducting of the Research.

#### VIII. Staffing Pattern, Position Descriptions

During the Project it was extremely difficult and taxing on the limited project staff to operate on a twenty four (24) hour, seven day a week basis. Imaginative use of communication devices like the rotating call system and the bell-boy, combined with placing staff members "On Call" to respond to calls for crisis intervention and other family crisis situations helped. But, operating a one hundred and sixty eight (168) hour week requires four 42 hour shifts. For security and safety reasons, at least two persons must be in the Center at all times. It becomes dangerous for both parties at night when one counselor must leave to respond to a crisis, and the other must remain to man the Center. There are program problems created by the limited staff also. The Project Director must plan for and be concerned about staff conducting coun-

selling sessions on weekends and during evening hours when many working parents can be available and children who attend school can avail themselves. He must be concerned that family crises situations and emergencies in the community are being received and promptly handled. When the demands of recording and other paper work matters are taken into account along with planned and unplanned staff absences, the eight (8) full-time staff member arrangement was less than adequate to meet these objectives and concerns.

The current proposal, although not completely but more realistically, addresses those problems, and at the same time increases the ratio of client to worker in a much more cost efficient manner. We plan to more than double the number of cases being served, add the important Arbitrator/Mediator dimension, and more adequately respond to the severe plight of the city's status offending youth by adding only three positions.

This section of the document includes the staffing pattern chart and the position descriptions and performance objectives.

A. Position Descriptions

Project Director

Under the supervision of the Associate Director for Programs of the Washington Urban League, the Project Director has responsibility for the supervision of all project activities .

Among these are:

- Monitoring of the conditions of the Grant
- Assuring that project objectives are met
- Supervision of all project staff
- Developing a viable Public Relations program
- Coordinating essential support services
- Attending relevant conferences and meetings
- Coordinating the project activities with appropriate LEAA representatives
- Insuring that fiscal controls are adequate
- Oversight of the Research effort
- Insuring that the Privacy Rights of Clients are protected
- Coordinating the Project with the State Planning Agency
- Developing new and sound approaches to problems addressed by the Project

Qualifications: A Masters degree in one of the Behavioral or Social Sciences with a minimum of four years of Administrative Experience and two years of supervisory exposure in the treatment of youth or families in crises. Should have a good working knowledge of the Juvenile Justice System and those organizations both public and private which assist youth and families. . Must be familiar with current trends in the treatment of youth and families and have a good knowledge of policies and practices on the local and national levels regarding their treatment.



## Supervisor of Clinical Services

Under the supervision of the Project Director, the incumbent is responsible for planning, initiating and managing all appropriate clinical services and administrative effort required to fulfill the objectives for which the organization is operated. The incumbent is guided by pertinent legislation, orders, and recognized practices governing the treatment of children and families in stress. Specifically, Clinical Supervisor

1. Provides supervision (clinical) and acts as consultant to the professional staff on all matters of a clinical nature.
2. Plans, directs and coordinates through staff assistance, the Clinical and Case Conference.
3. Implements policies, formulates plans, and institutes measures of a clinical nature which will best fulfill the mission of the organization.
4. Attends meetings in and out of the metropolitan area that pertain to the given field as a means of keeping abreast of current thinking in the field.

Qualifications: A Masters degree in psychology or Social work, with a minimum of four years of supervisory or administrative experience in the treatment of youth and families in crises. Must have group work or group therapy experience, experiences in crisis intervention and a good knowledge of local services and agencies treating youth and families.

## Family Counselor

Under the supervision of the Project Director, the Family Counselor serves as the Counselor for a caseload of approximately twelve (12) status-offense accused youth and their families.

The Family Counselor is responsible for the initial crisis intervention, and subsequent care and treatment of these clients. Through the utilization of multidisciplinary personnel which shall include psychologists, social workers, educational specialists, medical personnel, school personnel, recreational specialists, in addition to any other relevant professional or lay persons.

In conjunction with his team, his or her specific duties would include the following:

- A. Assessment, intake and diagnostic work-up of clients (which may include psychological and sociological evaluations if deemed necessary.)
- B. Responsible for planning, guiding and coordinating the provision of services to his clients, using individual and group techniques.
- C. As a member of the diagnostic and counseling team, participates in the Clinical and Case Conference team meetings, and/or meets individually with clinical team members or the Clinical Director to plan and review treatment plans, goals, and advise regarding the resolution of client and family problems or conflicts of a crisis nature. (continuous case conferences)
- D. Provides therapeutic services for individual clients and groups of clients such as Crisis Intervention, Counseling, or short-term supportive therapy, family counseling or therapy, and career planning, etc. in accordance with the treatment plan recommended and approved by the team.
- E. Schedules and undertakes to participate in the administering of different types of therapeutic techniques such as individual, family, and group counseling, vocational counseling, activity

therapies, milieu approaches, etc. A large portion of this work will take place in the community. Home visits and sessions held at other locations convenient to the clients are encouraged.

Qualifications: Masters degree or its equivalent in experience in one of the Behavioral or Social Sciences with a minimum of three years of experience in the treatment of youth and offering group and individual counseling services to families in crises.

#### Youth Coordinator

Under the supervision of the project director builds a role model system for project youth. Helps coordinate the Center's relationships, in close conjunction with the Community Resource Specialist, with other service agencies providing services to youth. Develops and maintains a socialization and recreational program for project including areas such as health, personal hygiene, coping skills, attitudes, interpersonal relations, peer relationships, etc. Participates in the assessment of youth needs in the Center's total planning efforts: The Youth Coordinator also:

- A. Maintains significant data records on each case for Clinical assessments.
- B. Serves on an On-Call rotational schedule for emergency family and child crisis interventions and assistance.
- C. Serves on Week-end duty as required, and on a rotational basis.
- D. Attends conferences as approved.
- E. Performs all other relevant duties as assigned.

Qualifications: A Bachelor's degree in one of the Social Sciences with a minimum of two years experience in counseling of Youth.

Must have a working knowledge of service delivery systems on the local level for youth.

#### EDUCATION SPECIALIST

Under the supervision of the Project Director, designs, develops, and implements remedial education services which will be tailored to meet the specific needs of each Project Youth. Will perform various functions in order to effect operations. Specifically the Education Specialist:

##### A

- A. Administers educational tests.
- B. Develops comprehensive list of programs sponsored by educational institutions and community organizations.
- C. Serves as liaison between Family Counselor and the public schools (to include conferring on a regular basis with officials of target community schools) and community agencies, and formulates educational recommendations for use by Family Counselors.
- D. Formulates and develops techniques and resources for assessing needs and problematic areas of the referrals, i.e., testing and evaluations.
- E. Recruits volunteer tutors specializing in specific academic areas, and coordinates their tutorial functions to assist project youth.
- F. Develops strategies for follow-up work to insure educational growth of clients (to include home visits with family, assistance with college

admission preparation, etc.) and emotional support from family.

- G. Maintains significant data records on each referred case, and prepares educational summaries, progress reports, and closing notes on clients for presentation in the Clinical and Case Conferences and the official folders.
- H. Schedules meetings with relevant others of Project clients and other interested parties as part of the comprehensive program.
- I. Evaluates with clients and staff the clients' readiness for assuming responsibility for their behaviors.
- J. Maintains significant data records on each individual case, and prepares, with team members, case studies, progress reports, and closing notes on clients for the official folders.
- K. Serves on an On-Call rotational schedule for emergency family and child crisis interventions and assistance.
- L. Counsels youth and parents in group and individual sessions regarding school, educational, and vocational training, school adjustment, learning problems, skills, development, and parent-child-school relationships.
- M. Serves on weekend duty as required.
- N. Attends conferences as approved.
- O. And performs other relevant duties as assigned.

B

- A. Administers educational tests.
- B. Makes analyses of client's specific needs in math and reading.
- C. Recruits and supervises volunteers.
- D. Coordinates volunteer activities.
- E. Submits progress reports pursuant to tutorial activities.
- F. Tutors in math and reading.
- G. Consults with parents.
- H. Meets with other education member to coordinate educational component.
- I. Maintains tutorial records.
- J. Performs other relevant duties as assigned.

Qualifications:

The education specialists will be required to have a Master's Degree in Education, with experience in remedial education (testing, remedial math and reading).

COMMUNITY RESOURCE SPECIALIST

Under the supervision of the Project Director, the Community Resources Specialist serves as liaison between the project and community service agencies acting as a negotiator for the project's clients, acquiring for them needed services. Working in close conjunction with the Youth Coordinator and cooperatively with the Family Counselor, the Community Resources Specialist:

- A. Acts as liaison between the Arbitration Center and community agencies maintaining a cooperative working relationship, making available housing,

temporary shelter, medical and dental care, clothing, etc.

- B. Develops and maintains a comprehensive list of referral resources for family counselors.
- C. Maintains a resource library.
- D. Expands resources for social service referral.
- E. Consults with families to make them knowledgeable of community services available and procedures for obtaining those services.
- F. Helps implement public relations activities.
- G. Creates employment opportunities for clients.
- H. Recruits volunteers and students to work within the Center.
- I. Helps develop work skills and conducts motivation counseling to effect satisfactory job placement.
- J. Maintains significant data records on each case for the official folders, and presentation in the staff meetings.
- K. Serves on an On-Call rotational schedule for emergency family and child crisis interventions and assistance.

Qualifications:

Bachelors Degree in one of the Social or Behavioral Sciences with minimum of two years experience in employment placement, resources development, individual counseling and group counseling.

### ARBITER/MEDIATOR

Under the supervision of the Project Director, the Arbiter will establishe. and maintain a panel of mediators and arbiters for project family dispute settlement. The arbiter will establish a system of selection and coordinate family dispute settlement sessions, providing recruitment and training of candidates for the panel.

#### Qualifications:

Appropriate training and experience as a panel member with a recognized Mediation-Arbitration Association. Should have an academic background and experience in handling family problems, domestic disputes, and psycho-social behavioral conflicts.

#### D. The Adivsory Committee

This year the Project will include an Adivsory Committee which should enhance its posture aid in meeting Project objectives. It will include a membership of five, not more than seven persons. The membership will be a combination of professional and lay persons from business, religions, the community at large. The academic, judicial, labor and other community interest. Among their responsibilities will be:

- General Program Support

- Public Relations

- Community Support

- Resource Development

- Program Input



## IX. RESEARCH AND EVALUATION

Fifty thousand dollars is requested for continued evaluation to the Youth Arbitration Center during the second year of the project. In addition to continuing follow-up on the cases handled during the first year, major objectives will be to describe the Project's demonstrated ability to:

- A. Provide a viable alternative to juvenile court processing of non-delinquent youth in trouble, thus keeping non-delinquent youth out of the criminal justice system and discouraging their detention by providing:
  - 1. Crisis Intervention
  - 2. Arbitration
  - 3. Mediation
  - 4. Family Counseling
  - 5. Temporary Shelter
  - 6. Peer Group Counseling
  - 7. Role Identification
  - 8. Recreational Activities
- B. Improve the interpersonal relationships between the youth referred and their families by resolving crisis situations which threaten family breakup, thereby reducing the number of juveniles in contact with the criminal justice system and reducing juvenile crime and delinquency by implementing:
  - 1. Family Counseling
  - 2. Role Identification
  - 3. Establishing positive role models