

 U. S. DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION		DISCRETIONARY GRANT PROGRESS REPORT	
GRANTEE Division of Criminal Justice Colo. State Planning Agency		LEA GRANTEE NO. 73-ED-08-0009(E)	DATE OF REPORT 7/15/75
IMPLEMENTING SUBGRANTEE City & County of Denver Commission on Community Relations		TYPE OF REPORT <input type="checkbox"/> REGULAR QUARTERLY <input type="checkbox"/> SPECIAL REQUEST <input checked="" type="checkbox"/> FINAL REPORT	
SHORT TITLE OF PROJECT N.E. Denver Youth Services Bureau		GRANT AMOUNT \$119,778.00	
REPORT IS SUBMITTED FOR THE PERIOD 4/1/74		THROUGH 4/15/75	
SIGNATURE OF PROJECT DIRECTOR <i>Carlton Zenon</i>		TYPED NAME & TITLE OF PROJECT DIRECTOR Carlton Zenon, Executive Director	

COMMENCE REPORT HERE (Add continuation pages as required.)

Title: Northeast Denver Youth Services Bureau - Final Report

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GRANTEE STATE PLANNING AGENCY (OPTIONAL) <i>Ronald Kinosh</i>	DATE 7/31/75
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U. S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

DISCRETIONARY GRANT
PROGRESS REPORT

GRANTEE Division of Criminal Justice Colorado State Planning Agency	LEAA GRANT NO. 73-ED-08-0009(E)	DATE OF REPORT April 30, 1975	REPORT NO. Final
IMPLEMENTING SUBGRANTEE City and County of Denver Commission on Community Relations	TYPE OF REPORT <input type="checkbox"/> REGULAR QUARTERLY <input type="checkbox"/> SPECIAL REQUEST <input checked="" type="checkbox"/> FINAL REPORT		
BRIEF TITLE OF PROJECT Northeast Denver Youth Services Bureau	GRANT AMOUNT Federal: 119,778 Match: 13,309		
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SIGNATURE OF PROJECT DIRECTOR <i>Carlton Zenon</i>	TYPED NAME & TITLE OF PROJECT DIRECTOR Carlton Zenon, Executive Director		

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SECTION A

PROJECT ABSTRACT

The Northeast Denver Youth Services Bureau is serving a vital diversionary role for many youth who have had contact with criminal justice agencies and also for youth who have indicated a propensity for criminal justice involvement. For example, the Bureau receives referrals from the Denver Public Schools of youth who are chronic truants and youth who display assaultive behavior but who have not yet come to the attention of the police. The Bureau also receives referrals from parents who are having problems with their children and walk-in self referrals of youth who are seeking help for one reason or another.

In attempting to meet its objectives the Bureau performs the following functions: (1) Service Brokerage - bridging the gap between available youth services and youth in need of them; (2) Resource Development - developing new resources where needed, mobilizing existing youth-serving agencies to improve and strengthen their service delivery capabilities; (3) System Modification -

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identifying and modifying those attitudes and practices in established institutions such as the Police, Schools, and Courts, which do not aid in the reduction of juvenile delinquency. The Bureau embraced the following objectives during its second year of operation which were divided into Effectiveness and Operational Objectives. The Effectiveness Objectives include the following: (1) Reduce the expected recidivism rate of 350 impact (burglary, robbery and assault) and potential impact (first time arrestees, auto, theft, multiple theft, CHINS with impact backgrounds, and truants) juvenile offenders in Northeast Denver (Police District #2) by 20% over baseline rearrest data; (2) Maintain a reduced rearrest rate of 20% for first year clients through continued case follow-ups, reassignments and other services. The Operational Objectives include the following: (1) Serve 350 juvenile offenders from the Police, Juvenile Court, schools, and walk-in self-referrals through diagnostic evaluation, referrals to community resources, and follow-up procedures; (2) Serve first year Youth Service Bureau clients through continued case follow-ups, reassignment, and other services; (3) Solicit community involvement and participation of an Executive Advisory Community Board, continue support of volunteers, and crime prevention education.

In accomplishing the goals of the Law Enforcement Assistance Administration in effecting a measurable reduction in the incidence of stranger to stranger crime, to embrace the needs, problems, and concerns of youth and adults in

Northeast Denver, and in constructively channeling youth into a meaningful existence in the community, the Youth Service Bureau deals with all facets which relate to both impact and non-impact crime simultaneously. It has also been the experience of the Bureau that one organizational structure cannot effectively develop programs, offer direct services, coordinate programs, and maintain records. As such the Northeast Denver Youth Services Bureau is designed to fill the particular comprehensive needs of the community. This type of comprehensive diversionary program is needed not only to assist other youth oriented impact projects but also many youth serving agencies in the Northeast Denver Community. In fact, the need for coordination and mobilization of existing youth serving agencies in the community provided some of the impetus for establishing a Youth Service Bureau. The need to intervene at an early point in time in the criminal careers of a large number of youthful offenders provided additional impetus. Outside of the Youth Service Bureau there is no other agency in Northeast Denver specifically designed to perform a youth advocacy role. No other agency in Northeast Denver is providing regularly scheduled follow-up services on youth who may be receiving such services to determine if, in fact, they are receiving services, how good the services are, and how the youth is responding to the services being provided. In an article entitled "Diverting Youth from the Correctional System" published in the Cincinnati Law Review in 1972, Rosenheim, a consult-

TABLE OF CONTENTS

Chapter	Page
I. Project Abstract.....	1
II. Project Development and Objectives.....	6
III. Methods and Procedures.....	15
IV. Results and Evaluation.....	24
V. Comments and Conclusions.....	47
VI. Appendix.....	53

tant to the President's Commission on Law Enforcement and the Administration of Justice, states the following: "My judgement is that the Youth Service Bureau concept promises a rosier future. It offers a means to closer collaboration, to reduce the level of serious delinquency (perhaps), and to give professionals the gratification of success which often escape those who work with more seriously deviant or disturbed youth or adults. It can rescue the child from unnecessary stigmatization. It can institutionalize a community's helping hand. It can do all of these things and undoubtedly more ."

The Northeast Denver Youth Services Bureau is providing an efficient and direct solution to the problem of disorganized youth services in that part of the city. Through an efficient referral and follow-up process the Youth Services Bureau is able to track clients from the time when they are received into the project to the time when they are no longer involved in community services. More specifically, the Bureau is providing the following services:

Youth

The Youth Services Bureau is providing a listening ear of someone who can cut establishment "red tape" in an effort to solve their problems.

Denver Juvenile Court:

The Youth Services Bureau is providing relief from nuisance cases and source of follow-up services for non-adjudicated youth.

Denver Police Officers:

The Youth Services Bureau is providing an alternative to detention and court referral when, in the arresting officer's judgement, lecture and release is insufficient but filing a petition is not imperative.

Denver Public Schools:

The Youth Services Bureau is providing a link with the school social workers so that truancy and drop out school problems are handled through cooperative problem solving efforts with other agencies.

Community:

The Youth Services Bureau is providing an opportunity for the community to accept responsibility for assisting its troubled and troubling youth by coordinating services on their behalf rather than relying on court authority.

SECTION B

PROJECT DEVELOPMENT AND OBJECTIVES

Basically, the juvenile crime problem (high impact crimes of burglary, robbery, assault, and non-impact crimes including various misdemeanor type of offenses) as relates to a large number of first time juvenile offenders dictated a need for a Youth Service Bureau in Northeast Denver. In addition to the frequency and severity of such crimes, the lack of coordination relative to the delivery of youth services, as well as the need for greater community involvement in the prevention and reduction of juvenile delinquency, provided impetus for the development of a Youth Service Bureau. Before the Northeast Denver Youth Services Bureau was established, this part of the city was lacking a youth advocacy program, as well as a comprehensive diversionary program for juvenile offenders.

The Northeast Denver Youth Services Bureau recruits its clientele from the entire Northeast Denver Community. This community is geographically bordered by Broadway on the west, Quebec on the East including the Montbello area, Colfax on the south and 52nd which is the northern city limit boundary. Police precincts 211, 212, and 217 are singled out as high impact areas of the community. As indicated in Volume II of the Denver Anti-Crime Council's Crime Reduction Plan, other factors related to the high incidence of crime in Northeast Denver are, increasing housing structure overcrowding, a climbing rate of unemployment,

and a large number of families receiving welfare assistance. Generally, these trends point to a condition of decline. For example, the Parkhill area is home for 35,306 persons and in selected areas of this part of the Northeast Denver Community, the residential density is higher than the city average. School age children have the largest age group of residents; and pre-school children are substantially more numerous than normal for the city.

Information from the Denver Anti-Crime Reduction Plan for 1973 - 1974 indicates that of 7,303 juvenile arrests in Northeast Denver 1,679 were arrested for impact offenses (burglary, robbery, aggravated assault, rape, and homicide) and an additional 2,905 youths were arrested for larceny and auto theft resulting in a total number of Class I arrests of 4,584. For the same time period there were 2,719 juvenile arrests for non-impact offenses giving the total number of juvenile arrests for both impact and non-impact offenses a total of 7,303. When compared to other areas of the city the Northeast Denver area has had a considerably larger number of juvenile arrests. For the same time period the Northwest area of the city had a total of 5,918 juvenile arrests; Southwest area had a total of 4,131 and the Southeast area had a total of 2,572 such arrests. For the 1973 - 1974 time period there were a total of 21,826 juvenile arrests which included 1,476 youths from suburban areas around the city of Denver, 282 youths from areas of the state beyond the suburbs, and 144 youths whose origins

are unknown. It is interesting to note that approximately one-third of the total number of juvenile arrests occurred in the Northeast Denver area of the city. It is also interesting to note that the total number of juvenile arrests for serious offenses (homicide, rape, aggravated assault, burglary, robbery, larceny and auto theft) outnumbered the less serious offenses by 1,865 thereby supporting the need for services such as the Y.S.B. offers in the Northeast Denver Community which intervenes at an early point in time in the criminal careers of a large number of juveniles in attempting to reduce the high rate of juvenile delinquency in that part of the city.

During its second year of operation the Northeast Denver Youth Services Bureau embraced the following objectives:

EFFECTIVENESS OBJECTIVES

Objective I

Reduce the expected recidivism rate of 350 Impact (burglary, robbery, and assault) and potential impact (first time arrestees, auto theft, multiple theft, CHINS with impact backgrounds, and truants,) juvenile offenders in Northeast Denver (Police District #2) by 20% over baseline re-arrest data.

As such, the baseline rearrest data developed by the Denver Anti-Crime Council deals only with a group of impact offenders who were tracked for a two year period and consequently does not address the larger number of juvenile offenders referred to the Bureau for non-impact offenses.

Some of the data required to evaluate the above objective include the following:

- (1) Rearrest rates for impact and non-impact offenses by both impact and non-impact client referrals based on a one-year follow-up from the time of referral to the YSB.
- (2) Rearrest rates of "acceptance" and "refusal" clients based on a one-year follow-up from the time of referral to the YSB.
- (3) Rearrest rates for client groups based on type of community based agency providing service to the YSB referral.

Some constraints in the data elements required for evaluation of this objective are based on recidivism defined only as rearrest, as opposed to re-referral or re-filing in Juvenile Court. Rearrest rates were chosen for several reasons: A procedure has been established to track rearrest rates of YSB clients while court related recidivism data is not easily attainable, it also may not be as meaningful as rearrest since a large portion of juvenile arrestees never penetrate deeper into the juvenile justice system, and policy decisions to divert juveniles from the system have an impact on recidivism rates based on court referrals and filings although there may be no change in criminal behavior.

The rearrest data required to measure this objective is collected by the Denver Anti-Crime Council staff from the Juvenile Delinquency Control Division of the Police Department. This data is then disseminated to the YSB staff for follow-up and analysis. In order to validate

summary arrest data reported by the YSB, the Denver Anti-Crime Council staff maintains arrest log sheets. In an effort to validate arrest reports the YSB staff performs follow-up on the report with a contact to the agency providing services and with the client to substantiate the disposition, determine circumstances of the re-arrest and determine any further action required.

The baseline rearrest data for Denver juvenile offenders developed by the Denver Anti-Crime Council staff provides one-year and two-year rearrest rates. These overall rates, as well as rates of subgroups based on sex, race, and age composition comparable to Northeast YSB clients are utilized to measure changes in client rearrest rates compared to the expected rates. As such this data deals only with impact offenders and does not include the larger number of client referrals who are non-impact offenders. Impact referrals are differentiated from non-impact referrals, and both rates are compared to baseline rates. Further comparison of rearrest rates for "refusal" clients will be compared to "acceptance" clients since those not receiving service provide a type of comparison group, although it is by no means a control group. Additional analysis of subgroup rearrest rates are conducted for community agencies receiving YSB referrals to determine if there is any evidence that certain types of treatment appears to be more effective in reducing delinquent behavior.

Objective II

Maintain a reduced rearrest rate of 20% for the first year YSB clients through continued case follow-up, reassignment and other services.

All data needs stated under Objective I above apply to this objective with two additions. Rather than be limited to performing a one-year follow-up, a second year follow-up is also conducted. Rearrest data for subgroups of drop-outs, reassignments, and successful terminations is also maintained for comparison purposes. All statements relative to data analysis under Objective I apply to this Objective with the addition of a second year follow-up and development of subgroups for comparison based on final disposition of the case categorized into drop-outs, reassignments and successful terminations.

OPERATIONAL OBJECTIVES

Objective I

Serve 350 juvenile offenders from police, juvenile court, school, and walk-ins through diagnostic evaluations, referrals to community resources, and follow-up procedures.

The following data elements are utilized in support of measuring this objective:

- (1) Number of new referrals by referral source.
- (2) Criminal background of new referrals.
- (3) Age and sex breakdown of new referrals.
- (4) Number of referrals refusing services

- (5) Number and type of referrals to each community based agency.
- (6) Number of drop-outs, reassignments, and successful terminations by community-based agencies.

The only constraint relative to the above data needs is the reporting procedures of the community-based agencies. This constraint is minimized by the development of procedural agreements between the YSB and community-based agencies which mandates follow-up reporting as a condition of receiving referrals. The YSB staff collects and summarizes both intake and follow-up data on a monthly basis and reports this information to the Denver Anti-Crime Council staff. (see data collection forms in appendix D) The Anti-Crime Council staff then compares these statistics with statistics from other criminal justice agencies and also spot-checks individual cases at the YSB.

The YSB's operational data is analyzed in several ways. A basic flow analysis including intake by source, referral processing and output by community-based agency with disposition is conducted to evaluate the YSB at the operational level. Intake is analyzed by age and sex breakdown as well as criminal offense background. Refusal rates are also calculated. Failure rates (drop-outs plus reassignments divided by total referrals) are calculated and compared for major community-based agencies utilized by the YSB. The primary evaluation measure is reached by dividing the total YSB intake by 350 to determine the

percent of the stated intake goal actually accomplished.

Objective II

Serve first-year YSB clients through continued case follow-ups, reassignment, and other services.

There are currently fifty-four (54) client referrals which are currently active from the first year. These clients are being provided continued follow-up services presently. Data requirements and analysis is similar to that required for new clients as outlined under Objective I above.

Objective III

Solicit community involvement and participation through implementation of an Executive Advisory Community Board, continue support of volunteers, and crime prevention education.

This objective is more subjective in nature and indirectly relates to project success. Data required to measure this objective is that which is used to assess the quantity of effort devoted by the YSB staff in support of community activities. Some data elements required to measure this objective are:

- (1) The number of community meetings and contacts.
- (2) Amount of volunteer help solicited.
- (3) Number and type of new programs generated in the community.

The YSB presently has an Executive Advisory Community Board which meets monthly. The greatest problem which exists relative to board membership participation is attendance at scheduled board meetings. The majority of board members feel that since their role is advisory they have little or no authority to make policy decisions. They also feel that their

time is limited in terms of their participation in action-oriented committees and as a result they rely totally on the YSB staff to meet program objectives. The by-laws have been revised by the board's attorney but have not yet been ratified by a majority of the board members. (see appendix B)

Through the support of five VISTA Volunteers from Action the Bureau has been able to develop a tutoring and counselling program for a selected number of junior high school youth. Efforts are being made to continue this program by phasing it into a community based agency which provides tutoring and counselling services as an integral part of their program. (A copy of this proposal is included in appendix B.)

In relationship to its crime prevention education activity the Bureau conducted a one-day juvenile justice workshop at Smiley Junior High School which indicated a very favorable response on the part of all participants. A copy of the program outline is included in appendix B. Efforts are being made to conduct this program for other junior high schools in the area. In addition to this, two YSB staff members are working on a full time basis in the area of public relations and youth development. Radio talk shows, television interviews, contact with other youth-serving agencies, youth participation on boards and councils are all part of an effort to provide better services for the youth of Northeast Denver.

SECTION C

METHODS and PROCEDURES

Presently, the Northeast Denver Youth Services Bureau has eleven full-time staff positions. Refer to the organizational chart in appendix C. Four Caseworkers, two Community Developers, a Psychologist, a Research Evaluator, an Administrative Assistant, a Secretary, and the Project Director. The project has operated with eleven full-time staff positions since January 20, 1975.

Interrelationships between staff members are governed by the program's personnel policy manual which is included in appendix C. All staff observe the normal city and national holidays. In addition, as motivation to work beyond the required forty-hour week, the staff has been allowed to accrue compensatory time at the rate of sixteen (16) hours per month which can be used as time which is similar to vacation time but in a limited sense. Compensatory time off is defined as work which is established as a specific Bureau function and which is accomplished at times other than the normal working hours of the employee and is required by the nature of the task or emergency of the situation. In all cases compensatory time worked is approved by the Project Director or his designee in advance of the overtime work and in advance of the compensatory time being taken.

In an effort to increase the number of client referrals from the Denver Public Schools and walk-in self-referrals and also to make the Bureau better known in the community, the Bureau has developed an extensive publicity campaign. In order to alleviate the entire burden of this effort with the utilizat-

ion of one Community Developer a change in the staffing pattern has been made whereby a caseworker has been phased into this effort and is also performing as a Community developer.

All staff attend a variety of local conferences and seminars on a continuing basis as part of their training to enhance their skills in dealing with a wide-range of problems encountered in carrying out their job requirements. A list of such conferences and seminars is included in appendix C.

As such, all staff members are not only required to maintain good working relationships with other agencies but among themselves. Nothing can be achieved if staff members are at odds with each other. Weekly staff meetings are held to discuss problems and issues which are of concern to the Youth Services Bureau staff. The staff has input into all policy and decision making procedures of the Bureau. Copies of job descriptions are included in appendix C.

The Bureau receives referrals from the Delinquency Control Division of the Police Department, Juvenile Court, Denver Public Schools, walk-in self-referrals, and referrals from other agencies. The Bureau has received a total of 925 such referrals. When the paper referral reaches the Bureau the case is logged in by the Administrative Assistant and the Research Evaluator who then assigns each case a coded number and turns the cases over to the Caseworker II who assigns them to the Caseworker I's, and to himself/herself. The Caseworkers perform the initial contacts with their assigned cases to determine whether or not they wish to become involved in the services which the Bureau

has to offer. If upon initial contact a client refuses services then the case is closed and nothing is done unless the client is rearrested for another offense. When a client refuses services the caseworker advises the client and his/her parents that it is the police department's policy to refer only first time offenders to the Bureau and if rearrested there is no assurance that a second referral will be made to the Bureau. Clients are also advised that a referral to Juvenile Court might take a considerable amount of their time which is spent in court hearings and in consultation with probation counselors. Upon initial contact the YSB caseworker may make the determination that no services are needed. This determination is based upon the results of the caseworker investigation into the home, school, and other aspects of the client's life. In such instances the YSB caseworker may provide two or three counselling sessions with the client and the client's parents.

After a client has accepted services the caseworker performs the diagnostic interview to determine with some precision what kinds of problems the client's experiencing. If the caseworker feels that a more in-depth analysis is required the client is referred to the staff psychologist who performs psychological testing to determine what the nature and extent of the client's problems are. In any event, based on their assessment the caseworker and psychologist develop a treatment plan for the client. The client is then matched with the appropriate service delivery agency in the community and through prior agreement with the agency receiving the YSB referral the

follow-up procedure begins. Follow-up is performed from two points of view: agency follow-up, and individual client follow-up. This follow-up procedure is utilized simply because it indicates any discrepancy in the follow-up reporting which allows the caseworker to act immediately in solving the discrepancy. The follow-up is performed on a regularly scheduled basis: ten days (10) after the referral is made, one month (1), and every two months (2) thereafter, for as long as the client is receiving services.

In instances where a YSB referral is made to another agency and the client refuses the agency or for some reason the agency refuses the client the YSB is immediately notified and efforts are made by the YSB caseworker to reassign the client to another agency which might meet his/her needs and the same follow-up procedure as described above is utilized.

The YSB receives rearrest information on any YSB referral from the Denver Anti-Crime Council on a weekly basis. Upon receiving this information the YSB caseworker assigned the case performs a follow-up with the client to determine the nature and extent of the rearrest. If the rearrest occurs when the client is actively participating in a community program then efforts are made to continue the client in the program even if the referral reaches juvenile court intake division. Depending upon the seriousness of the rearrest offense the client may be filed upon and handled on an informal basis while continuing in the community program or may be adjudged delinquent and be placed on probation and may be allowed to continue in

a community program, dependent upon the program's guidelines which relate to adjudicated youth.

Referrals from juvenile court intake division, Denver Public Schools, Delinquency Control Division of the Denver Police Department and some walk-in self-referrals are all processed in the same manner. Walk-in self-referrals requesting employment services under the Neighborhood Youth Corps Summer Work Program are not processed in the same manner as other referrals. The reason for this stems from the fact that the YSB does not know in every instance whether or not a client will meet the Neighborhood Youth Corps criteria for job placement and also because of the structure of the Neighborhood Youth Corps it is almost impossible to conduct follow-up reporting except from the individual client point of view. After conducting this kind of follow-up reporting there is not much that can be done for the client if the Neighborhood Youth Corps rejects him/her for not meeting their criteria except to point the client in the direction of other employment or actually taking the client to the job site if the availability of the job is known to the caseworker.

Before the Bureau received any referrals in its first year the staff conducted on-site visits to every youth agency in the community to determine the nature and extent of the services offered and as much as possible to obtain written procedural agreements from every agency not prohibited from entering such agreements. The procedural agreements spelled out in some detail the functions of the Bureau and the ensuing responsibilit-

ies of agencies accepting YSB referrals. Through renewed and continued contact with these agencies the YSB has not experienced great difficulty with other agencies adhering to procedural guidelines. It is almost impossible to avoid all complications with such a system. The Bureau, in essence, is totally dependent upon these outside agencies for its own success and therefore, must exercise discretion and diplomacy in conducting its follow-up reporting with these agencies. The Bureau exercises more control over potentially disruptive situations when other youth serving agencies are LEAA funded and are heavily dependent upon the Bureau for clientele. This situation applies to three (3) out of twenty (20) agencies utilized. In relationship to regularly scheduled follow-up reporting with outside agencies the Bureau takes the initiative to contact both the agency and the client and does not wait upon agencies to perform timely follow-up reportings simply because many agencies are not geared toward performing such reporting due to manpower problems and other in-house paper work requirements.

An extremely important factor in any organization that operates under the guidance of an executive board is that the role the board will play should be very clearly determined prior to establishing such a board. One problem which this Bureau experienced in relationship to its board in its first year of operation was that the board's role was not made clear until eight months after the board was functioning. Initially the board assumed a policy making role simply because what

role they were to play was not clear to them at that time. Guidelines for the role of volunteer boards or councils as advisory bodies are included in appendix C. These guidelines were developed by the Denver Anti-Crime Council in November of 1973 and became effective immediately.

Since the board's role is advisory and also since the majority of board members feel that their time is limited in terms of getting involved in working committees the by-laws have been revised and are awaiting ratification by a majority of the members. The revised by-laws call for an increase in the number of youth representatives on the board from four (4) to six (6) representatives. At the last board meeting the possibility of youth representatives acting as a separate youth component of the board was discussed. It was generally agreed that the youth representatives had more time to devote to board activities and could become more actively involved in issues relating to the needs of youth in Northeast Denver.

Vacancies on the board are filled through recommendations from staff members and board members of clients and other community citizens who might be interested in serving on the board. The sponsoring agency, the Commission on Community Relations also recommends and approves all new appointments to the board. Attendance at board meetings by a majority of board members has been a continuing problem. The board members place full confidence in the director and staff in terms of meeting program objectives and adhering to program guidelines.

They also feel that the program is monitored closely enough by the Denver Anti-Crime Council, the Commission on Community Relations and the Auditor's Office to warrant their minimal involvement in the programmatic and fiscal aspects of the program. A copy of the revised by-laws is included in appendix B.

There are seventeen Youth Service Bureaus in the state of Colorado. Most of them were developed and established in the last three years. Immediately after the Bureaus were established many of them indicated a need for a state-wide Youth Service Organization which might offer them direction, in-service training, evaluation methods and state-wide youth advocacy. The Youth Service Bureaus throughout the state responded to this need by establishing the Colorado Council of Youth Service Bureaus (CCYSB). Some of the goals it set down in the beginning were:

- 1) Consulting the local communities in establishing effective Youth Service Bureaus.
- 2) Offering in-service training in areas pertinent to the functioning of a Youth Service Bureau including working with agencies, local governments and other outreach programs.
- 3) Dissemination of information related to youth, prevention programs and legislation.
- 4) Developing evaluative systems for programs and data analysis of youth problems.
- 5) Offering a unified front for professional growth.

Many of the CCYSB's goals have been initiated and plans are now set for future implementation of these goals. The primary importance of CCYSB lies in its ability to upgrade

and make the YSB's in the state more effective in meeting the particular needs of youth in their respective communities.

CHAPTER VI
EVALUATION REPORT

INTRODUCTION

The Northeast Denver Youth Services Bureau was created as a preadjudication diversionary program for juveniles who have come in contact with various criminal justice agencies. Juveniles have also been referred by social agencies, schools, and parents. In line with expectations, referrals have primarily come from the Delinquency Control Division (DCD), of the Denver Police Department. In terms of intake priority, referral priority is given to those youth who have been arrested for impact offenses. Second priority is given to those youth with non-impact histories and third priority is accorded all other referral clients.

The Northeast Denver Youth Services Bureau provides no direct services to its clients with the exception of its part-time psychologist. The NEDYSB's primary function is in the collection of data at intake about a juvenile's background, making home visits, determining the needs of the youth, referring the youth to an appropriate agency, and performing follow-ups on the youth and agency to determine the youth's progress and the effectiveness of the agency to which the youth was referred. The main thrust of the YSB program is in the deterrence of youth from future involvement with criminal justice agencies.

The purpose of this report is: 1.) To review the quantitative data collected during the first twelve months of the project's second year of operation; 2.) To measure the

extent to which the project is meeting its objectives; and 3.) To come to some conclusions within the limited time frame and based on a quantitative analysis, as to the project's overall effectiveness.

Basically, YSB's Final Evaluation Report will consist of two types of analysis: System Flow and Recidivism Reduction Analysis. The first involves a flow analysis presenting the numbers and characteristics of youth referred to the YSB by referral sources, (the Denver Police Department's Delinquency Control Division, Juvenile Court, Social Agencies, Parents or Self-Referrals), type of offense history (impact or non-impact), age, sex and ethnic origin. The flow analysis also reflects upon the number and type of referrals by the YSB to various community-based, youth-serving agencies. The number of refusals, unable-to-contacts, moves, no-need-for-services, as well as successful placements and terminations of placements are also reported upon. The System Flow Analysis will specifically deal with YSB's objective which generally specifies that the YSB should:

"Serve 350 juvenile offenders from police, juvenile court, the District Attorney, schools and walk-ins, through diagnostic evaluations, referrals to community resources, and follow-up procedure".

The second type of analysis presented in this report deals with YSB's objectives which aim at reducing the recidivism rates among its clients. Recidivism has been defined in terms of rearrest by the Denver Police Department. Recidivism of YSB clients, measured during the time period from April 1, 1974 to

March 31, 1975, is compared to established recidivism rates of Denver Youth.

The data under consideration in this report are based on those clients referred to the NEDYSB between April 1, 1974 and March 31, 1975. While clients from the previous year's caseload are continuing to be served, no statistical reference to those cases will be included in this report. Where statistics are cited (for comparison purposes) in this report on first year findings and client characteristics, such citations can be found in the Final Evaluation Report (June, 1973 to April, 1974) as submitted by the Behavioral Research and Evaluation Corporation of Boulder, Colorado, (Final Evaluation Report dated May 25, 1974).

INTAKE BY MONTH

The client flowchart (see Table 1) summarizes intake by referral source, processing, and community-based resources utilized for the period from April 1, 1974 to March 31, 1975. The flow of referrals to the NEDYSB for the twelve month period has been relatively uneven: April - 59 (13 impact); May - 82 (15 impact); June - 67 (22 impact); July - 62 (22 impact); August - 33 (10 impact); September - 61 (15 impact); October - 58 (15 impact); November - 61 (18 impact); December - 71 (15 impact); January - 39 (6 impact); February - 33 (11 impact); and March - 51 (13 impact).

SOURCE OF REFERRALS

Of the 677 referrals to the NEDYSB during this period, 605 (89.4%) were referred by the Delinquency Control Division (DCD) of the Denver Police Department. While the majority of

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TABLE 1

NORTHEAST DENVER YOUTH SERVICES BUREAU

PROCESSING FLOWCHART

April 1, 1974 to March 31, 1975

DCD	<u>605 (89.4%)</u>	YSB Intake	<u>677 (100.0%)</u>	Partners	<u>96 (23.5%)</u>
Court	<u>15 (2.2%)</u>	Referred for Services	<u>376 (55.3%)</u>	Intercept	<u>83 (20.3%)</u>
Walk-Ins	<u>36 (5.3%)</u>	Pending Referral	<u>8 (1.2%)</u>	Recreation	<u>57 (14.0%)</u>
Agencies	<u>21 (3.1%)</u>	Refused YSB Services	<u>184 (27.2%)</u>	Direct Job	<u>37 (9.1%)</u>
Total	<u>677 (100.0%)</u>	Unable To Contact	<u>41 (6.1%)</u>	Tutoring	<u>37 (9.1%)</u>
		Moved	<u>14 (2.1%)</u>	NYC	<u>22 (5.4%)</u>
		No Need for Services	<u>55 (8.1%)</u>	Fam.&Child.	<u>21 (5.1%)</u>
				H. Blanton	<u>15 (3.7%)</u>
				Mental Health	<u>13 (3.2%)</u>
<u>Cases*</u>				Other	<u>27 (6.6%)</u>
Impact	<u>175 (25.8%)</u>			Total	<u>408 (100.0%)*</u>
Non-Impact	<u>445 (65.7%)</u>				
Non-Offense	<u>57 (8.4%)</u>				

* 408 Referrals for 376 Youth.

impact offenders (97.7%) were referred to the NEDYSB by the Delinquency Control Division, they represented 28.3% of DCD's total referrals. In comparison, 2.3% (4) of the total impact offenders were referred from the Denver Juvenile Court which represented 26.7% of the total Juvenile Court referrals to the NEDYSB between April 1, 1974 and March 31, 1975. Juvenile Court referrals accounted for 2.2% of all referrals to the NEDYSB (15). Social agencies accounted for 3.1% (21) of all referrals, and walk-ins accounted for the remaining 5.3% (36).

IMPACT REFERRALS (By Sex, Ethnicity and Age)

During the twelve month period under consideration, the YSB received a total of 677 referrals of which 175 (25.8%) were offenders with an impact background. The major impact offense (see Table 2) for 53.7% (94) of these youth was burglary, while for 42.9% (75) of the youth it was assault, and the remaining 3.4% (6) were arrested for robbery.

The majority (72.0%) of impact referrals were, as expected, male. This percentage distribution is 9.7% higher than that for the total YSB male population. With respect to ethnicity, 68.6% of the impact referrals were Black, 24.0% were Chicano, 5.7% were Anglo; and the remaining 1.7% were from other ethnic backgrounds. This percentage distribution is somewhat similar to the ethnic distribution of the total YSB population. With respect to age, in general, the impact referrals show the same percentage distribution as the total population of youth referred to the YSB.

NON-IMPACT REFERRALS

Those clients with non-impact backgrounds (see Table 2) accounted for 65.7% (445) of all referrals during the twelve month period under consideration. As for type of offense, theft accounted for 64.3% (286) of all non-impact offenses received thus far with males (132) responsible for the 46.2% of the thefts and females (154) the remaining 53.8%. Ninety (20.2%) cases of miscellaneous offenses (criminal mischief, trespassing, disturbance, etc.) were received - 75 (83.3%) males and 15 (16.7%) females. Auto-theft and joyriding accounted for 7.9% (35) of all non-impact offenses. Males were responsible for 88.6% (31) and females 11.4% (4) of the auto-theft and joyriding offenses. Possession of drugs accounted for 5.8% of all non-impact offenses with males responsible for 76.9% (20) and females 23.1% (6) of all drug offenses. Eight (1.8%) clients were received for status offenses (curfew, runaway, CHINS, etc.). Three (37.5%) males and five (62.5%) females were received for status offenses.

All in all, males were responsible for 58.7% (261) of all non-impact offenses compared to 72.0% (126) of all impact offenses; females (184) accounted for 41.3% of all non-impact offenses compared to 28.0% (49) of all impact offenses. It appears that females are least apt to commit an impact offense when compared with their male counterparts.

SEX - ETHNICITY - AGE

Breakdown by sex (see Table 3) reveals that 62.3% (422) of all referrals were male and 37.7% (255) were females. The number of female referrals increased by 6.2% over that of the first year. This increase appears to be in line with recent

TABLE 2

	OFFENSE BY SEX									
	NON-OFFENSE	ROBBERY	ASSAULT	BURGLARY	AUTO THEFT	OTHER THEFTS	DRUGS	STATUS OFF.	ALL OTHERS	TOTAL
Male	35	4	42	80	31	132	20	3	75	422
Female	22	2	33	14	4	154	6	5	15	255
Total	57	6	75	94	35	286	26	8	90	677

literature reports on the increase of female involvement in criminal activities.

With respect to ethnicity (see also Table 3), 65.9% (446) of the referrals were Black; 23.0% (156) were Chicano; 9.6% (65) were Anglo; and 1.5% (10) were from other ethnic backgrounds. In comparison to first year figures, Black referrals increased by 8.4%; Chicano referrals increased by 3.0%; and Anglo referrals decreased by 9.0%.

As for age characteristics (see also Table 3), the bulk of all referrals to the YSB (56.0%) during the second year of operation were between the ages of 13 to 15 (377); 21.9% (148) were 16 and over; and 22.2% (150) were under 13 years of age. The percentage distribution on the variable of age for the second year differs significantly from that of the first year. The percentage of those clients between the ages of 13 to 15 increased by 13.0% over that of the first year; those referrals

NORTHEAST DENVER YOUTH SERVICES BUREAU
CLIENT CHARACTERISTICS
April - March 1975

<u>AGE RANGES</u>	<u>AGE FREQUENCY</u>	<u>PERCENTAGE</u>
8-12	150	22.2%
13-15	379	56.0%
16-17	148	21.9%
Total	677	100.0%

<u>SEX</u>	<u>SEX FREQUENCY</u>	<u>PERCENTAGE</u>
Male	422	62.3%
Female	255	37.7%
Total	677	100.0%

CRIMINAL BACKGROUND

<u>OFFENSE</u>	<u>FREQUENCY</u>	<u>PERCENTAGE</u>
Impact	175	25.8%
Non-Impact	445	65.7%
Non-Offense	57	8.4%
Total	677	100.0%

<u>RACE</u>	<u>FREQUENCY</u>	<u>PERCENTAGE</u>
Black	446	65.9%
Chicano	156	23.0%
Anglo	65	9.6%
Other	10	1.5%
Total	677	100.0%

16 and over decreased by 8.1%; and referrals under 13 years of age decreased by 4.8%.

YSB NON-REFERRALS

Of the 677 referrals to the NEDYSB during the twelve month period, 184 (27.2% refused the services of the YSB at initial contact. In addition, 41 (6.1%) of the referrals were classified as "unable-to-contact", and an additional 14 (2.1%) clients had moved out of the NEDYSB catchment area. Where possible, these clients were referred to a YSB in their new area of residence.

Following an extensive diagnosis in the home with both parents and client (e.g., client's educational attainment, home environment, nature of the referral offense, etc.) 55 (8.1%) youth were deemed to be in "no need for services". To date, this category of YSB clients reflects the lowest rearrest rate of all YSB dispositions (5).

Of the 677 referrals received during the twelve month period, only 8 (1.2%) youth remain to be contacted and/or placed into an appropriate community agency. This figure represents the fewest number of youth in a "pending" status for any reporting period in NEDYSB history.

AGENCY REFERRALS

During the twelve month period under consideration, 376 (55.3%) youth have been referred to some agency by the NEDYSB. In addition, 32 of these youth were re-referred for additional services. To date, a total of 408 referrals have been made by the NEDYSB staff, (see Tables 4-A, 4-B and 4-C).

TABLE 4-A: TOTAL REFERRALS (AGENCY BY DISPOSITION)

	REFERRED	CLIENT REFUSAL	AGENCY REFUSAL	ACCEPTED TREATMENT	MOVED	UNSUCCESSFUL TERMINATIONS	SUCCESSFUL TERMINATIONS	CURRENTLY ACTIVE	PERSONS REARRESTED	* PER CENT REARREST
INTERCEPT	83	9	2	72	5	6	16	44	20	29.9%
PARTNERS	96	13	2	82	5	8	7	62	11	14.3%
FACS	21	8	3	10	1	1	1	6	3	33.3%
JOBS	37	1	0	36	2	1	25	8	5	14.7%
NYC	22	5	2	15	4	1	9	1	1	9.1%
TUTORING	37	2	1	34	2	1	3	28	2	6.2%
MENTAL HEALTH	13	0	0	13	1	0	5	7	3	25.0%
RECREATION	57	3	0	54	2	0	26	25	4	7.7%
HORACE BLANTON	15	2	0	13	2	1	0	10	4	36.4%
OTHER	27	0	0	27	3	4	1	19	4	16.7%
TOTALS	408	43	9	356	27	24	93	** 210	57	17.3%

TABLE 4-A

-33-

*Accepted treatment minus moved equals number on which percent rearrested is computed.
 **203 Clients.

TABLE 4B : FIRST REFERRALS (AGENCY BY DISPOSITION)

	REFERRED	CLIENT REFUSAL	AGENCY REFUSAL	ACCEPTED TREATMENT	MOVED	UNSUCCESSFUL TERMINATIONS	SUCCESSFUL TERMINATIONS	CURRENTLY ACTIVE	PERSONS REARRESTED	PER CENT REARREST
INTERCEPT	76	8	2	66	5	5	16	39		
PARTNERS	92	13	1	78	5	7	7	59		
FACS	20	8	3	9	1	0	1	6		
JOBS	35	1	0	34	2	1	24	7		
NYC	22	5	2	15	4	1	9	1		
TUTORING	32	1	1	30	2	1	3	24		
MENTAL HEALTH	10	0	0	10	1	0	5	4		
RECREATION	55	3	0	52	1	1	25	25		
HORACE BLANTON	12	1	0	11	2	1	0	8		
OTHER	22	0	0	22	3	3	1	15		
TOTALS	376	40	9	327	26	20	91	188		

TABLE 4-B

TABLE 4C : SECOND REFERRALS (AGENCY BY DISPOSITION)

	REFERRED	CLIENT REFUSAL	AGENCY REFUSAL	ACCEPTED TREATMENT	MOVED	UNSUCCESSFUL TERMINATIONS	SUCCESSFUL TERMINATIONS	CURRENTLY ACTIVE	PERSONS REARRESTED	PER CENT REARREST
INTERCEPT	7	1	0	6	0	1	0	5		
PARTNERS	4	0	0	4	0	1	0	3		
FACS	1	0	0	1	0	1	0	0		
JOBS	2	0	0	2	0	0	1	1		
NYC	0	0	0	0	0	0	0	0		
TUTORING	5	1	0	4	0	0	0	4		
MENTAL HEALTH	3	0	0	3	0	0	0	3		
RECREATION	2	0	0	2	1	0	1	0		
HORACE BLANTON	3	1	0	2	0	0	0	2		
OTHER	5	0	0	5	0	1	0	4		
TOTALS	32	3	0	29	1	4	2	22		

TABLE 4-C

The community agencies utilized by the NEDYSB staff have, for evaluation purposes and where appropriate, been categorized according to the type of services offered. The agencies receiving the largest percentage of YSB referrals during this time period were Project Intercept and the Partners Program. The Partners Program received 96 (23.5%) and Project Intercept 83 (20.3%) of all YSB referrals. Almost one-half of all YSB referrals went to these two agencies (43.8%).

Employment referrals constituted the third most utilized source of YSB referrals. This category includes both direct job placements (37) by the casework staff and NYC (22) placements, 9.1% and 5.4% respectively. Employment referrals accounted for 59 (14.5%) of the 408 YSB referrals.

The next most frequently utilized category or program was recreation with 57 referrals. Recreation programs received 14.0% of YSB referrals for the twelve month period. Family and Children's Services (FACS) received 21 (5.1%) referrals; tutoring agencies (other than Project Intercept) received 37 (3.2%) referrals; and 27 (6.6%) referrals were made to less frequently utilized agencies.

For the twelve month period under consideration, 376 (55.3%) "person" referrals were made - "behavioral" referrals for the same period totalled 408. The above referral rate of 55.3% is somewhat misleading and therefore deserves further clarification.

To begin with, 41 (6.1%) referrals to the NEDYSB by DCD were classified as "unable to contact" because of false

addresses, false phone numbers, etc. In addition, 14 (2.1%) of the referrals by DCD had moved prior to or immediately following contact by our agency. Furthermore, 55 (8.1%) of the 677 referrals were considered to be in "No Need of Services". Therefore, if one were to subtract the above three dispositions (Moved, Unable to Contact, and No Need for Services) from the total number of referrals, this would result in a figure of 567 clients for potential referral. Based on this new figure, and the fact that 376 "person" referrals were made, the true percentage or "referral rate" for the twelve month period is actually 66.3%.

Of the 408 referrals made during the twelve month period, only 9 (2.2%) youths were rejected by an agency; 43 (10.5%) youths refused to enter the referred-to agency for services; and 27 (6.6%) of the youths moved out of the NEDYSB catchment area after entering specific programs for services.

As Table 4A indicates, 356 referrals have successfully entered a community-based agency. To date, 203 (54.0%) clients are currently active in some form of treatment. Ninety-Three (22.8%) of the 408 referrals have been successfully terminated from one of the treatment agencies; 24 (5.9%) youths were unsuccessfully terminated or dropped out of an agency; and 27 (6.6%) youth had moved from the NEDYSB catchment area after receiving some form of treatment.

REARREST DATA

Of the 677 referrals received thus far, 121 persons have been rearrested during the twelve month period under consideration for a total of 194 "behavioral" rearrests. Of the 121 persons rearrested, 54 (44.6%) were arrested while receiving treatment; 3 (2.5%) were successfully terminated; 4 (3.3%) had moved from the YSB area; 41 (33.9%) had refused the services of the YSB; 9 (7.4%) were unable to contact; 5 (4.1%) were classified as being in "No Need of Services"; and 5 (4.1%) were rearrested while pending referral.

NUMBER OF PRIOR ARREST BY NUMBER OF REARREST

As previously stated, 121 individuals were responsible for 194 "behavioral" rearrests. Seven (12.3%) clients out of fifty-seven received as "non-offenders" were responsible for 1 rearrest each (see Table 5). One (1.7%) "non-offender" has been rearrested a total of 8 times. Of the 57 "non-offenders", 10 (17.5%) had one or more rearrests.

During the twelve month period under consideration, the NEDYSB has received 477 clients with only one known arrest. Of these 477 first-time offenders, 70 (14.7%) were rearrested one or more times. Forty-eight (68.6%) clients had only one rearrest; 13 (18.6%) had two rearrests; 6 (8.6%) had three rearrest; 2 (2.9%) had four rearrests; and 1 (1.4%) had five rearrests.

It is known by client admissions that many of the 57 "non-offenders" have prior arrest histories; confidentiality restrictions, however, limit access to and confirmation of these prior arrests.

For the 88 referrals with two prior arrests, 21 (23.9%) were rearrested one or more times. Of these 21, fourteen (66.7%) were rearrested one time only; 5 (23.8%) clients were rearrested twice; one (4.8%) client was rearrested three times; and one (4.8%) client had 6 rearrests.

Thirty-six clients were received with three known prior arrests. Of these 36 clients 10 (27.8%) had one or more rearrests. Four (40.0%) of the ten had only one rearrest; two (20.0%) clients had two rearrests; and four (40.0%) client had three known rearrests.

Nine clients were received with four known prior arrests. Four (44.4%) had one or more rearrests. Of these four, two (50.0%) had been rearrested one time only; one client had two (25.0%) rearrests; and one (25.0%) client had three rearrests.

Only one client was received with five known prior arrests. This client, however, had no rearrests to date. Also, only one client has been received with six prior arrests. To date, this client has been rearrested three times.

As expected, a general trend is noted in the above data; that is, the greater the number of prior arrests, the more likely one is to be rearrested. First-time offenders have recorded the lowest rearrest rate (14.7%).

REARREST BY REFERRAL DISPOSITION

From a referral standpoint, 54 (14.4%) of the 376 persons referred for services were rearrested while receiving services; and 3 (3.3%) youths were rearrested following successful termination from a treatment program.

In terms of YSB status, 41 (22.3%) of the 184 youths who had refused the services of the NEDYSB were rearrested; 9 (22.0%) out of 41 youths who were classified as "Unable to Contact" were rearrested; Five (9.1%) out of the 55 youths who were classified as being "No Need of Services" were rearrested; and four (28.6%) of the 14 who moved were rearrested. In terms of DCD referrals, 104 (17.2%) out of the 605 referrals were rearrested.

REARREST FOR IMPACT AND NON-IMPACT OFFENDERS

As for Impact offenders, 49 (28.0%) of the 175 Impact referrals were rearrested. In terms of Non-Impact referrals, 62 (13.9%) out of the 445 Non-Impact referrals were rearrested. Of the 57 referrals received from Social Agencies and those classified as Walk-Ins, 10 (17.5%) were rearrested. It appears that Impact offenders are more likely to be rearrested than Non-Impact offenders.

It is interesting to note that while females represent 37.7% of the YSB population, they accounted for only 20.7% of those rearrested. It is also interesting to note that while 28.3% of all police referrals were Impact offenders, 27.0% of those rearrested with previous offenses were rearrested for an Impact offense.

HIGH-IMPACT OFFENDERS

The following rearrest analysis is based on those clients with a high-impact background (Robbery, Assault, Burglary or Auto-theft). The analysis is based on an SPSS Computer Cross-tabulation of clients by total number of Prior Arrest, by type of rearrest offense, by YSB disposition.

TABLE 5: NUMBER OF PRIOR ARREST BY NUMBER OF REARREST

	No Rearrests	1 Rearrest	2 Rearrests	3 Rearrests	4 Rearrests	5 Rearrests	6 Rearrests	Totals	% Rearrested
0 Prior Arrests	57	7	1	1	0	0	1	10	17.5%
1 Prior Arrest	477	48	13	6	2	1	0	70	14.7%
2 Prior Arrests	88	14	5	1	0	0	1	21	23.9%
3 Prior Arrests	36	4	2	4	0	0	0	10	27.8%
4 Prior Arrests	9	2	1	1	0	0	0	4	44.4%
5 Prior Arrests	1	0	0	0	0	0	0	0	0.0%
6 Prior Arrests	1	0	0	1	0	0	0	1	100.0%
TOTALS	669	72	22	14	2	1	2	116	17.3%

Number of missing observations = 8

TABLE 5

ONE PRIOR ARREST BY PLACED & REFUSED

Seventy-five clients with the following two conditions accepted the services of the Youth Services Bureau: 1.) One prior arrest; and 2.) Accepted YSB services. Sixty-seven clients with one prior arrest refused the services of the YSB.

Of the 75 clients accepting services, 81.3% (61) have recorded no rearrests. Of the 67 clients refusing YSB services, 71.6% (48) have recorded no rearrests. The above results obviously favor those clients who had accepted YSB services.

TWO PRIOR ARRESTS BY PLACED & REFUSED

Fifteen clients with two prior arrests (at least one offense being a high-impact offense) accepted the services of the YSB. Nineteen clients with two prior arrests refused the services of the YSB. Of the 15 clients accepting services, 80.0% (12) recorded no rearrests. Of the 19 clients refusing YSB services, 68.4% (13) recorded no rearrests. Once again, the rearrests results favor those accepting YSB services.

THREE + PRIOR ARRESTS BY PLACED & REFUSED

Fifteen clients with three or more prior arrests accepted the services of the YSB. Fourteen clients with three or more rearrests refused the services of the YSB. Of the 15 clients accepting services, 73.3% (11) recorded no rearrests. Of the 14 clients refusing YSB services, only 42.9% (6) recorded no rearrests. Once again, the rearrests results favor those clients who had accepted YSB services.

REFUSED VERSUS PLACED BY REARREST

For the twelve month period under consideration, the YSB

received 205 clients with a high-impact background. Of these 205 clients, 105 accepted the services of the YSB, with the remaining 100 clients refusing the services of the YSB.

Only 20.0% of those clients who had accepted the services of the YSB were rearrested whereas 33.0% of those who had refused YSB services were rearrested. Those accepting services recorded 13.0% fewer rearrests than those who had refused the services of the Youth Services Bureau.

PSYCHOLOGICAL & NYC REFERRALS

As previously mentioned, the NEDYSB offers no direct services to its clients with the exception of its part-time psychologist. The psychologist is primarily responsible for testing, interpretation of tests, diagnostic report writing, referral to appropriate agency, follow-up, and maintenance of client and interagency relations. The approximate time spent by the psychologist per client runs between ten and fifteen hours. To date, 48 youth have been interviewed, tested, diagnosed, and, if necessary, referred to an appropriate agency.

Because of the type of service performed by the YSB staff for NYC job interviews and the processing of applications, these figures have not been included as part of the YSB total intake figures. Interviewing and processing of NYC applications for employment is primarily the responsibility of the Community Organizer. For the twelve month period under consideration, 248* walk-ins have been interviewed for NYC job placements. Had NYC walk-ins been included as part of the YSB intake, the twelve month intake figure would have totalled 925 clients.

*This figure does not include those youth who are part of the normal YSB intake workload of 677.

BRIEF HIGHLIGHTS

1. Source of Referrals (677)
 - A. Primarily from DCD (89.4%)
 - 1.) Impact 28.3%
 - 2.) Non-Impact 71.9%
2. Sex of Referrals
 - A. Males 62.3%
 - B. Females 37.7%
3. Ethnicity of Referrals
 - A. Black 65.9%
 - B. Chicano 23.0%
 - C. Anglo 9.6%
 - D. Other 1.5%
4. Age of Referrals
 - A. 8 to 12 - 22.2%
 - B. 13 to 15 - 56.0%
 - C. 16 to 17 - 21.9%
5. YSB Case Disposition
 - A. Refusals 27.2%
 - B. Unable to Contact 6.1%
 - C. Moved 2.1%
 - D. No Need for Services 8.1%
6. Referral Agency Dispositions
 - A. Referrals 408
 - 1.) Client Refusals 10.5%
 - 2.) Agency Refusals 2.2%
 - B. Accepted Treatment 356 (87.3%)

- 1.) Moved 7.6%
 - 2.) Unsuccessful Termination 6.7%
 - 3.) Successful Termination 26.1%
 - 4.) Currently Active 59.0%
7. Primary Referral Agencies
- A. Partners 23.5%
 - B. Intercept 20.3%
 - C. Employment 14.5%
 - D. Recreation 14.0%
8. Primary Referral Agencies by Rearrests (Persons)
- A. Partners - 14.3%
 - B. Intercept 29.9%
 - C. Employment 13.3%
 - D. Recreation 7.7%
9. YSB Case Disposition by Rearrests (Persons)
- A. Refusals 22.3%
 - B. Unable to Contact 22.0%
 - C. No Need for Services 9.1%
10. Number of Prior Arrests by Persons Rearrested
- A. Non-Offenders 17.5% rearrested
 - B. One Prior Arrest 14.7% rearrested
 - C. Two Prior Arrest 23.9% rearrested
 - D. Three or More Prior Arrest - 31.9% rearrested
11. Rearrests by Offense Classification
- A. Non-Offenders 17.5% rearrested
 - B. Impact Offenders 28.0% rearrested
 - C. Non-Ispact Offenders 13.9% rearrested.
12. Current YSB - Referral Agency Disposition

- A. Pending 8 (1.2%)
- B. Active 203 (30.0%)
- C. Refused 226 (33.4%)
- D. Unable to Contact 41 (6.1%)
- E. Moved 41 (6.1%)
- F. No Need for Services 55 (8.1%)
- G. Successful Terminations 84 (12.4%)
- H. Unsuccessful Terminations 19 (2.8%)

SECTION E

Comments and Conclusions

Throughout the history of the Northeast Denver Youth Services Bureau the overall goal of the Youth Services Bureau has not been disputed: the diversion of youth from the juvenile justice system and the development of alternatives to court processing as a means of providing services to youth. The Northeast Youth Services Bureau fulfills a unique role in identifying existing services and in encouraging the development of new resources to fill gaps and respond to unmet needs. The Bureau follows the pattern as expressed by Sherwood Norman in his book entitled "The Youth Service Bureau." Norman indicates that the means by which the youth service bureau achieves the overall goal of diversion are service brokerage, resource development, and systems modification. Instead of providing direct services Norman states that the YSB should be "an agency for organizing the delivery of services to children and their families...in fact, one long-range aim of the YSB should be to achieve such a change in court intake practices and such coordination and development of youth resources in the community that whatever direct services it may have temporarily provided will no longer be needed." The alternative, Norman warns, would be "bureaucracy, a monster direct service agency whose basic purpose of diversion would be all but eclipsed."

The National Study of Youth Service Bureaus conducted in 1972 by the U.S. Youth Development and Delinquency Prevention Administration addressed the issue of direct service versus

indirect services. It was indicated that coordination of community resources by youth service bureaus was not a realistic goal. The study further indicated that while a few programs at that time were successfully operating in the areas of youth advocacy, community organization, and institutional change, in other cases there was criticism of programs that did not carry caseloads. The study also notes that, while diversion is repeatedly mentioned as one of the goals of youth service bureaus, it is impossible to prove that any significant number of youths have been diverted from the juvenile justice system by many such programs.

Since 1972 the emphasis has been on the development of youth services delivery systems. The Youth Development and Delinquency Prevention Administration has come up with a strategy for the nation-wide establishment of youth services systems that will divert youth, in so far as possible, from the juvenile justice system by providing comprehensive, integrated community-based programs designed to meet the needs of all youth. The national strategy focuses primarily on changing social institutions to provide legitimate roles for both delinquent and non-delinquent youth but at the same time does not overlook the need for direct services. In some instances youth service systems may provide direct services out of necessity simply because they are non-existent and are needed.

The Northeast Denver Youth Services Bureau functions primarily as a comprehensive diversionary program dealing with

delinquent and non-delinquent youth. It serves a population of youth ranging in age from eight through seventeen years old. During the past twelve months the Bureau referred clients to twenty different agencies in the Northeast Denver Community. Rearrest rates for those clients who accepted the services of the agencies to which they were referred indicate the following: Of sixty-four (64) clients accepting services of Project Intercept, twenty (20) were rearrested; of seventy-seven (77) clients accepted into the Partners Program, eleven (11) were rearrested; of eight (8) clients accepting the services which Family and Children Services offer, three (3) were rearrested; of thirty-four (34) clients referred for employment services five (5) were rearrested; of eleven (11) clients referred to the Neighborhood Youth Corps, one (1) was rearrested; of thirty-one (31) clients referred for tutoring services, two (2) were rearrested; of nine (9) clients referred for mental health services, three (3) were rearrested; of fifty-five (55) clients referred to Recreation centers in the community, four (4) were rearrested. Out of a total of three hundred and twenty-two (322) clients accepting the services of another agency, fifty-seven (57) were rearrested. The Bureau's statistics indicate that the majority of rearrests occur within a two-month time period after the client is referred to the Bureau. The overall results indicate that agencies which accepted Bureau referrals and had a relatively high rearrest rate also had significantly good results with clients who were not rearrested. For example, Family and Children Services has a

62.5% percent success rate in terms of clients not being rearrested.

Since the Bureaus have been operational the total number of referrals to Juvenile by the Delinquency Control Division of the Denver Police Department has decreased. Juvenile Court statistics indicate that from January 1, 1972 through December 1972 the court received a total of 4,921 referrals. For the same time period in 1973, when the Bureaus were becoming operational, the court received a total of 4,356 referrals. For the same time period in 1974 the court received a total of 3,679 referrals which indicates that the court received 1,242 fewer referrals in 1974 than in 1972. The Bureau received a total of fifteen (15) referrals from Juvenile Court during the twelve months under consideration in this report. Part of the problem which exists relative to this small number of referrals is the fact the decision to refer to the Bureau is in the hands of the individual intake counselor. There is no policy at the administrative level of Juvenile Court to refer certain kinds of clients to the Bureau. Presumably, if this were done a large number of clients who are handled under "unofficial court action" could be referred to the Bureaus. Unofficial Court Action means that the client is not placed under the supervision of the court and is simply lectured and released. Efforts are being made to explore means whereby the Bureaus will receive more referrals from the court.

Police diversions accounted for 89.5% of all referrals received by the Bureau during the past twelve months. Presently,

there are indications that referrals from the police department have been decreasing. The reasons for this may be that the Bureaus are reaching a large number of juvenile offenders who are either not returning to another crime or who may be bypassing the Bureau for processing in Juvenile Court. Efforts are being made to determine other reasons for the decrease in referrals from the police department.

Efforts are under-taken at present to increase the number of referrals from other agencies including the Denver Public Schools and walk-in self-referrals. With a change in staffing pattern the Bureau now has two staff members working on a full-time basis in this area. The effort has been in operation for approximately six weeks and is beginning to show an increase in the number of walk-ins to the Bureau.

Although there are still many questions surrounding the concept of diversion from the criminal justice system it is a strong feeling at the Northeast Denver Youth Services Bureau that it is acting as an interim solution to some of the more vexing problems of the criminal justice system. Some good is undoubtedly accomplished whenever selected offenders can avoid the harsh consequences of arrest, prosecution, and sentencing. As indicated in the National Council On Crime and Delinquency's publication entitled "Diversion From the Justice System ", "If (diversion) is viewed as a panacea for the ills of a system in dire need of reform then it may only impede real reform of the justice system by reducing the more immediate pressures for it." the report goes on to say that, "current

concepts of diversion appear too heavily entrenched in the dominant treatment ideology, which focuses attention on the offender and his needs rather than on the inadequacies of the official system of intervention and control. This orientation, unfortunately, only delays undertaking the more vital tasks of rewriting the law, streamlining the processes of criminal justice, and modifying official and public attitudes to achieve a more efficient and fair system of criminal and social justice."

SECTION F
Appendix

Appendix B

1. Copy of revised by-laws
2. Copy of VISTA Proposal
3. Juvenile Justice Workshop

NORTHEAST DENVER YOUTH SERVICES BUREAU

BY-LAWS

Article I. Name and address.

The name of the organization shall be the Northeast Denver Youth Services Bureau, 1839 York Street Denver, Colorado 80206.

Article II. Purpose.

- A. The corporation shall be non-profit, organized under the laws of the State of Colorado and Exempt Organizations IRS 501-C3
- B. To coordinate all youth services in Northeast Denver
- C. To serve as a support agency to Youth Service Agency within Northeast Denver, the City, the State, or Federal Programs
- D. To provide services to member programs in the areas of:
 - 1) Research and Records
 - 2) Coordination among the memberships
- E. To provide assistance in the way of stimulating community support and cooperation.

Article III. Other services.

- A. To facilitate the delivery of services to specific youth clients.
- B. To endeavor to eliminate duplication which may exist in the delivery of services to youth by agencies in Northeast Denver.
- C. To identify and aid in the establishment of new youth resources in Northeast Denver.

Article IV. Membership

- A. Membership of the Youth Services Bureau will be made up of a Board of Directors
 - 1) One selected representative from Courts, School, Police and Welfare.
 - 2) Nine representatives from the community at large which shall include a youth component consisting of six.
 - 3) One representative from mental health.
 - 4) One representative from the legal profession.
 - 5) A vacancy shall exist upon one of the following happenings:

i. A member submits his resignation in writing.

ii. A member does not attend without excuse three (3) consecutive meetings regular or special of the Board of Directors.

Article V. Committees.

- A. The Board of Directors will annually elect four (4) of its members to serve as an executive committee. The Director shall also be a member of the Executive Committee.
- B. The Board may appoint members thereof, to serve on other committees as circumstances may require. Each committee shall select its own officers and shall meet at such times and places as they may determine.

Article VI. Meetings.

- A. The Board of Directors shall have one meeting per year for the purpose of executing grant contracts and electing new officers. A quorum at all Board meetings shall be two thirds of the members. A ratifying vote shall be two thirds of the Board members.
- B. The Board of Directors may call special meetings at the request of the Chairperson or the Executive Committee. There must be written notice to all members of the Board of at least five days prior to special meeting.
- C. The Executive Committee will meet quarterly for the purpose of reviewing program functions and objectives. The Executive Committee will make a report to the Board at the annual meeting.

Article VII. Officers.

- A. There will be presiding officers elected by the Board to serve a one (1) year term.
- B. There will be a chairperson, a vice-chairperson, a secretary, and a treasurer. These officers shall perform the duties customarily associated with their respective offices.
- C. Officers shall be elected by a majority of the members of the Board at the annual meeting.

Article VIII. Executive Director - Powers.

He shall set such policies as provided by grant authority and shall administer the operations of the Corporation.

Article IX. Executive Director - Hiring and Firing.

The Executive Director shall be hired under Affirmative Action Guidelines and in accordance with LEAA guidelines and specifications outlined in the 1975 grant application.

Qualifications for the Executive Director are as follows:

1. Master's Degree in a social science and demonstrated knowledge of social psychology, sociology or criminology plus effective administrative practices;
2. Minimum of three years administrative experience or equivalent; and
3. Demonstrated ability to work with people from the diversified urban area of Northeast Denver.

Firing: The Executive Director serves at the pleasure of the Board subject to federal grant limitations.

Article X. Amendments.

These by-laws may be amended by resolution approved by the Executive Committee and ratified by a majority of the members of the Board of Directors attending a duly held meeting of the Board.

Article XI. 501-C3.

At all times the Corporation shall be limited in its operations to those activities allowed exempt organizations in the Internal Revenue Code Section 501 (C) (3).

Upon the dissolution of the corporation, the corporation shall, after paying or making provision for the payment of all of the liabilities of the corporation, dispose of all of the assets of the corporation exclusively for the purposes of the corporation in such a manner, or to such organization or organizations organized and operated exclusively for charitable, educational, religious, or scientific purposes as shall at the time qualify as an exempt organization or organizations under Section 501 (C) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the corporation shall determine. Any of such assets not so disposed of shall be disposed of by a court of competent jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

ACTION Washington, D.C. 20525	PROJECT PROPOSAL FOR VISTA VOLUNTEERS (See ACTION Handbook 3000.1) O.M.B. Approval No. 116-R0232 Expires 6/74
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PART I
BASIC INFORMATION ON SPONSORING ORGANIZATION

NAME OF SPONSORING ORGANIZATION Northeast Denver Youth Services Bureau	TELEPHONE 388-1691
---	-----------------------

ADDRESS
3415 Holly Denver, Co 80207

NAME OF PRINCIPAL EXECUTIVE OFFICER Carlton Zenon	OFFICIAL TITLE Project Director
--	------------------------------------

ADDRESS (if different from above) same	TELEPHONE (if different from above) same
---	---

NAME OF PROJECT DEVELOPER Carlton Zenon	OFFICIAL TITLE Project Director
--	------------------------------------

ADDRESS (if different from above)	TELEPHONE (if different from above)
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TYPE OF ORGANIZATION

PUBLIC PRIVATE NON-PROFIT
 FEDERAL STATE INCORPORATED
 COUNTY CITY/TOWN NOT INCORPORATED
 TRIBAL COUNCIL OTHER (Specify) _____

TAX STATUS

TAX EXEMPT - DATE OF IRS CERTIFICATION _____
 NOT TAX EXEMPT - DATE APPLIED FOR IRS CERTIFICATION _____
 NOT TAX EXEMPT

PART II
GENERAL INFORMATION ON SPONSORING ORGANIZATION

A. What is the purpose of your organization?

To serve as court diversion program by coordinating youth services in the Northeast Denver area and making referrals to community agencies. Specifically to reduce juvenile impact crimes in the Northeast Denver community.

B. What are the major program activities of your organization?

See attachment I--program objectives

- C. Has your organization ever sponsored a project for VISTA Volunteers? Yes ___ No X
a. If yes, is this project new _____, redeveloped _____, or a continuation of an existing project _____?

D. Governing Body

- a. What is the composition of your governing body?

<u>CATEGORY</u>	<u>FEMALE</u>		<u>MALE</u>	
	<u>LOW INCOME</u>	<u>OTHER THAN LOW INCOME</u>	<u>LOW INCOME</u>	<u>OTHER THAN LOW INCOME</u>
Asian				
Black				
Indian				
Mexican-American				
Puerto Rican				
White				
Other				

- b. How are members of your governing body selected?

E. The Staff of Your Organization

a. How many staff are employed by your organization?

8 Professional 1 Non-Professional

b. What is the composition of your staff?

CATEGORY	FEMALE		MALE	
	LOW INCOME	OTHER THAN LOW INCOME	LOW INCOME	OTHER THAN LOW INCOME
Asian				
Black		2		2
Indian				
Mexican-American		2		
Puerto Rican				
White		1		2
Other				

F. The Target Community

a. What are the characteristics of the target community? (Estimate by number in appropriate box(es) in Age Group column(s); check (✓) - appropriate box(es) in Track columns.)

CATEGORY	AGE GROUP					TRACK		
	0-5 YRS.	6-13 YRS.	14-20 YRS.	21-54 YRS.	55 & UP YRS.	RURAL	URBAN	MIGRANT
Asian								
Black		27%	20%				x	
Indian								
Mexican-American		11%	10%				x	
Puerto Rican								
White		15%	14%				x	
Other		1%	2%				x	

b. Are there any other special characteristics of the target community? If so, describe.

The Northeast Denver community is the section of the city where the Black and Chicano population predominantly reside. It is also the section of the city which contains a large number of welfare recipients and a high unemployment rate.

G. Budget and Financial Resources of your Organization

Current Annual Budget \$ 133,087.00 Prior Year Annual Budget \$ 91,380.00

FINANCIAL RESOURCES

SOURCE	PERCENTAGE OF CURRENT ANNUAL BUDGET
Federal	<u>90</u>
State	<u> </u>
Local Government	<u>10</u>
Fees	<u> </u>
Endowment	<u> </u>
Individual Gifts & Requests	<u> </u>
Money Received from Fund-Raising Campaigns	<u> </u>
Other (Specify)	<u>In-kind</u>

For first year operation (1973-1974), the Bureau received \$36,060.13 in matching in-kind support for the program from Red Cross, Family and Children Services of United Way and Malcom X Center for mental health.

H. If another organization will supervise any portion of this project, indicate by name, type, and purpose.

Not applicable.

a. Attach letter of agreement from the participating organization.

b. Attach copy of sections IA and B of this form completed by such organization.

PART III
PROBLEM STATEMENT

A. State the problem your proposed project will address.

The large number of chronic truants at the junior high school level and the ensuing dropout rate provide the impetus for the establishment of this project.

B. Describe the major causes of this problem.

1. Schools inability to meet the individualized need of students in the above mentioned category.
2. Inability of low achievers to cope successfully with schools academic expectations, resulting in frustration and the inability to function in the normal school setting.

C. Describe the major consequences of this problem for the community to be served.

The high truancy rate in the Northeast Denver area, if left untreated, would contribute to a higher rate of juvenile delinquency--a higher dropout rate a jr. high and senior high school level. Resulting in an eventually high unemployment rate in the target area.

D. If any other public or private programs in the target community are dealing with the same problem, briefly describe the programs and state what your proposed project's relationship will be with each one.

See attachment III.

The proposed project will work as closely as possible to coordinate with above mentioned agencies to insure against duplication and enhance effective delivery of service to target population.

E. Describe the major obstacles that your organization is likely to encounter in attempting to correct this problem.

The organization does not anticipate any major obstacles in attempting to correct this problem. The Denver Public Schools have indicated the need for this type of program and Horace Blanton has agreed to cooperate with us in the use of their equipment for the program.

F. What resources will your organization use to address this problem? Where possible attach letters committing specific resources to this project.

The project will coordinate with Horace Blanton to utilize reading machines available at that agency.

The project will enlist and use aid provided by Project Intercept. Intercept is generally regarded as quite knowledgeable in the area of academic upgrading.

The project will seek whatever resources available from the schools, space, consultation, etc.

PART IV
PROJECT DESCRIPTION
(Revised October 9, 1974)

I. Goals and Objectives

List the goals of your proposed project. Below each goal state the objectives that together will lead to the accomplishment of that goal.

A. Reduce Truancy

1. Increase the average daily attendance of one hundred and twenty-five (125) Junior High School students (8th graders) by decreasing the number of total absences over a twelve (12) month period. The attempt shall be to bring each student to at least, if not below, the average daily absence per indicated school.
2. Provide individual and group counseling.
3. Provide individualized tutorial assistance.
4. Daily follow-up (attendance).
5. Increase parental involvement in the reduction of truancy.
6. Increase teacher and school administration involvement in the reduction of truancy.

If the above goals and objectives are met, it is expected that the following additional results will occur:

1. Reduction of potential dropout rate.
 2. Increase confidence and self-awareness of truants to cope successfully.
 3. On-going program of this nature to be initiated by the Denver Public Schools Administration.
 4. Increased communication between parent and school in reducing truancy.
-

ADDENDUM TO PROPOSAL

In dealing with the high rate of school dropouts and truants the project will be serving primarily junior high schools in the target area through a mutual and cooperative process. Efforts will be coordinated with the school teachers and social workers to provide individualized tutoring and counseling to those youth in need of such services. This process might well include other community agencies but through an integrated and coordinated approach. Because of the interrelationship between truancy, dropouts, and burglary, this project could have a high impact in preventing such crimes. After the youth needing such services have been identified the volunteers in conjunction with the school social workers would attempt to develop through a mutual and cooperative process, individualized plans to meet the needs of a particular student. The overall impact which this project will have on the Denver Public Schools is: (1) a reduced truancy and dropout rate at the junior and senior high school level, (2) a more meaningful school experience for the youths in action, and (3) a sense of self worth and belonging which would provide the youth in question with feelings of dignity and accomplishment.

B. Strategy to Achieve the Goals and Objectives

1. Describe how low income residents from the target community have helped to plan and will work on this project.

Low income residents from the target community have indicated a need for this kind of service which would deal primarily with truants. The Youth Services Bureau through its on-going efforts of recruiting community residents as volunteers, shall make every effort to recruit, train, and involve community participation in the proposed Vista project.

It is felt by the Bureau that community participation in this project will greatly aid in the success and acceptance of this project by the Northeast Denver community.

The Bureau in its first year of operation was able to solicit more than one thousand (1,000) volunteer hours from the Northeast Denver Community.

2. State how you plan to reduce the influence of the obstacles listed in Part III, E.

The cooperation of the Denver Public Schools and Horace Blanton Youth Center has been indicated for this project.

It is anticipated that a letter of support from the Denver Public School Administration endorsing this program will become a part of this proposal prior to the arrival of Vista Volunteers.

B. Strategy to Achieve the Goals & Objectives - Cont'd.

3. How will resources in Part III F be used by the project?

All resources used in this project will be to improve the student's academic and self concept.

4. State the length of time that VISTA Volunteers are requested to work in the project and how their phase-out is planned.

Vista volunteers will be required to work directly in the schools during the school year. During the summer months, volunteer will coordinate and phase the program into the physical facilities of the Bureau. Volunteers will run the same program in the Bureau during the summer months and phase out of program will be coordinated with Horace Blanton to continue the program.

C. Job Descriptions

Provide the job descriptions for the Volunteers being requested during the first year of the project.

See attachment IV.

PART V
SCHEDULE OF IMPLEMENTATION

A. What are the earliest and latest possible starting dates for this proposed project?

Earliest August 1, 1974 Latest October 1, 1974

B. Indicate when you want groups of VISTA Volunteers to arrive:

<u>NO. OF VOLUNTEERS</u>	<u>GROUP OF VOLUNTEERS</u>	<u>PROPOSED DATE OF ARRIVAL</u>	<u>MINIMUM NO. OF *NRV's</u>	<u>MINIMUM NO. OF **LRV's</u>
<u>5</u>	1st	<u>Sept. 1, 1974</u>	<u>2</u>	<u>3</u>
<u> </u>	2nd	<u> </u>	<u> </u>	<u> </u>
<u> </u>	3rd	<u> </u>	<u> </u>	<u> </u>

*Nationally Recruited Volunteers
**Locally Recruited Volunteers

C. What is the maximum number of VISTA Volunteers you expect to be working on this proposed project at any one time during its existence? _____

PART VI
GUIDELINES FOR SPONSORING ORGANIZATIONS

A. Supervision of Volunteers

1. Describe the relationship of the Volunteers to your staff

The volunteers will have a direct working relationship with the staff in terms of consultation, case assessment, and input regarding changes in program.

2. How will the supervisory position be funded?

Through the Youth Services Bureau regular budget.

Transportation of Volunteers

1. Describe the job-related transportation needs of the Volunteers.

Volunteers will need transportation to and from schools or site of instruction.

2. How will their needs be met?

Efforts are under way to obtain mileage allowances for volunteers from Youth Services funding sources (LEAA). If mileage allowance is not available, the staff will provide as much as possible transportation to volunteers. In addition, Horace Blanton will assist in providing transportation to volunteers. Project Intercept, possibly, can assist in that area also.

3. How will this plan be funded?

Same as #2 of part VI.

C. Administrative Support of Volunteers

1. State your plan to meet the job-related support needs of the Volunteers.

The Youth Services Bureau shall make every effort to provide administrative support such as paper, forms, xeroxing, and any other necessary clerical or administrative support needed.

D. Pre- and In-Service Training of Volunteers

1. What do you anticipate will be the major pre- and in-service training needs of the Volunteers?

Pre-service needs:

1. Familiarization with the Youth Services Bureau.
2. Youth Services Bureau relationship to proposed project.
3. Knowledge of clients served.

2. State your plan to meet these anticipated pre- and in-service training needs.

Pre-service:

1. Youth Services Bureau orientation.
2. Proposed project orientation

In-service:

1. Built in monthly evaluation.
2. Monthly training sessions.

E. Provide your plan for the in-service career development of locally recruited Volunteers.

See IV under part D.

F. Additional Remarks

PART VII
ACCEPTANCE OF CONDITIONS

This proposal, with all forms, exhibits and attachments hereto, is submitted for consideration as a project for VISTA Volunteers. It is understood and agreed by the undersigned authorized representative of the sponsoring organization that a project developed as a result of this proposal is subject to the conditions set forth in ACTION Handbook 3000.1, Guidelines for Sponsoring Organizations.

Carlton Zenon
Name of Representative

Carlton Zenon
Signature of Representative

Project Director
Title of Representative

May 20, 1974
Date Signed

Project Number:
Component Name:
Request Slot Number: 5

⁷⁴⁻Volunteer Job Description Number _____
Total Number Volunteers Requested _____
Program Year Dates Oct. '74 - Oct '75

VOLUNTEER JOB DESCRIPTION

Sponsoring Organization: NE Denver Youth Services Contact Person: Lee Haymore
Bureau

Address: 3415 Holly Telephone 388-1691

Before completing the following section, please refer to the Guide for Completing Volunteer Job Description Forms.

Type of Volunteer: Locally Recruited X Nationally Recruited X

Preferred Skill: Guidance & Counseling Second Skill Choice: Social Work
Skill Level: 4 Skill Level: 3

Program Emphasis: Education/Manpower 02

Project Type: Guidance - Counseling 41

Special Population: Black, Spanish American, Anglo, Youth

(1) Volunteer Assignment:

- (a) Location - One of five Jr. High Schools in and/or near NE Denver
- (b) Duties - see attachment.

(2) Special Considerations: Spanish speaking as well as English.

(3) Immediate Supervisor: Lee A. Haymore

(4) Volunteer Assigned: _____
Name Date

Sponsor Signature: _____
Date

JOB DESCRIPTION DUTIES

Volunteers shall perform the following duties:

1. Tutorial assistance.
2. Develop supplemental academic goals in conjunction with school.
3. Provide daily follow-up on assigned student to reduce absenteeism.
4. Provide counseling and guidance to students, attitude, self-awareness, etc.
5. Develop communication systems between parent and school.
6. Consult with parent and/or teacher as necessary to reduce truancy.
7. Develop working relationships with school.
8. Assess student's academic needs based on school records in conjunction with Youth Services Bureau, develop plan to meet these needs.
9. Maintain records of attendance (pre-program - post-program).
10. Documentation and record of involvement with students.
11. Coordination with other community agencies as needed in regards to student needs.

YOUTH APPRECIATION DAY

Purpose: A Public Education and Youth Appreciation Program designed to enhance and broaden youth awareness of their rights and responsibilities in relation to their community and to combine educational experiences with pleasurable related activities.

PROGRAM OUTLINE

School: Smiley Jr. High School

Date: March 21, 1975

(Ninth Graders)

Time: 8:30-9:05 p.m.

Opening Remarks: Harold Scott, Principal

Location: Auditorium

Day Outline and Moderator: Cathy Climp

Panel Presentation: Juvenile Justice System...What is it, and how does it work?

Police Representative: Captain Doral, Denver Police Dept.

- a. Street arrest, rights and responsibilities of youth.
- b. DCD (Delinquency Control Div.) process and procedure, rights and responsibilities.

District Attorney Representative: Norm Early, Deputy District Attorney

- a. Function of DA's office in the juvenile justice system.
- b. Rights and responsibilities of youth and DA's office.

Juvenile Court Representative: Barbara Denmark, In-take Probation Counselor (In-take)

- a. What is in-take?
- b. Process.
- c. Rights and responsibilities of youth and in-take.
- d. Detention--what it means and youth rights.

Juvenile Court Representative: Chuck Gavin, Superintendent of Juvenile Hall (Detention)

- a. Process and procedures.
- b. Rights to services, school, medical, etc.

Public Defender Representative: Jerry L. Stevens, Deputy State Public Defender

- a. Function of Public Defender's Office.
- b. Rights of Youth involved in system.
- c. Responsibilities of youth involved in system.

Juvenile Court Representative: Elaine Neal, Field Probation Officer
(Probation)

- a. What it means?
- b. Procedures.
- c. Rights and responsibilities.

WORKSHOPS

Time: 9:30 - 11:15 a.m.

Location: 203
Leader: Capt. D. Smith

- I. Police Relations:
- a. Kinds of equipment and their use.
 - b. Policeman's Role.

Location: 204
Leader: Officer Patricia Stein

c. Questions and answers.

Location: 205
Leader: Jerry L. Stevens

- II. Legal Workshop:
- a. How to seek legal assistance.
 - b. Rights to legal counsel.

Location: 206
Leader: Fred Charleston(L.A.S)

c. Questions and answers.

Location: 207
Leader: Elaine Neal

- III. Probation:
- a. Constraints of probation.
 - b. Reporting.
 - c. Implications of probation.

Location: 208
Leader: Barbara Denmark

d. Questions and answers

Location: 209
Leader: Chuck Gavin

- IV. Detention (Juvenile Hall):
- a. Process and procedures.
 - b. Rights to services, school, medical, etc.
 - c. Lack of privileges.

Location: 211
Leader: Tupy Davis

d. Questions and answers.

Location: 212
Leader: Clare Nagle, (DYS)
Joan Havercroft (DYS)

- V. Children's Code (Laws):
- a. Laws related to youth and purpose.
 - b. Rights and responsibility in relation to these laws.
 - c. Questions and answers.
-

Location: 213
Leader: Elaine Long, LWV

Location: 214
Leader: Norm Early, DEP. D.A.

- ..VI. District Attorney:
- a. Role of D.A.
 - b. Procedures.
 - c. Alternate to prosecution.
 - d. Questions and answers.
-

Location: 215
Leader: Chuck Lepley

DANCE

Time: 1:30 - 2:30 p.m. Jerry Johnson, D.J. - KDKO Radio

Location: Gym

KARATE DEMONSTRATION

Colorado Martial Arts Academy

Time: 1:30 - 2:30 p.m.

Location: Auditorium

GUIDELINES FOR PANELISTS AND WORKSHOP LEADERS

Panelist

- I. Five Minute Presentation Including:
 - a. Identification of agency
 - b. Brief description of job
 - c. Relationship of job to youth, example:
involvement with young people, desire to help young people understand their agency, etc.

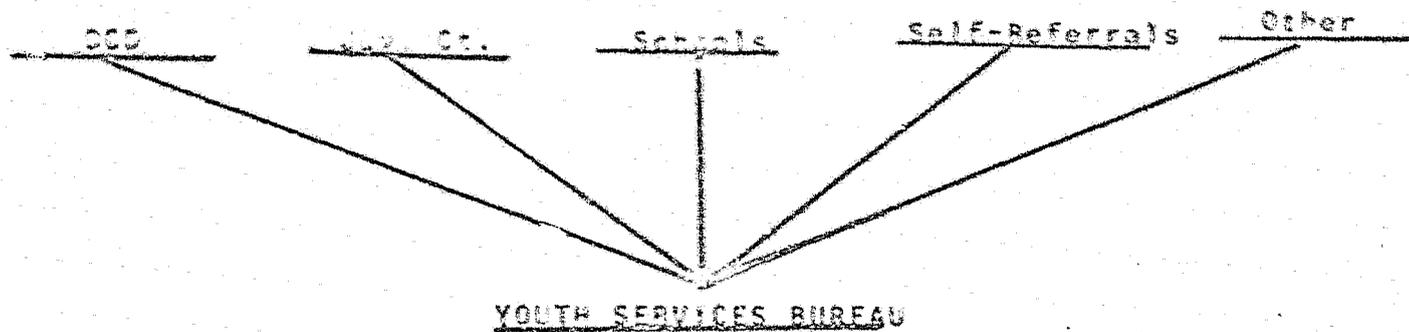
Workshop Leaders

- I. Ability to establish two way communication with youth.
- II. Ability to stimulate positive and constructive discussion, questions and answers.
- III. Ability to communicate with youth at their level.
- IV. Ability to make workshop interesting and educational.

Appendix C

1. Staff Organizational Chart
2. Personnel Policy Manual
3. List of conferences and seminars attended by staff
4. Copies of staff job descriptions
5. Guidelines for Advisory Boards or Councils

INTERNAL FLOW OF
CASEWORK



Administrative Assistant logs in cases and hands them over to Social Caseworker II.

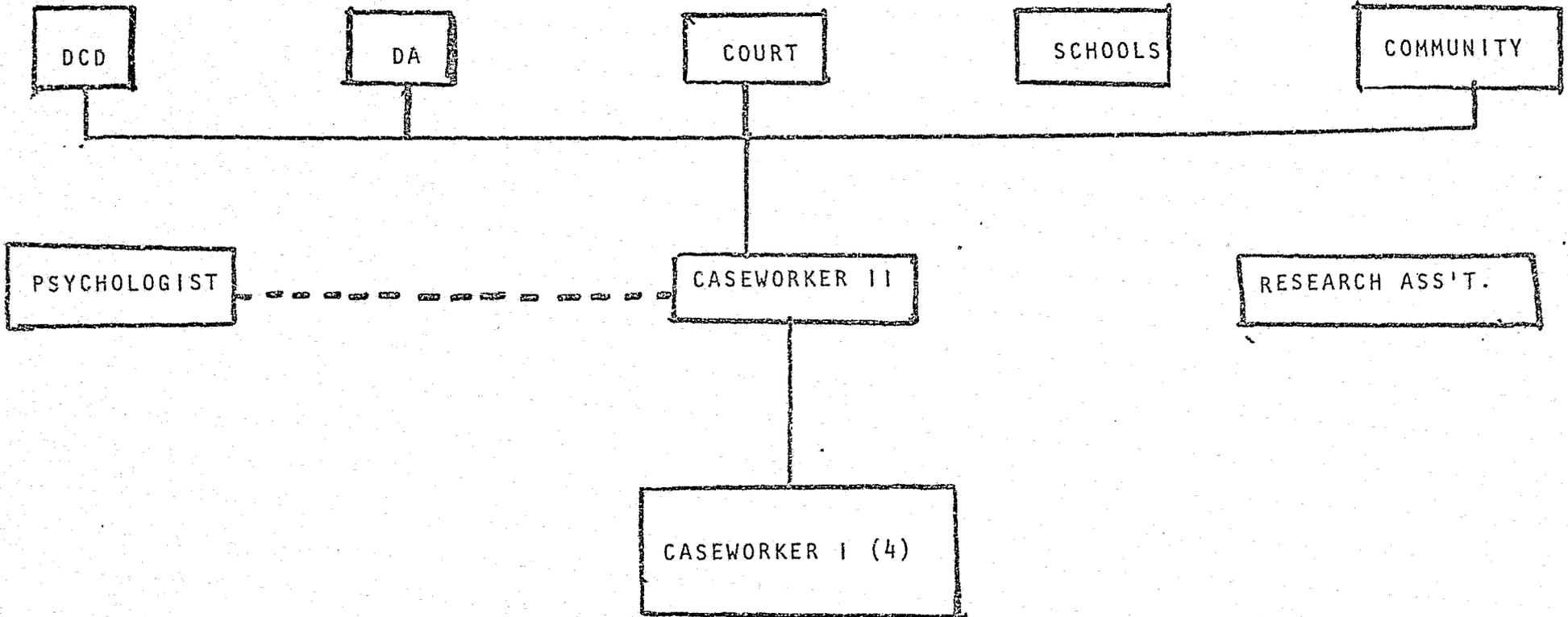
Social Caseworker II assigns cases to Social Caseworker I who may refer cases to Staff Psychologist. Also coordinates data collection with Research Assistant.

Community Organizer receives requests for services needed by clients that are non-existent in the community and works with other agencies to develop the resources.

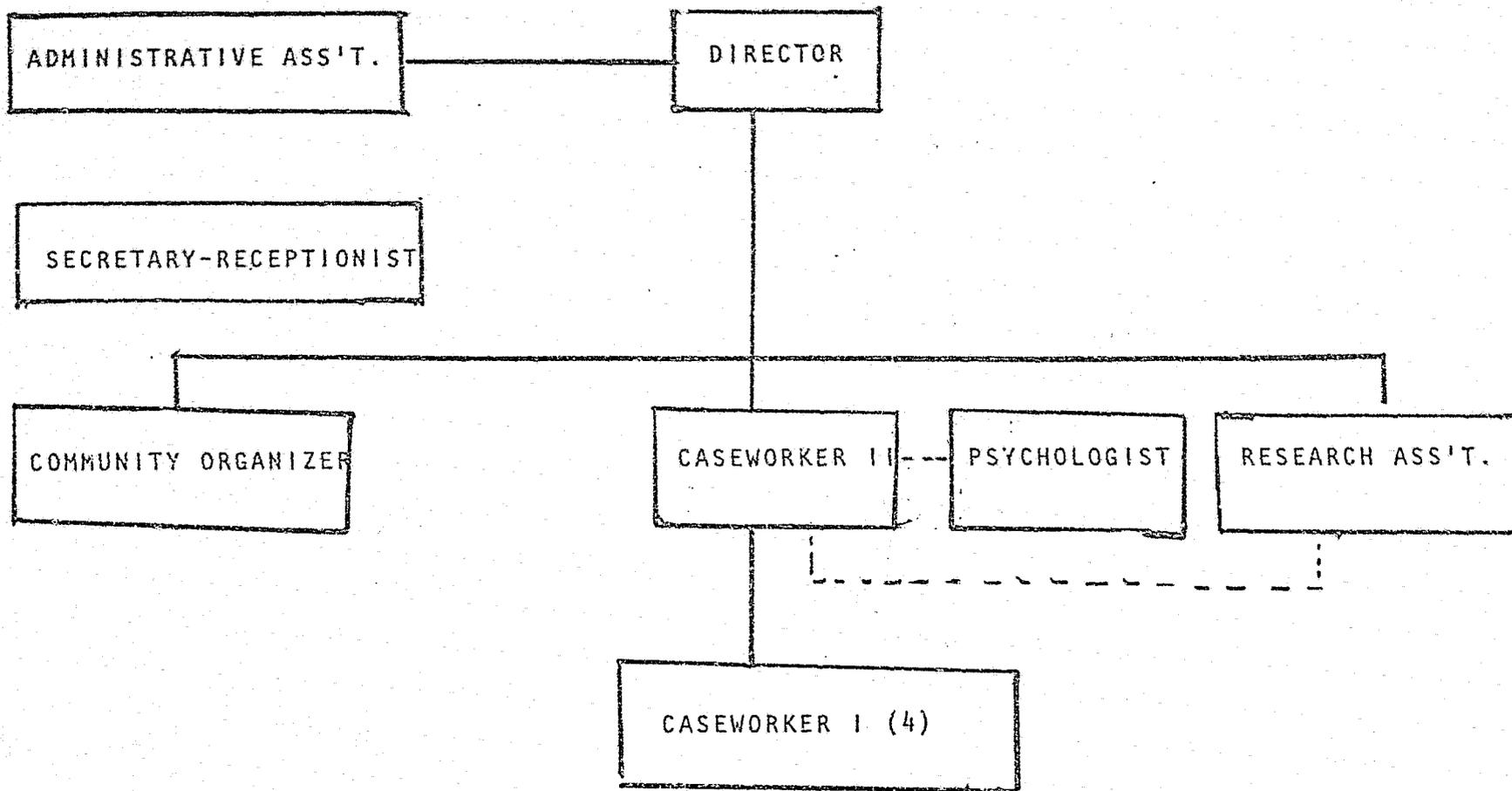
Research Assistant records all case data and coordinates with Social Caseworker II. Compiles weekly, monthly statistics, along with making quarterly reports on case statistics.

Psychologist II receives cases from Social Caseworker I for testing and crisis counselling.

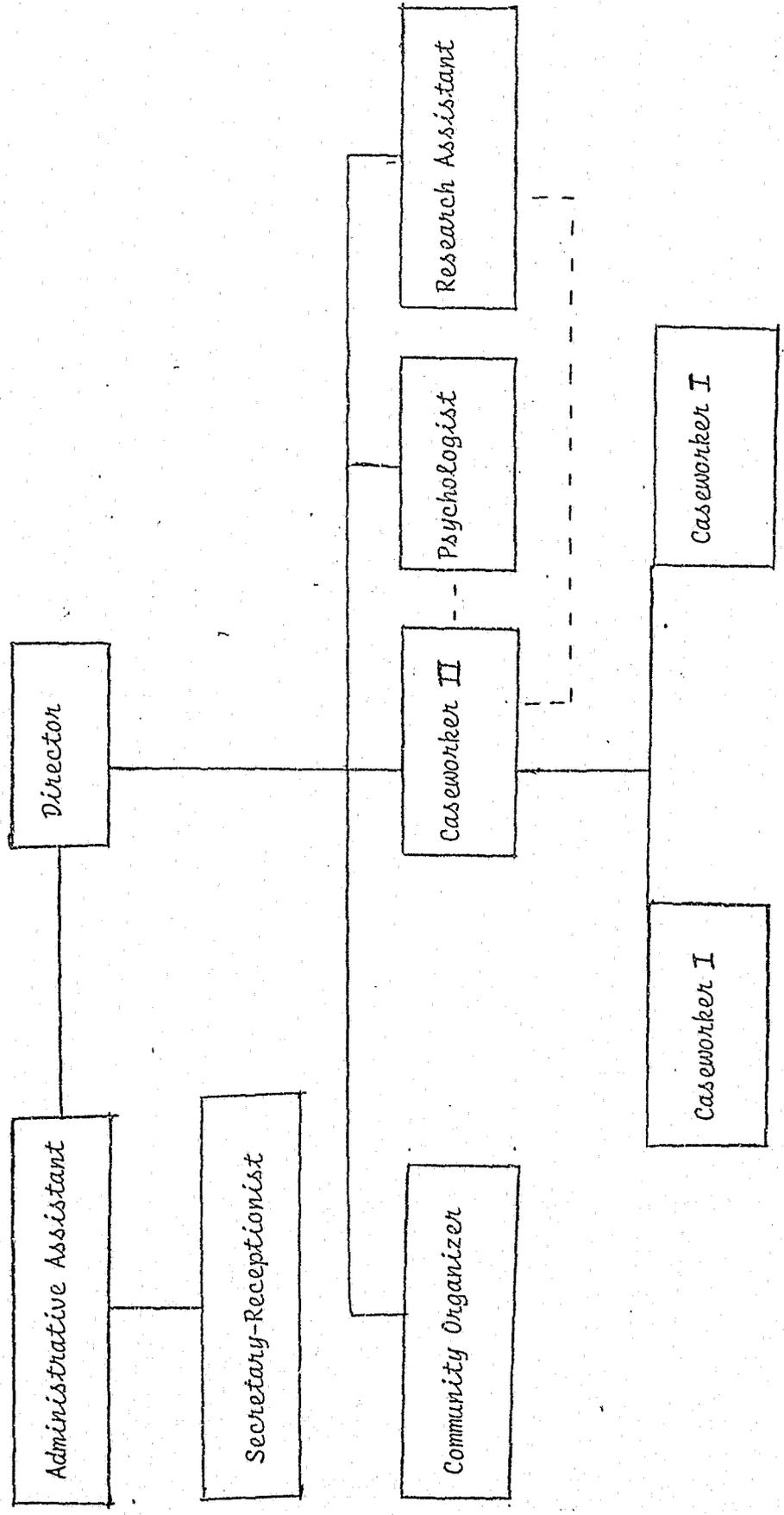
CASE FLOW CHART



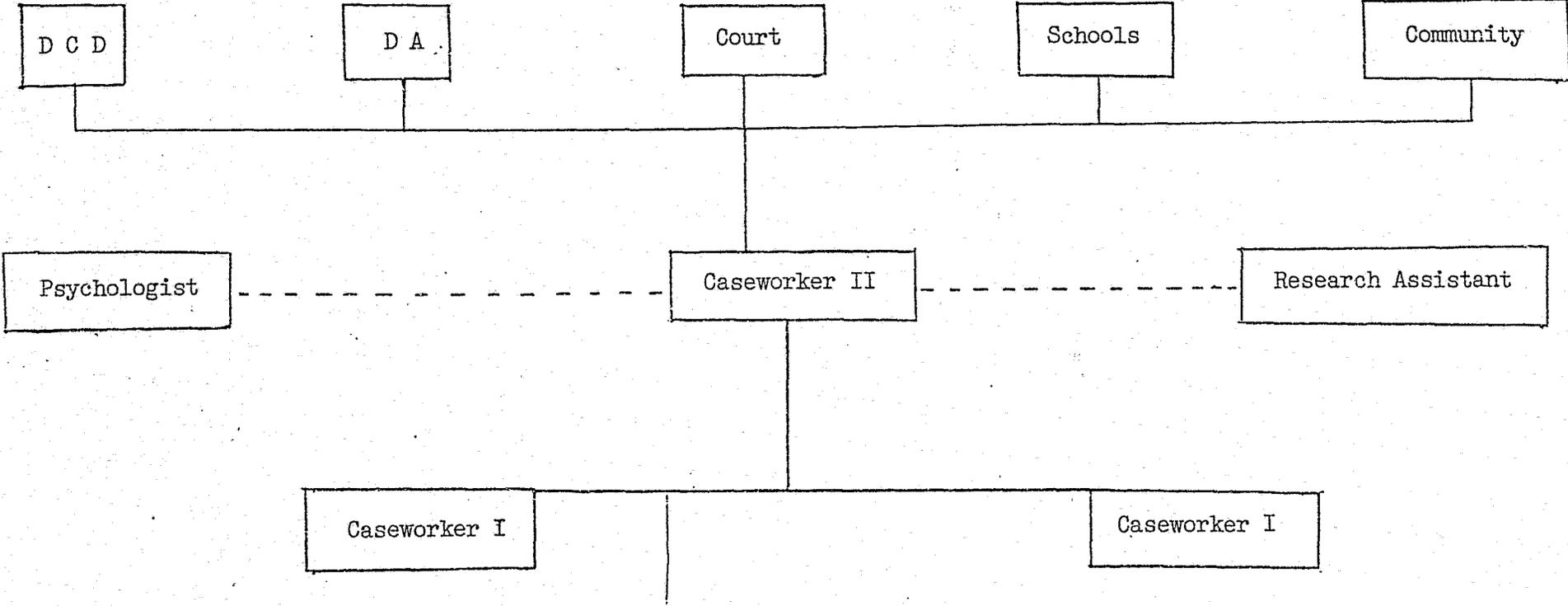
ORGANIZATIONAL CHART



ORGANIZATIONAL CHART

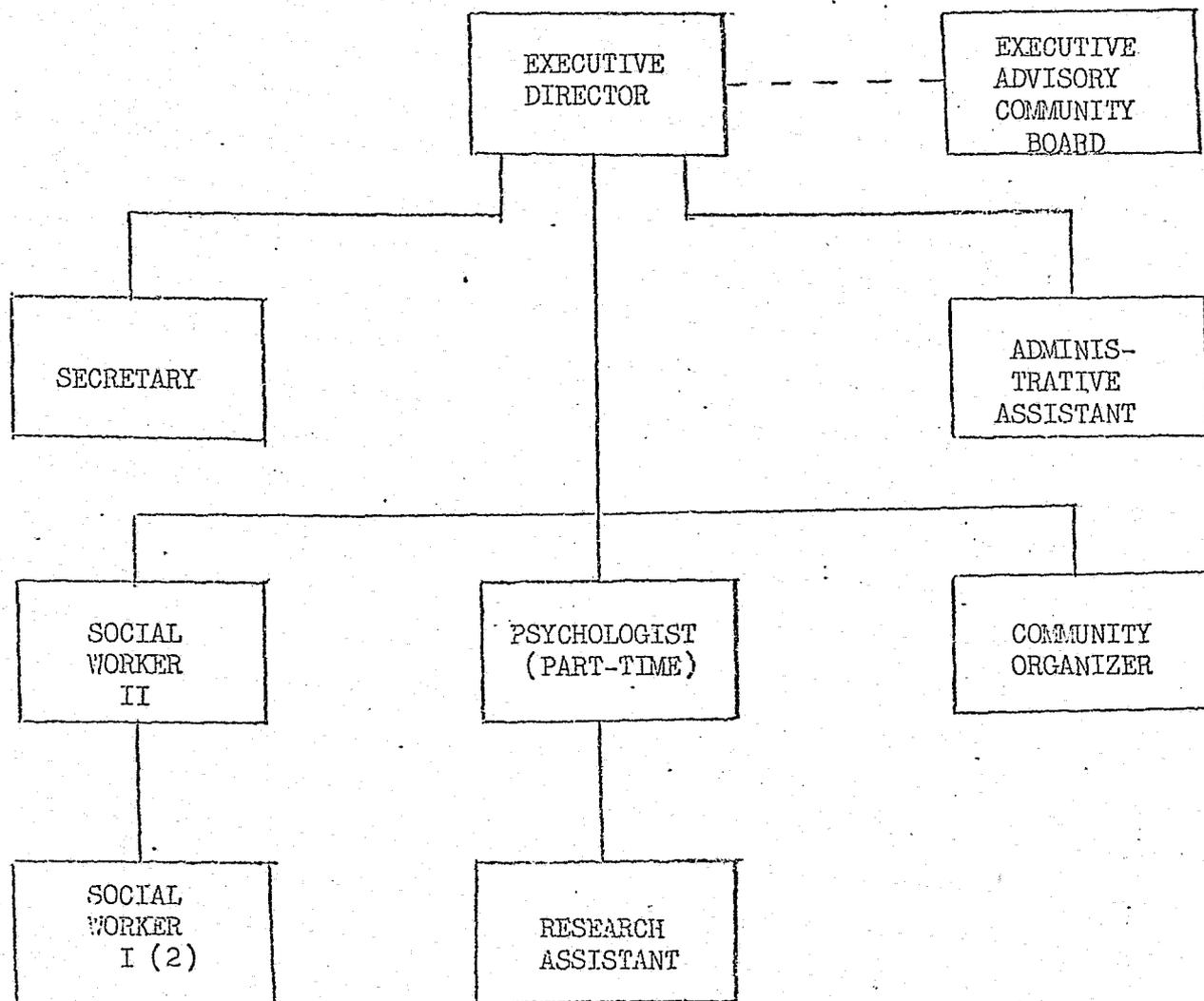


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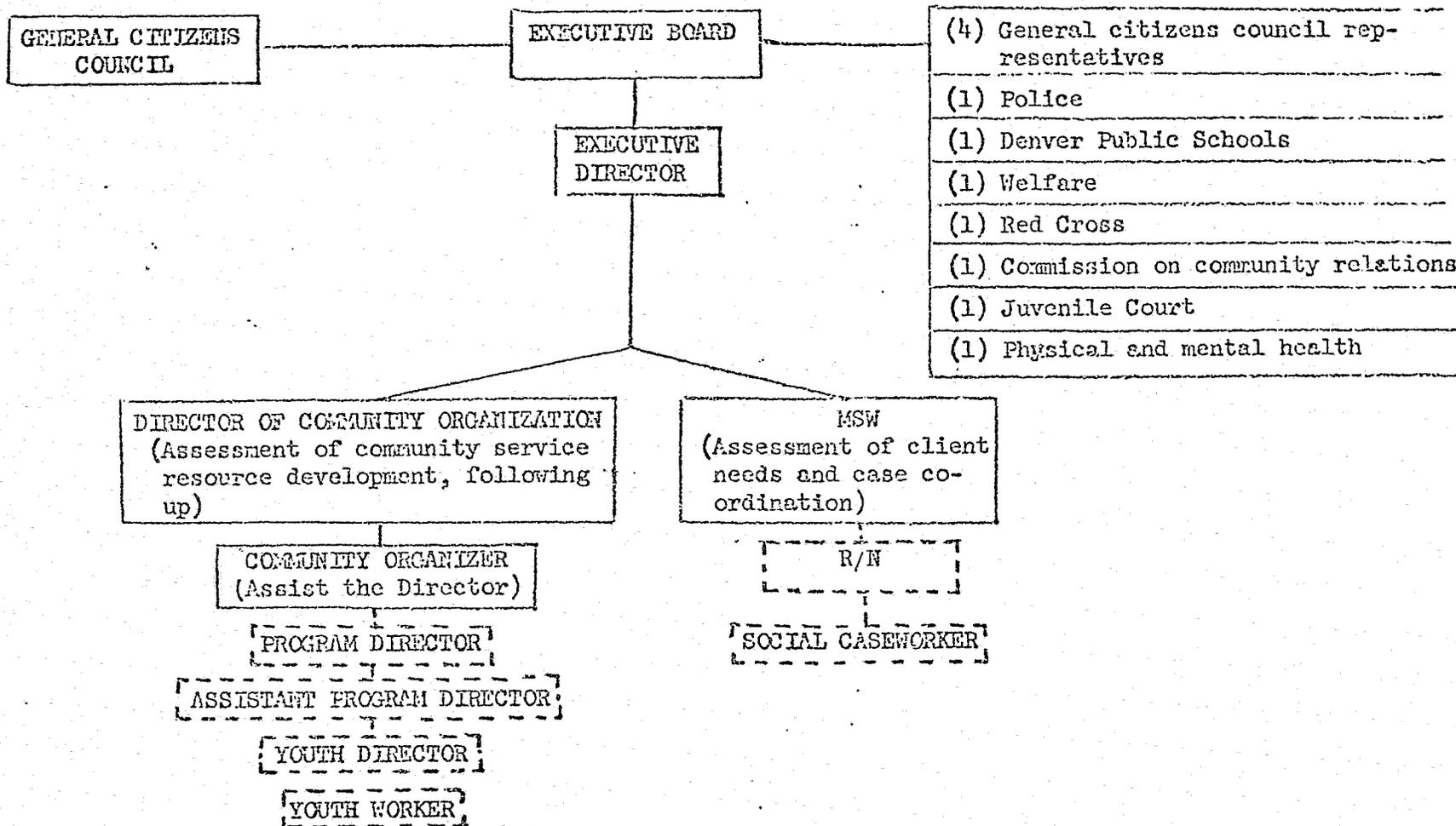
NORTHEAST DENVER YOUTH SERVICES BUREAU

ORGANIZATIONAL CHART



NORTHEAST DENVER YOUTH SERVICES BUREAU
 ORGANIZATIONAL CHART

(Composition of Executive Board)
 (Total == 11 Members)



————— Direct Staff Services
 - - - - - Supportive In-kind Services

YOUTH SERVICES BUREAU
PERSONNEL POLICIES & PROCEDURES

October, 1973

TABLE OF CONTENTS

I.	PURPOSE	Page 1
II.	ADMINISTRATION	1
III.	COVERAGE	1
IV.	EQUAL EMPLOYMENT OPPORTUNITY	1
V.	RECRUITMENT	1
VI.	SELECTION FOR EMPLOYMENT	1
VII.	PERFORMANCE EVALUATION	2
VIII.	PAYROLL & WORK SCHEDULES	3
IX.	EMPLOYEE BENEFITS	4
X.	EMPLOYEE EXPENSES	8
XI.	DISCIPLINE	8
XII.	TERMINATION11
XIII.	GRIEVANCES12

NORTHEAST DENVER
YOUTH SERVICES BUREAU

P E R S O N N E L P O L I C I E S

I. PURPOSE: It is the purpose of these rules to establish normal procedures which will serve as a guide to administrative action concerning the various personnel activities and transactions. They are intended to indicate the customary and most reasonable methods whereby the goals of the Youth Services Bureau can be achieved.

II. ADMINISTRATION: These rules shall be administered by the Assistant Director for Administration or a person designated by the Project Director.

III. COVERAGE: It is intended that these procedures cover all Northeast Denver Youth Services Bureau personnel including the procedures to be followed regarding Equal Employment Opportunity, Recruitment, Selection for Employment, Probationary Period, Payroll and Work Schedules, Employee Benefits, Employee Expenses, Discipline, Terminations, and Grievances.

IV. EQUAL EMPLOYMENT OPPORTUNITY: It is the Youth Services Bureau Policy not to discriminate against any employee or applicant for employment because of race, color, creed, national origin, age or sex. Equal Employment Opportunities shall include but not be limited to the following areas: Employment, up-grading, demotions, or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation.

V. RECRUITMENT: Notice of an opening in any position by creation of a position, upon receipt of resignation or involuntary termination in the Northeast Denver Youth Services Bureau shall be posted on the staff bulletin board for three consecutive work days, prior to announcement to the public, and any staff person who is interested may apply.

VI. SELECTION FOR EMPLOYMENT: Through careful screening, every effort is made to place an individual in the job assignment that will make best use of his ability---giving him/her the maximum personal satisfaction and best opportunity for advancement.

Building a highly efficient, productive team requires employees of the very highest quality working in an environment that encourages each individual to reach his/her maximum level of performance and personal growth.

In the case of the position of Project Director and Assistant Director, the Personnel Committee shall seek and screen applicants. They shall hire the individual for Project Director.

Final selection of all other personnel will be made by the Project Director, who shall put primary emphasis on the individual's qualifications for the job as established in the Job Descriptions.

VII. PERFORMANCE EVALUATION:

A. All new employees are considered temporary for the first ninety days of their employment. This is the period of time when they, as new employees, can find out how the Youth Services Bureau operates, and what it stands for. It is a time when the Bureau is able to learn whether or not new employees can report to work regularly, follow instructions, get along with their fellow employees on the job, and perform their work assignment satisfactorily.

Before the probationary period ends a decision is made about an individual's permanent status. His/her supervisor, of course, realizes that as a new employee he is under a certain amount of strain during the first few weeks on the job, and the supervisor will take this into consideration when he evaluates his/her performance. Maintaining a permanent position with the Bureau past the probationary point, may many times require considerably more than the minimum standards acceptable for satisfactory completion of the probationary period.

B. WRITTEN EVALUATIONS:

1. Performance evaluation is designed to improve the employee's understanding of his job, the standards for his work and to encourage employee development.
2. A written performance evaluation of each new employee will be performed by his immediate supervisor at the end of the first 30 calendar days of employment and again at the end of 60 calendar days of employment. The third will be conducted at the end of the 90 day period. Employees receiving unsatisfactory evaluations at the 60 day review will be terminated.
3. An employee who assumes a new job position will be evaluated at the end of the first six weeks (45 days) and at the end of 90 days. Should such an employee receive an unfavorable 90 day evaluation, he will be placed in the first available position comparable to his previous position.
4. All other employees will be evaluated four times annually in the 3rd, 6th, 9th, and 12th month of the program year.
5. Each evaluation will be reviewed by the supervisor of the evaluator and initialed. The employee being evaluated will have the opportunity to comment upon and sign his evaluation. Any supervisor who requires an employee to sign an incomplete evaluation form is subject to immediate dismissal.
6. Any employee dissatisfied with his/her evaluation may appeal it through the line to the level of Executive Director. Evaluations which do not result in disciplinary action such as

probation are not appealable to the Personnel Committee.

7. Any employee whose work does not merit a positive evaluation may be placed on probation for a period not to exceed ninety days. This probation must include written notification to the employee of the probation as well as the corrections which must be made in work performance in order to remove him/her from probationary status.

VIII. PAYROLL AND WORK SCHEDULES:

A. Pay Period.

The Youth Services Bureau will pay bi-monthly, on the 15th and on the last day of each month. When holidays fall on the pay date, checks will be issued on the proceeding date.

B. Deductions.

Deductions from pay checks will include: Mandatory... Federal, State and City taxes; and other deductions such as hospitalization insurance benefits based upon the desires of the employees.

C. Annual Leave Advances.

1. Employees may request payment in advance for earned annual leave whenever a pay day falls during the time of annual leave.

2. Employees taking unearned annual leave shall be required to reimburse the Youth Services Bureau if the employee is terminated prior to earning such leave time. Such deductions shall be made from the final paycheck of the terminated employee.

D. Work Schedule:

1. The normal work week will be forty (40) hours. Regular working hours for office personnel will be 8:00 a.m. to 5:00 p.m. The Project Director in consultation with the Assistant Director, will set the normal daily working hours for employees.

2. Any change in the established work schedule must be authorized in advance (in writing) by the appropriate supervisor. Employees requesting a change must do so in writing, and provide full justification for such requested schedule change.

3. Employees who find they will be unable to report to work on time or unable to report for a full day, must inform their immediate supervisor no later than fifteen minutes after regular

CONTINUED

1 OF 2

starting time. Failure to do so will result in no pay for the time missed. Good and sufficient reason must be provided for any tardiness or absence.

E. Overtime - Compensatory Time.

1. Overtime will not be paid by the Bureau to any employee.
2. Such overtime work as is required will be compensated for by time off within a 30-day period, provided that no more than 16 hours is accumulated at one time.
3. Overtime work for which compensatory time off is arranged is defined as follows:

"Work which is established as a specific Bureau function and which accomplished at times other than the normal working hours of the employee and is required by the nature of the task or emergency of the situation. In all cases compensatory time worked will be approved by the Project Director or his designee in advance of the overtime work and in advance of the compensatory time being taken."

4. Failure to take compensatory time within the time allowed will result in lost time, unless such failure is due to a crisis that demands the employee's presence. In such cases the Project Director or his designee will approve compensatory time when suitable. Such exceptions will be in writing.

5. Those employees earning more than \$800.00 per month are considered professional employees and do not accrue compensatory time.

F. Salary Increases.

1. Merit increases-salary increment (raises) will be awarded after the first year of employment, or at the time or following promotion.

G. Salary Increase Limitations.

Any salary change which involves an increase in pay for the employee cannot exceed the city's annual percentage rate of increase for city employees.

IX.

EMPLOYEE BENEFITS:

A. Sick Leave Rates.

Personnel Policies

Page 5

B. Sick Leave Policies.

1. No sick leave may be taken in advance of being earned.
2. Illness extending beyond earned sick leave will be charged against earned annual leave.
3. Employees whose illness extends beyond three work days must provide a doctor's excuse upon return to work or they will not be paid for the days they were ill.
4. Each day an employee is out for an illness he must call his supervisor and so inform him. Failure to do so will result in that day being charged against his annual leave.
5. Sick leave may be accrued up to a total of twelve days per year.
6. No pay will be granted at termination for any earned sick leave.
7. Sick leave is taken only for employee illness or illness in the immediate family. The employee's immediate family is herein defined as: Spouse (husband or wife), and children (including foster children or legal wards).
8. Absences due to illness in the employee's family other than the spouse or children, will be charged to annual leave.
9. At the discretion of the Project Director absences due to serious illness extending beyond earned leave may be extended on a "leave without pay" basis.

C. ANNUAL LEAVE RATES:

1. Annual leave shall be accrued at the rate of one and one-fourth day per month of employment accrued on the last two days of the month following the month of employment.

D. ANNUAL LEAVE POLICIES:

1. Employees shall be eligible for annual leave after termination of their ninety (90) day probation period. Vacation leave may be granted by the Project Director at his discretion and charged against accrued annual leave.
2. Annual leave may be accrued up to a total of 15 days per year.
3. Holidays occurring during the time of annual leave will not be charged such leave.

Personnel Policies

Page 6

4. Annual leave may not be taken during any period of probation.

5. Employees leaving the staff of the Youth Services Bureau voluntarily or involuntarily, will be paid for all accrued annual leave up to a total of 15 days.

6. All absences from work not covered by sick leave or compensatory time will be charged against annual leave.

7. Employees may request payment in advance for earned annual leave, whenever a pay day falls during the time of the annual leave.

8. Annual leave must be taken by March 27th of each fiscal year.

9. Requests for annual leave must be submitted to and approved by the Project Director or the Assistant Director at least 30 days in advance.

F. Military Leave.

1. Any employee who presents official orders requiring his attendance for a period of training or other active duty as a member of the United States Armed Forces, State Reserve Corps of State Guard will be entitled to military leave for a period not to exceed two (2) weeks or ten working days.

2. Military leave is leave with full pay (less that paid for military service).

G. Maternity Leave.

1. An employee who has been employed for a period of one year is eligible for maternity leave for a period not to exceed six months.

2. Maternity leave is leave without pay.

3. The employee who has unused sick or annual leave may use this in addition to maternity leave.

4. With the employee's written consent, the necessary funds may be deducted from the last paycheck to pay Health/Life Insurance costs while the employee is on maternity leave.

5. An employee on maternity leave will have the retention rights to her position. Her replacement will be classified as a temporary employee.

H. Administrative Absences.

1. Supervisors may excuse employees they supervise for such reasons as: classes in job related training; reasonable time in which to vote; to permit safe travel under hazardous road conditions; and for the purpose of donating blood. This type of absence will normally not exceed 2 - 4 hours in length and will not be charged to leave.

2. Absences due to death in the employee's immediate family (spouse, children, parents, siblings, and in-laws) will be authorized in writing by the Project Director.

I. All other leaves are without pay and must be authorized in advance, in writing, by the Project Director.

J. Youth Services Bureau Holidays.

The following will be the officially observed holidays for Y.S.B. personnel:

New Years Day	January 1
Washington's Birthday	February 22
Memorial Day	May 30
Independence Day	July 4
Labor Day	1st Monday in Sept.
Veterans Day	October 22
Thanksgiving Day	4th Thurs. in Nov.
Christmas Day	December 25

2. In addition, the Project Director, on special occasions, and consistent with religious and local business practices, may excuse a staff member from work.

3. If a holiday occurs on Saturday, the preceding Friday will be observed; if on Sunday, the following Monday will be observed.

K. Workmen's Compensation.

All employees will be covered by Workman's Compensation.

L. Hospitalization Insurance.

The Youth Services Bureau carries a group health and hospitalization plan with Blue Cross and Blue Shield. All employees are covered.

X. EMPLOYEE EXPENSES:

A. Reimbursement Policy.

Employees will be reimbursed for on-the-job expenses such as local and out-of-state travel on Bureau business subject to the conditions established by the budgets of the Bureau and by the policies of the funding source. No reimbursement can be made for parking ticket violations.

B. Out-of-Town Expenses.

Within the budget limitations, out-of-town or on-the-job expenses may be paid subject to the authorization of the Project Director. Travel and per diem payments may not exceed the limits set by the funding source.

C. Automobile Expenses.

1. Employees will be reimbursed on a mileage basis at the authorized budget rate not to exceed limits set by sources, for the use of a personal car in connection with authorized work connected job responsibilities.

2. All employees using a personal car for Youth Services Bureau business must carry liability insurance, and proof of liability coverage must be filed annually with the Secretary/Bookkeeper.

D. Payment.

The employee must submit a travel form for approval by the Project Director for payment.

XI. DISCIPLINE:

A. Policy.

As the basic standard of justice in the Youth Services Bureau employees are to be informed of the behavior expected of them and the rules, regulations, policies, procedures and practices by which they must abide. Disciplinary action results from failure to abide by such.

B. Practice.

It will be the practice of the Youth Services Bureau to put in writing its rules, regulations, policies, procedures and practices by which they must abide. Disciplinary action results from failure to abide by such.

C. Conduct.

The standards of employee conduct normally required by any place of employment (such as: no physical violence, obscenities, use of alcoholic beverages on the premises, theft or misuse of equipment or furnishings), will be the standard of employee conduct at the Youth Services Bureau whether or not such are in writing.

D. Disciplinary Actions.

Disciplinary action will be of four types:

- | | |
|--------------|----------------|
| 1. Reprimand | 3. Suspension |
| 2. Probation | 4. Termination |

E. Reprimands.

1. Reprimands are placed in writing, signed by the employee with a copy placed in the employee's personnel file. These reprimands will be signed by the employee's supervisor and will contain the specifics of the conduct for which the employee is being reprimanded.

2. Reprimands should be preceded by a verbal warning. Written note of such warning shall be placed in the employee's personnel file.

3. Any two reprimands in any twelve month period automatically places the employee on probation. Any three reprimands in any twelve-month period is cause for termination.

4. The employee's immediate supervisor may initiate a reprimand. The department head's concurring signature is required. Reprimands may be appealed to the level of the Project Director and no higher except when three (3) reprimands in twelve months are cause for termination, the Personnel Committee may review those reprimands on appeal of termination.

F. Disciplinary Probation. (Not to be confused with performance evaluation probation).

1. The decision to place an employee on probation is done in writing, signed by the employee with a copy given to the employee, and must contain both:

- a. The specifics of the conduct for which the employee is placed on probation; and,
- b. The specific criteria which must be met for the employee to get off probation.

2. Probation is for a period of not more than 90 days and may not be extended. At the end of the probationary period, the employee must be informed in writing that he has completed the probation satisfactorily or that he is being terminated.
3. Any two disciplinary probations in any twelve month period and/or any three such probations in any 24 month period is cause for termination.
4. Employees on probation are not eligible to take annual leave (go on vacation) during their probationary period.
5. The employee's immediate supervisor may initiate a probation. The Project Director's concurring signature is required.
6. Probation may be appealed to the level of Project Director, and no higher except when such results in termination; then the Personnel Committee may review those probations on appeal of termination.

G. Suspension.

1. All suspensions are without pay and result in either full reinstatement without back pay or termination.
2. An employee is subject to suspension when there exists a question regarding either:
 - a. A violation of written policy; or,
 - b. Activity which is in opposition to the stated aims or goals of the agency.
3. An employee on suspension is to leave work and not to report to work until instructed to do so in writing.
4. All suspensions must be recommended to or initiated by the Project Director; only he may suspend an employee.
5. All suspensions are automatically appealed to the Personnel Committee. The Personnel Committee must initially review a suspension within five working days of the suspension.
6. All suspensions must be in writing with a copy given to the employee.
7. The Personnel Committee or its designated committee will be notified immediately of any suspension by the Project Director.

H. Involuntary Termination.

1. All involuntary terminations are ordered by the Project Director and in most instances in concurrence with recommendations of his staff.
2. All involuntary terminations are in writing with a copy for the employee.
3. All involuntary terminations are for one of three reasons:
 - a. Failure to abide by written policy or activity in opposition to the stated aims or goals of agency. (This differs from suspension in that there is no question this occurred).
 - b. Inappropriate behavior including but not limited to:
 - (1.) Use of alcoholic beverages on the premises of the agency;
 - (2.) Appearing for work under the influence of alcoholic beverages, unprescribed, habit forming drugs or hallucinogenic materials;
 - (3.) Sexual indiscretion;
 - (4.) Physical violence including fighting or attempting to injure others;
 - (5.) Falsifying or misusing records including job applications;
 - (6.) Failure to meet the terms of probation (performance, evaluation, or disciplinary).

XII. TERMINATIONS:

An employee's desire for a long and happy relationship with the Youth Services Bureau is shared by the entire staff. However, sometimes suspension or termination is necessary.

Should suspension or termination become necessary, the Project Director or the employee's immediate supervisor will give him/her as much advanced notice as possible. Should an employee decide to terminate his employment voluntarily, the Youth Services Bureau asks that he give a two-week notice.

XIII. GRIEVANCES:

A. Policy.

The most effective accomplishment of work of the Youth Services Bureau requires prompt consideration and equitable adjustment of employee grievances. It is the desire of the Youth Services Bureau to adjust grievances informally and both supervisors and employees are expected to make every effort to resolve problems as they arise. However, it is recognized that there will be grievances which will be resolved only after a formal appeal and review; accordingly the following procedure is established:

B. Coverage.

A grievance is a wrong, real or imagined, considered by an employee as grounds for complaint, except in the case of a personnel action arising out of suspension and involuntary termination. The adjustment of complaints arising there are separately provided for.

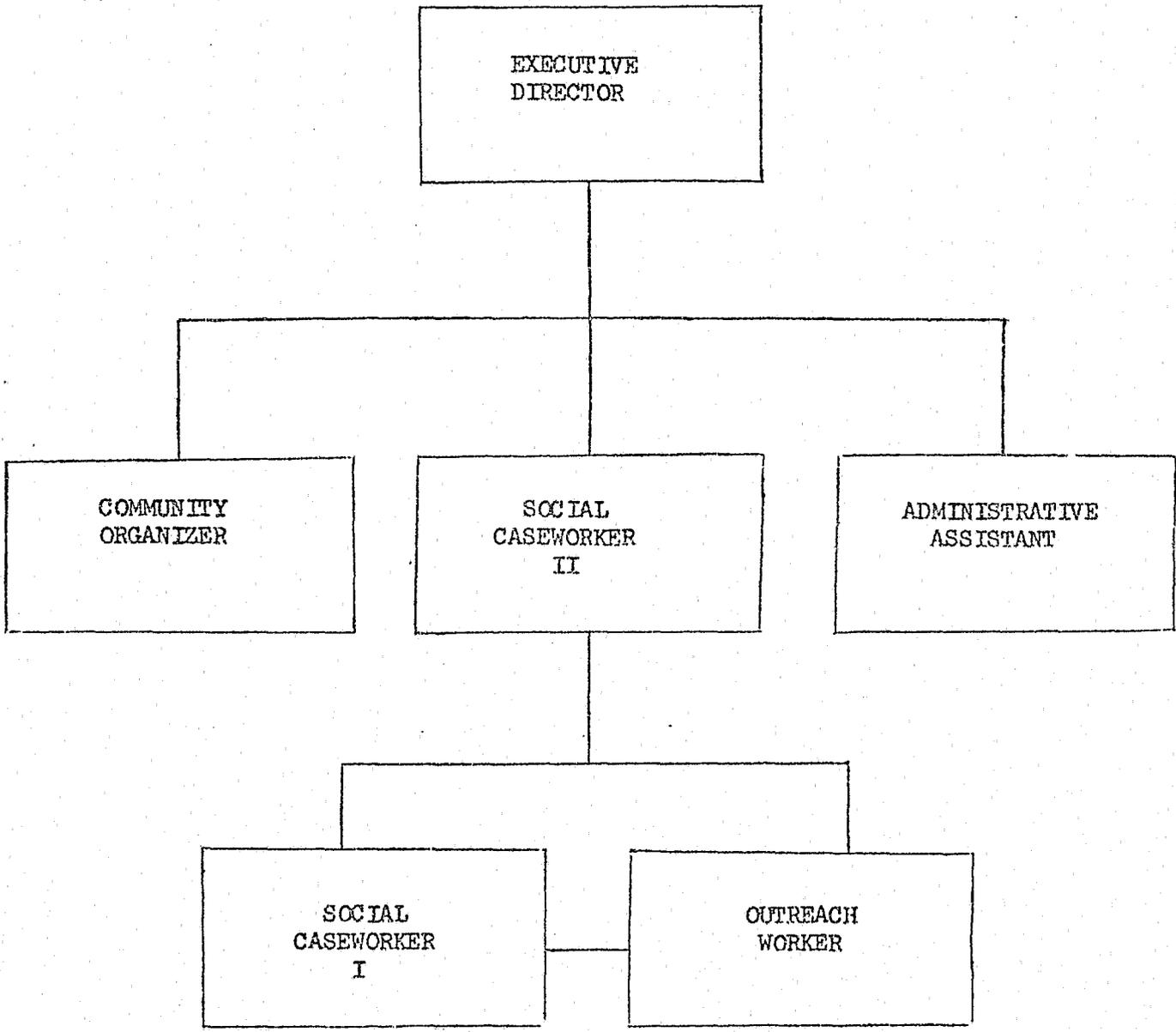
C. Procedure.

An employee will first present his grievance to his immediate supervisor who will make careful inquiry into the facts and circumstances of the complaint. The supervisor will attempt to resolve the problem promptly and fairly.

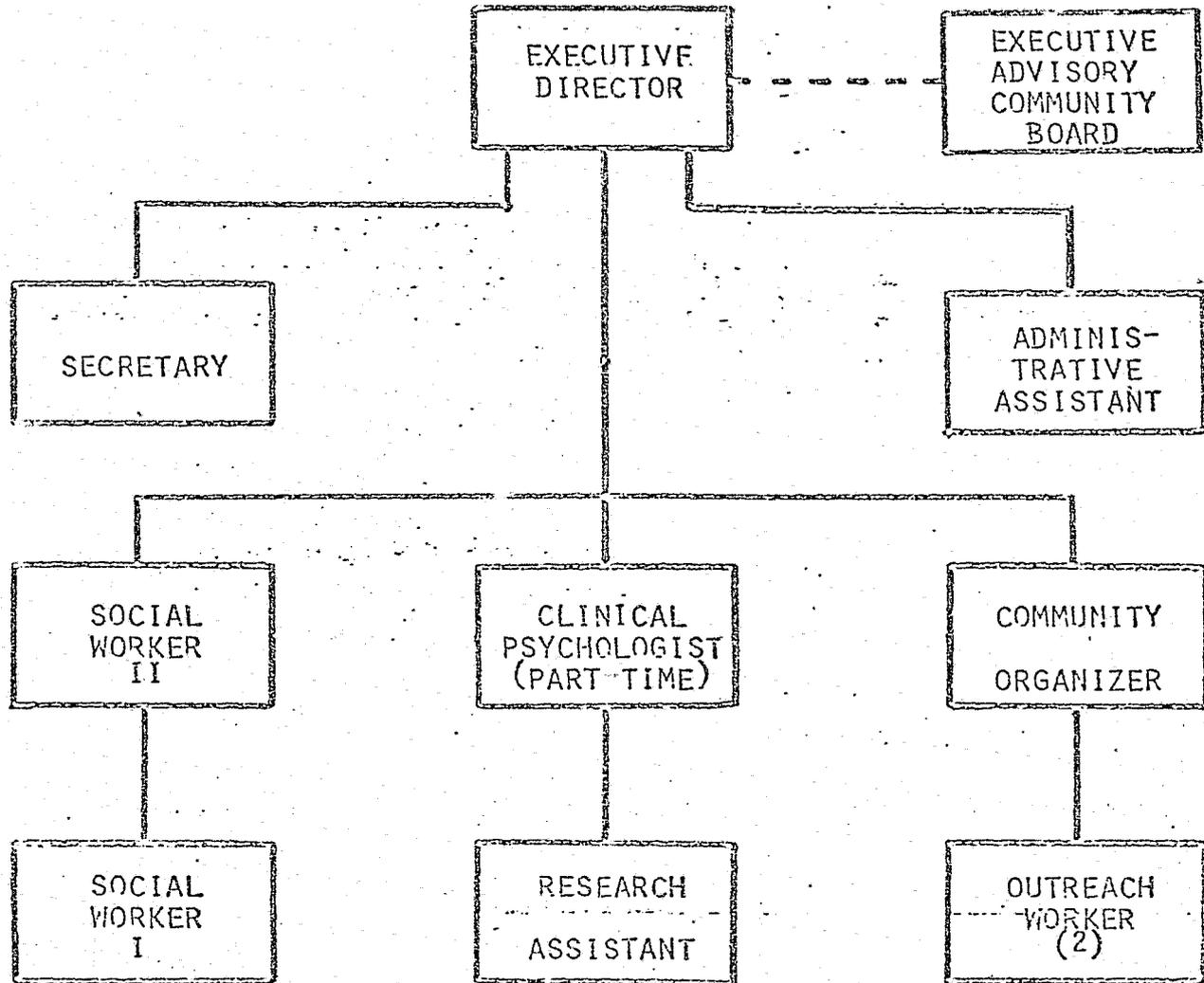
An employee who is dissatisfied with the decision of his/her supervisor may submit his/her grievance in writing, to the Project Director. The Project Director will make such investigation and conduct such hearing as he deems necessary; and will, within 15 calendar days after the receipt of the employee's request for review, inform the employee in writing of his finding and decision.

At any time within 15 calendar days after receipt of the decision of the Project Director, the employee may submit a written request for further review to the Personnel Sub-Committee when he/she is not satisfied with the Project Director's decision. Beyond this, remedy may be sought through any other means available by law.

NORTHEAST DENVER YOUTH SERVICES BUREAU
STAFF
ORGANIZATIONAL CHART



NORTHEAST DENVER YOUTH SERVICES BUREAU
ORGANIZATIONAL CHART



CONFERENCES AND SEMINARS

Attended by Staff

1. Meeting with Denver School Board and Youth Services Bureaus
May 20, 1974
2. Denver Youth Services Bureaus Community Organizers Meeting
August 8, 1974
3. Family Action Center Meeting
October 3, 1974 and October 23, 1974
4. Intercept and N.E.D. Youth Services Bureau Meeting
October 31, 1974
5. Vista Training: The Black Child
January 31, 1975
6. Juvenile Court In-Service
February 6, 1975
7. Conference on Womens' Issues - Colorado Womens College
February 7, 1975
8. Criminal Justice and Education Council
February 19, 1975
9. Communications Workshop
February 10, 1975
10. Meeting with Mitchell Elementary School Staff
February 27, 1975
11. Southeast Neighborhood Presentation
March 3, 1975
12. Sexual Assault Meeting - Southeast Neighborhood Services Bureau
March 6, 1975
13. Big Sisters of Colorado
March 6, 1975

Conferences and Seminars

Attended by Staff

Page 2.

14. Black Womens Week - University of Colorado - Boulder
March 3 - 8, 1975
15. Self: Career - Education - Volunteerism Conference
March 13, 1975
16. Partners Meeting
March 21, 1975
17. Youth Appreciation Day
March 21, 1975
18. Drop-Out Conference
April 8, 1975
19. Child Development Conference
April 11, 1975
20. Weekly In-Service Staff Meetings
21. N.E.D. YSB Advisory Board Meetings
22. Monthly C.C. YSB Meetings
23. Seminar Sponsored by the National Council on Crime and Delinquency

MEETING WITH DENVER SCHOOL
BOARD AND YSB'S

May 20, 1974

People present:

Carl Zenon	NEDYSB
Mary Stage	SENSB
Bente Sternberg	SENSB
Carl Sternberg	NEDYSB
Joyce Hutton	NEDYSB
Kay Schomp	Denver School Board
Bruce Gearhart	SENSB
Paul Sandoval	NWYSB
Maggie Silva	NEDYSB

Kay Schomp stated that she was interested in the planning and development of the Youth Services Bureau.

The concerns of the people are integration and bussing. They have fear about physical injury (on school grounds, neighborhood around the schools, and the approaches to the school). They also have a fear of getting ripped off. The most critical areas will be the Junior High Schools (seventh graders). They're more frightened, targets for bullying, don't know who to report to if they get ripped off, won't say anything if something happens, so instead of getting things off chest, incidents stack up.

Teachers are being transferred to new schools and they are going with closed minds. Should meet the principals of individual schools to find out their expectations.

Kay Schomp suggested that the Youth Services Bureaus contact the universities. She said the universities could be very helpful. Sally Gise from Colorado Womens College should be contacted.

Manpower committed to handling the problems. Use VISTA Volunteers to work in school and social workers handle the crises. Contact churches in each part of the city.

Should approach Mayor's Commission on Community Relations and ask them what they are planning to do, insist on getting the agencies who will be involved into the planning stage.

YOUTH SERVICES BUREAUS' (DENVER) COMMUNITY ORGANIZERS' MEETING / AUG. 8, 1974

Those Present: Jon Schneider, Comm. on Youth
Sid Lujan, Comm. on Comm. Relations
Helen Bohannon, Family & Chil. Svs.
Bernie Lujan, Family & Chil. Svs.
Jerry Duran, Southwest YSB
Chuck Stout, Southwest YSB
Michael Jennings, Northeast YSB
Lee Haymore, Northeast YSB
Gene Meeks, Family & Chil. Svs.
Carl Zenon, Northeast YSB
Judy Maes, Northeast YSB
Valerie Valdez, Northeast YSB

The meeting, which was held at Northeast Youth Services Bureau, began at 10:15 a.m., as decided at the last meeting held on July 26th. Lee Haymore opened the meeting by making introductions of those present. After advising all of the purpose of these meetings, Lee asked Jon Schneider to explain the purpose of his agency.

The Commission on Youth has been designated the task of developing a youth services system in regard to monitoring the effectiveness of the agencies involved. The Commission has the responsibility to inform and advise the Mayor and City Council on youth serving agencies. They need to find out how many agencies there are, who they are, and what they are doing. He came to the YSB's when he heard they may be compiling a resource directory on youth services. As yet, the Commission hasn't come up with a procedure for evaluating services. A ten-point rating system was considered, but Jon stated he felt it wouldn't be feasible and fair.

When asked about the type of resources (in regards to technical assistance), Jon advised that in another month they would be fully staffed and in operation. Right now they utilize the services of larger agencies and data processing office in Boulder (Bureau of Statistical Research), and the Office of Youth Development. The research from the four YSB's can be useful, as to the info they draw up from their individual evaluations.

At this time the two Bureau's present presented their lists of "resources used most often". Lee will obtain lists from the other two Bureau's. (All are attached).

Chuck asked Lee about the flexibility to add or change programs. Lee advised that this has successfully been tried before with Family & Children Services. In Northeast's grant (as probably in all other YSB grants), it is allowed and expected to try to develop and improve programs dealing with youth. In some of Lee's experiences he stated that in dealing with some agencies, he hasn't always received their cooperation. Best cooperation has come from Partners, Intercept and Family & Children Services.

Westside Youth Development and Southwest Youth Employment Service have stated in their grant applications that most of their referrals will come from the Southwest YSB.

Although Southeast YSB couldn't attend this meeting because of staff training, Joanna asked Lee to bring out their concern with the various types of services being offered by Family & Children Services...it seems to vary in the different areas of town. Helen stated she would like to respond but needed to know specific information. It was brought out that Southeast Family & Children Services (FCS) doesn't offer group sessions, as does Northeast FCS. Bernie advised that they (FCS) are overloaded in southeast Denver, and that right now southeast only has one professional staff member. Also, they deal on a first-come, first-serve basis. Gene brought out another factor---the fact that they have an advisory board, and must first deal with the wishes and commitments of that board.

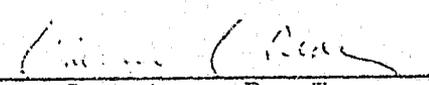
At this time Gene presented some ideas they have in regards to expanding their program, as a mental health agency. They want to start a prevention program and deal in family therapy (EFL Program). They have also considered a temporary shelter facility. They need additional monies to do this type of thing and wondered if the YSB's, LEAA, etc. might have the funds to purchase "blocks" of their time and services. Much discussion centered around this issue and its possibilities. Carl asked if they had a proposal in process yet, and advised that LEAA had \$6.0 million in available funding and already has \$8.3 million requests for it. LEAA is already cutting out existing programs.

FCS receives its referrals from YSB's, schools, and self-referrals. Other than United Fund monies, some funds are received from clients on a sliding-scale basis. United Fund has advised FCS to start procuring funds from other sources for expansion, etc. This does not mean, however, that United Fund is phasing out their program! Gene advised that FCS is in the process of merging with the Florence Crittenton Home for Unwed Mothers. Carl stated that HEW has \$10 million available for youth nationwide.

FCS was advised that perhaps they would be better off dropping the idea of temporary shelter because of the welfare proposal and group homes already in existence. It was decided that FCS would develop a prospectus for presentation to the YSB's to solicit their support and aid in identifying funding for the project. Gene stated that YSB input in the development of the project idea would be welcomed. Jon suggested that FCS contact Harold Morris, who wrote the welfare proposal. Carl suggested that they also contact someone at Malcolm X, who also conducted PET groups, and check with them to see how they included it in their proposal. Lee suggested that they brainstorm on how they would handle cases specifically for youth referred by the YSB's.

Lee invited Gene to attend and present the prospectus at the next Community Organizer's Meeting to be held August 23rd - 10:00 a.m., at the Southeast YSB. Once this is done, the agency reps can take the information back to their respective Directors for further action.

There being no further business, the meeting was adjourned at 11:45 a.m.


Secretary, Pro-Tem.)

cc: Denver YSB's
All Others Present

NORTHEAST DENVER YOUTH SERVICES BUREAU

AGENCIES FREQUENTLY UTILIZED

CITY WIDE

PARTNERS

1. High Impact - consistent goals.
2. Supportive Services, Recreation, other activities coupled with counseling.
3. Short Waiting List - good initial contacts.
4. Staff Flexibility - sensitive to client needs.

FAMILY & CHILDREN SERVICES

1. Staff Capabilities - excellent.
2. Staff Flexibility - willingness, new approaches.
3. Past Results - good.
4. Excellent Initial Contacts - almost immediately.
5. Ease of obtaining follow-up information.

RIGHT TO READ
(Denver Public Library)

1. Seemingly concerned volunteers.
2. Flexibility (home visits).
3. Well organized.

NORTHEAST AND NORTHWEST (Only)

PROJECT INTERCEPT

1. High Impact - consistent goals.
2. Overall Concept - good.
3. Staff Dedication and Flexibility.
4. Staff sensitivity to needs of client.

NORTHEAST (Only)

MALCOLM X

1. Staff - willing cooperation.
2. Good feedback system.

RESOURCES USED MOST OFTEN. (PROJECTED)

1. SOUTHWEST YOUTH EMPLOYMENT SERVICES.
2. WESTSIDE YOUTH DEVELOPMENT.
3. PARTNERS.
4. CHILD WELFARE
5. SOUTHWEST MENTAL HEALTH./BARNUM OUTPOST
6. RECREATION 1) BARNUM
 2) BOY CLUB
 3) SOUTHWEST COMMUNITY CENTER
7. CHILDREN AND FAMILY SERVICE OF COLORADO.
8. PROJECT INTERCEPT

FAMILY ACTION CENTER

On October 3, 1974, Muriel Ellis and Juanita Levy explained their program. There is a staff of seven and there Director is Jess Willis. They have been in operation since the summer of 1968.

They are budgeted through Colorado State University and will be located at Clayton College. Building will be ready by January.

They offer GED classes, Arts & Crafts, dancing, and women's exercise classes. They are working out of Barrett and Smith Schools and also at the Child Development Center on Campus and Montview School for Girls.

The concept of Family Action Center is oriented towards the family. It is also based on needs of the community, e.g. day care.

They have a waiting station. The waiting station is for children who are too young to care for themselves but too old for a sitter.

NEDYSB referral procedures was explained to them.

FAMILY ACTION CENTER

October 23, 1974

Family Action Center Staff: Karen Brockman, Juanita Levy, Muriel Ellis.

NEDYSB Staff: Carl, Carl, Jan, Judy, Val, and Maggie.

Located at Clayton College, mailing address is 3607 E. 37th Avenue.
Planning to move to office building on York and Colfax. Ph: 322-2966.

They can hire a certified teacher for their GED classes if they list specific needs of child. This certified teacher would be hired from Denver Public Schools. They are now holding their GED classes at the Child Opportunity Center. Caseworkers to contact some of the old cases to see if they need any tutoring. There is no age limit at Family Action Center. Caseworkers to get information to FAC as soon as possible.

The following are some of the projects the Family Action Center has to offer: GED classes, dance classes, theatre, and possibly intramural teams. Also, art classes.

They offer dance classes for age group of 14-18 and theatre up to the age of 12 (theatre held at Smith Elementary).

Carl asked how they would feel if we did follow-up every month or two. Muriel stated that there would be no problem.

FAC inquired about the office space. They were told that there might be a possibility but we wouldn't know until the VISTA's came aboard. Jan suggested that they check with Red Shield Center for office space.

Lee to contact Mr. Main about building next door.

Meeting w/Intercept & NEYSB on 10/31/74

Present: Zenon, Haymore, Knott, VanderWeel, Rollins, Maes,
Jennings, Sternberg, Valdez.

Paul mentioned two concerns of theirs---one which has been pretty well taken care of. It has to do with their quota. He stated that YSB's aren't giving him enough referrals. DACC has come down on them and will be performing an evaluation to check to see if they are meeting their quota. This was handed down to them in terms of a "special condition".

Since then Paul advised that he was approached by the DA's office in regard to their diversionary program, which deals with family service contracts. This contract provides that the family must work with the DA's office. The DA plans to use Intercept as a primary resource per Chuck Lopley. Chief Hallman had advised Carl that the DA's program was illegal, because it passed judgement outside of the court, and did not follow due process. Paul is hoping that this program will take care of his quota problems.

Their next concern was our tutoring program thru VISTA. He was assured that chronic truants with behavioral problems would still be referred to Intercept, and that kids enrolled in the VISTA project would not be in the same criteria category as required by Intercept.

Paul advised that they have only received four referrals from NWYSB, and that they will also be receiving referrals from SWYSB. Intercept is considering putting a field office into operation in northwest Denver---probably at Lake Jr. High. Their long range goals include having teams operating in each quadrant of the city.

Per Intercept's grant, they are required to serve 180 youth per year (15-month period). As of 8/31/74 they have had only 90 referrals and their grant year ends 12/31/74.

Paul stated that the last 17 cases three week ago, that they received from NEYSB---that the average time lapse was 29 days, (time it took for us to get the case to them). He claimed that it takes 39 days from the arrest to get the referral to him. After some discussion, it was decided that Mike and Jan would go over the cases that these statistics were drawn from with Paul and Art Chavez. Mike gave Paul a letter stating our statistics etc. A comparison needs to be made. Jan mentioned that during the month of August, a lot of her cases were on vacation.

Mike brought out that in two instances that Intercept terminated cases, that the YSB wasn't advised as to why. Paul said he'd find out the reasons and correct the problem. Paul also advised that NWYSB also takes a long time to refer cases.

Intercept/YSB Meeting Cont'd.

Val asked about additional Intercept projects. Paul answered that they are running several peer-groups; parent-study groups (run by each team); and that they are starting a girls group next week. They are getting more into utilizing youth leaders by getting them to tutor younger kids in the schools. He stated that they want to move the same way with parents.

Intercept feels their kids need more than two hours tutoring per day. Paul is pushing hard to get an extension center in the next year or two. Another push is to start doing a model evaluation on children around the third grade level (they'd like to intercept earlier).

Mike told Paul that apparently we aren't being advised of all their referrals. Paul answered that of their 90 referrals to date, 85 of them have been from NEYSB.

Val asked Paul about the format we use in making a referral to them. He said the format we used now was fine. They do want the offenses and caseworker impressions. It was decided that we would continue as is, and if the caseworker feels that more explanation or additional information would be helpful to the BA's, that the caseworker would indicate, on the referral form, that the BA get in touch with her or him.

Mike advised Paul that Intercept gets 24% of our referrals.

Judy informed Paul that on her follow-up with parents, they are very pleased with Intercept's efforts.

It was mentioned that Lt. Wise stated that Chief Hallman and the Police Dept. are extremely distressed because the kids receiving services have a higher arrest rate than those who are refusing services. Paul brought out that more kids who refuse services are those kids who don't need the services. He also stated that according to DACC statistics, there has been a decline in youth offenses and court proceedings since the diversion projects came into being.

At this time, the meeting was adjourned.

COMMUNITY PROGRAMS
at
COLORADO WOMEN'S COLLEGE
invites you to a day devoted to

WOMEN'S ISSUES

Friday, February 7, 8:30 a.m. - 3:30 p.m.

Registration Fee: \$3.00 Lunch: \$2.00*

- 8:30 - 9:00 Registration: Lounge in Whatley Chapel
1900 Oneida Street
- 9:00 -10:30 CHILD CARE LEGISLATION
Fern Portnoy, Steering Committee, Ad Hoc
Coalition on Child Care
Jo Stone, Dir., Gingerbread House, Lakewood
Betsy Kester, Colo. Dept. of Social Serv.
- 10:45-12:00 DISCRIMINATION IN INSURANCE REGULATIONS
Pam Gleason, Attorney, Colo. Democratic
Women's Political Caucus
Sherry Dill, State Mutual Life Ins. Co.
Leslie Lawson, Lawyers for Colorado's
Women
- 12:00- 1:00 Lunch, Oak Room, Mason Hall
Invocation: The Rev. Patricia Kirton,
Assoc. Pastor, University Park United
Methodist Church
Speaker: Paul Herzmark, Dir., Equal
Opportunity for Women Project, Education
Commission of the States
- 1:00 - 2:15 Lounge, Whatley Chapel

RAPE PREVENTION

Kathy Saltzman, Denver Coalition
on Sexual Assault
Bonnie Andrikopoulos, N.O.W.

AGING

Dorothea Howe, Grey
Panthers
Mary Lee, Welfare
Reform Committee,
Den. Dept. Soc Serv

2:15 - 3:30

WOMEN OFFENDERS

Carol Tempest, former member,
Colo. House of Representatives
Anita Espinoza-Larson and
Diane Fowler, Minority Women's
Task Force

BISEXUALS

Marge Johnson, Gay
Liberation

*Order by Feb. 3 or bring your own
For further information, call 394-6934

ORGANIZATIONAL RENEWAL AND STAFF DEVELOPMENTAL WORKSHOP

John Gardner cites nine rules for organizational renewal in his book on organizational development (copy of rules enclosed). While it would not be the purpose of this workshop to explore in detail each of the nine areas suggested by Gardner, a brief exploration of those rules would help uncover trouble spots within the organization.

The needs already identified in pre-planning discussions fall well within the framework supplied by Gardner. Hence, his rules would serve as the base for the day's activities.

As Gardner points out in his book, regular efforts involving the entire staff to stop its activities and reassess its efforts and direction, add life and vitality to an organization. The perspectives of the outside consultant are essential to this process.

The objectives of the workshop, expressed partially in Gardner's language, are as follows:

1. To strengthen the hospitable environment that the individual must work in.
2. To strengthen the atmosphere where uncomfortable questions may be asked.
3. To examine in depth how vested interests operate within the organization.
4. To generate new interest and enthusiasm in what the organization can become.

The workshop would be structured to move through four stages:

- I. Collecting assessment data from the staff
- II. Feeding back the data, organizing it and prioritizing it.
- III. In depth probing of the issues that emerge in steps I & II.
- IV. Summarizing and reaching closure by generating new enthusiasm for the future of the organization.

In Stage I, a variety of data collection methods would be used to stimulate group involvement and interest. The purpose would be to get individual perceptions of different facets of the organization in terms of staff interaction.

In Stage II, this information would be fed back as group data, to protect the anonymity of the individual. From this data would emerge the outstanding concerns of the group in terms of staff needs. These concerns would then be ranked in terms of the group's perceived ability and willingness to deal with them, thus setting the agenda for the remainder of the day.

From approximately 10:45 on, activities would be structured to facilitate in-depth exploration of the issues identified.

Whatever the pace that the group is able to work through these concerns, ample time will be reserved to reach closure on a positive note, and to identify areas that remain unresolved and require further attention.

CONSULTANT RESUME

Name: Chester Flickinger
Born: October 23, 1930, Pretty Prairie, Kansas
Address: 484 W. 99th Avenue, Denver, Colorado 80221

Education:

B.A. Degree---Bethel College, North Newton, Kansas 1952
M.A. Degree---University of Northern Colorado, Greeley 1956
Ph.D.-----Completed all course work at University of Denver, Dept.
of Speech Communication. Dissertation in progress.

Employment History:

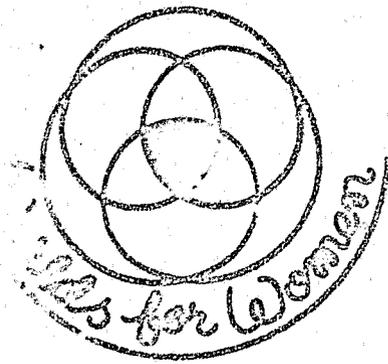
1956-1969---University of Colorado Faculty
1969-1970---University of Colorado, Assistant Dean of Students
Human Relations Center
1970-present---Independent Communication Consultant to education,
business, government and civic agencies.
1973-present---Chairman, Rocky Mountain Workshop for Group Development,
Adult Education Council of Metropolitan Denver.

Partial list of recent Consulting work:

National Teacher Corps
Pueblo School District 60
Rocky Ford School District R-2
College Entrance Examination Board
McDonald's Corporation in Albuquerque and Santa Fe, New Mexico
Colorado Council of Youth Service Bureaus
National Conference of Christians and Jews in the area of Police-
Community Relations
Etc.

RULES FOR ORGANIZATIONAL RENEWAL

1. HAVE AN EFFECTIVE PROGRAM FOR THE RECRUITMENT AND DEVELOPMENT OF TALENT.
2. BE CAPABLE OF CONTINUOUS RENEWAL THROUGH A HOSPITABLE ENVIRONMENT FOR THE INDIVIDUAL.
3. BUILT-IN PROVISIONS FOR SELF-CRITICISM. (AN ATMOSPHERE WHERE UNCOMFORTABLE QUESTIONS CAN BE ASKED.)
4. FLUIDITY OF INTERNAL STRUCTURE.
5. HAVE AN ADEQUATE SYSTEM OF COMMUNICATION.
6. SOME MEANS OF COMBATING THE PROCESS BY WHICH PEOPLE BECOME PRISONERS OF THEIR PROCEDURES.
7. SOME MEANS OF COMBATING THE VESTED INTERESTS FOUND IN EVERY HUMAN INSTITUTION.
8. INTEREST IN WHAT THE ORGANIZATION IS GOING TO BECOME - NOT WHAT IT HAS BEEN.
9. PEOPLE HAVE TO BELIEVE THAT IT REALLY MAKES A DIFFERENCE IF THEY DO WELL OR BADLY.



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Education
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In capsule form-
In one place-

Explore the opportunities
challenges and
personal satisfactions

available in the worlds of women today.

Registration from 8:30 a.m.
March 13 & 14
Houston Fine Arts Center,
Montview bet. Olive and Quebec.

Session locations and other materials
available at registration.

Parking — North of
Houston Fine Arts Center,
21st Ave. between Olive and Quebec.

Thursday and Friday

March 13 & 14

9:30 a.m. - 3 p.m.

at

Colorado Women's College Campus

Tuition

\$12.00 for both days

\$ 7.50 for one day

For tuition waivers or more information
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form.

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Colorado Women's College
Denver, Colo. 80220

Please list guests on back.

Friday Morning, March 14—(Cont.)

- 9:15-10:00 **The Emerging Couple.** Jean Adams, Author, Lecturer, Syndicated Columnist
- ***The Single Woman.** Alice Fehrenbach, M.D., Ph.D., Dir. of Counseling Service; Prof. of Psychology, Regis College

- 11:15-12:30 **Public Relations and the Self.** Francea Phillips, Flanders, Phillips & Assoc.

- ***The Middle Muddle—How Did You Get Where You Are & Where Do You Go From Here?** Evelyn Paley, Ph.D., Staff Psychologist, Child Study Center, DU

Friday Afternoon, March 14

- 1:30-1:45 **The Legislature**
- 1:45 *Moderator: Jean Dubotsky, Deputy Attorney Gen'l*
Bonnie Andrikopoulos, State Lobbyist for N.O.W.
Betty Ann Dittimore, State Representative, Dist. 37
Freda Poundstone, Professional Lobbyist
Arie Taylor, State Representative, Dist. 7
- 1:30-2:45 **University Without Walls: A Non-Traditional Road to a Degree.**
Susan S. Jones, Coord. of Learning Resources & Communications, UWW, Loretto Hts. College
- ***Me, the Kids, and the Rest of the World.** Kathleen Guy, Research Asst., Child Psychology, UCMC
- ***Decision Making.** Beth Wren, Program Specialist, Colo. Commission on the Status of Women
- The Consumer Has a Say**
Marilyn Boone, Operations Mngr., Rocky Mtn. Better Business Bureau
Frances Taylor, Consumer Affairs Specialist, Metro Den. Dist. Atty's Consumer Office

- Roseanne Washington, Rocky Mtn. Regional Dir., Nat'l Consumers Congress
- ***Traditional & Alternative Styles of Living.**
Ruth Hornbein, Ph.D., School of Social Work, DU
Robert Pike, Chrn., Political Science Dept., CWC
- Sociometry & Psychodrama: A Living & Learning Experience.**
Sharon Louise Hollander, R.N.
Carl Hollander, V.P. & Co-Founder, Hollander & Hollander, Inc.
- ***Conflicting Values in Contemporary Culture.**
Nelle A. Slater, Ph.D., Dean of Faculty, CWC and
Rev. Charles W. Spring, Assoc. Prof., CWC
- ***Marriage.** Margaret Davis, Ph.D., Research Clinical Psychologist, Nat'l Asthma Center
- ***Inflation.** Lucy Black Creighton, Ph.D., Assoc. Prof. of Economics, CWC

*Size of workshops limited.
Films, individual counseling, booths available each day.

PROGRAM

Thursday Morning, March 13

- 9:30-11:00 **Looking at the Self: New Horizons**
- 11:00 *Moderator: Cynthia Rose, M.D., Med. Dir., Pike's Peak Family Counseling & Mental Health Center*
John Conger, Ph.D., Prof., Clinical Psychology, Univ. of Colo. Med. Center
Paula Herzmark, Dir., Equal Rts. for Women in Educ., Education Commission of the States
Anna Jackson, Ph.D., Dir., Diagnostic Center, Div. of Child Psychiatry, UCMC
Carol Lassen, Ph.D., Coord., Human Sexuality & Research Clinic, UCMC
Brandt Steele, M.D., Faculty, Denver Psychoanalytic Institute
- 11:15-12:30 ***Self Expression: Transfer of the Object as a Creative Experience.** Raquel Barchilon, Painter
- ***Career Decision Making.** Sally Geis, Ph.D., Discipline Coord., Sociology-Anthropology, Colo. Women's College
- ***Sexuality in Women.** Eleanor Steele, M.D., Prof., Clinical Psychiatry, UCMC

- 11:15-12:30 **Music and Emotion: The Language of the Spirit.**
Francisco Aybar, Visiting Prof. of Music, Denver University
- ***Self Determination for Women.** Mary McAllister, Dir. of Community Programs, and Nancy Scott, Coord., Re-engagement Program, CWC
- Liberal Arts Women Are Employable.** Joanne Albright, Dir., Women's Resource Center, DU, and Barbara Vollmer, Ph.D., Asst. Dir., Counseling Programs, DU
- ***Unconscious Self Expression in Literature.** (Req'd. reading: Camus, *The Fall*) José Barchilon, M.D., Prof., Grad. School of Social Work, DU
- ***The Mature Woman.** Edith Sherman, Ph.D., Prof., Grad. School of Social Work, DU
- Is Bilingual/Bicultural Education Needed or Is America a Melting Pot?** Mary E. Baca, Bilingual/Bicultural Advisor, Colo. State Bd. of Educ., and Patricia Baca de McNicholas, EPDA Bilingual Teacher Training Coord., Denver Public Schools
- Law School for Women: A New Success Story.** Cathy S. Krendl, J.D., Asst. Prof. of Law, DU College of Law

Thursday Afternoon, March 13

- 1:30- **Shaping Your City**
 2:45 Moderator: Dorothy V. Lamm
 Margaret Ann Barton, Pres., Metro Denver League of Women Voters
 Mrs. John W. R. Crawford, Gen'l Partner, Larimer Square Assoc.
 Pat McClearn, Volunteer Coord., Platte River Development Committee
 Dugan Middleton, Neighborhood Planner, Denver Planning Office
 Barbara Sudler, Exec. Administrator, Historic Denver, Inc.

- 1:30- **Can We Leave Education to Educators?**
 2:45 Art Branscombe, Educ. Editor, The Denver Post
 Robert Colwell, Exec. Dir., Alternative Educ., DPS
 Richard P. Koeppe, Ph.D., Supt., Cherry Creek Schools
 Rachel Noel, Chrmn., Afro-Amer. Studies Dept., Metro St. College
 Michael Sipes, Colo. Teacher of the Year, Everitt Jr. High, Jeff. Cnty. Schools

- 1:30- Peer Group Counseling. Katherine Beasley, Asst. Regional Administrator, Arap. Cnty. Red Cross
 2:45 *Child Rearing vs. the Modern Woman. Samuel Wagonfield, M.D., Asst. Prof. Clinical Psychiatry, UCMC
 *The Mature Woman. Edith Sherman, Ph.D., Prof., Grad. School of Social Work, DU
 *Decision Making: Your Place in the Mainstream. Jane Taylor, Consultant, Personnel Placement & Management
 *The World & The Family: How to Survive the Crunch. Michael Solomon, Ph.D., Dir., Psychiatric Social Services Div., UCMC
 *Volunteering: It Can Lead to a Career. Helen Jacober, Dir., and Pauley Johnson, Adm. Asst., Career Center, CWC
 Management Positions: Women Are There. Julie D. Claymore, Fed'l Women's Program Coord. for Region VIII, HEW; Grace Mary Jones, Personal Trust Officer, United Bank of Denver; Linda Laskey, Dir., Virginia Neal Blue Center for Colo. Women - Denver Branch; Elaine M. Long, Corporate Manager, Training & Communications, Samsonite Corp.
 *Career Decision Making. Joanne Pogue, Counselor, Dir. of Women's Ctr., Univ. of Colo. - Denver Ctr.
 Foreign Language: A Plus for Career or Lifestyle. Monique La Vance and Grace Allen, Modern Lang. faculty, CWC

Friday Morning, March 14

- 9:30- **Voluntarism: A Sophisticated Business**
 11:00 Gay Beattie, Volunteer Coord., Project New Pride
 Mary Bennett-Scharf, Pres., Colo. Women's Political Caucus
 Sue Kreps, Chrpm., Attention Homes; P.R. Dir., Clearing House, Univ. of Colo.
 Stephanie Moore, Admin. Asst. to Vice Chancellor for Devel. & Community Resources, DU
 9:30- **How to Go into Business for Yourself.** Jean Yancey,
 11:00 Jean Yancey Associates
 Helping Students Choose a College. Gary Knight, Dir. of Admissions, CWC
 Transcendental Meditation—Accelerated Self-Integrated Growth: Full Potential Through Deep Rest. Amy Roosevelt, Human Resources: Consultant
 Your Legal Rights in Education, Employment & the Home.
 Cynthia Small, Pres., Colo. Democratic Women's Caucus
 Edna W. Mosley, Asst. Affirmative Action Coord., State of Colo.
 Mary T. Hoagland, Assoc., Alperstein Plaut & Barnes
 *Career Decision Making. Brenda Miller, Dir. of Resource Center for Woman, Loretto Hts. College
 So Music Is Your Background. Thomas MacCluskey, Assoc. Prof. of Music, CWC
 College + Community + Commitment = A college program for the woman who wants a job that makes

- sense as well as money. Robert Clifton, Dir. of Univ. Year for Action, MSC
 Job-Sharing Opportunities. Bonnie Williamson, a Dir. of SHARE, Inc.
 11:15- **The Volunteer—An Administrator, Fund Raiser & Community Representative**
 12:30 Leslie Davis, Pres., Bd. of Dir., Children's Hospital
 Dorothy Heitler, Pres., Denver Symphony Society
 Marjorie Hirschler, former 4th VP, Girl Scouts of America
 Marian Hurwitz, Chrpm., Planning & Redevelopment, Denver Urban Authority
 Ann Love, Pres., Historic Denver, Inc.
 Sally Rippey, Chrpm., Jr. League Thrift Shop
 11:15- **Women in Leadership.** Beth Reynolds and Jeanette
 12:30 Dunn, Coordinators, Women in Ldrshp., Arapahoe Comm. College
 Pre-Columbian Art of Mexico. Dorothy Dines, Research Assoc., Anthropology Dept., Den. Museum of Nat. Hist.
 The Self and the Dance. Maxine Brooks, Co-Founder, Munt-Brooks Dance Studio, Changing Scene Theater
 *The Future of American Women. Carolyn Symmonds, Ph.D., Asst. Prof. of Psychology, UCDC
 *Assertiveness Training for Young Adults. Judith Zeiger, Ph.D., Prof., Community College at Red Rocks, UCDC

BLACK WOMEN'S WEEK

MARCH 3-8

"The degree of a country's revolutionary awareness may be measured by the political maturity of its women." -- Kwame Nkrumah

March 3 - Monday

10:00 A.M. to

12:00 A.M.

158 A&B - UMC

HOW THE EDUCATIONAL SYSTEM AFFECTS BLACKS

Panel:

Dave Beatty

Jo Bright

Lauriana Hall

Robert Redd

Mina Touré

Moderator:

Shirley Singletary

2:00 P.M. to

4:00 P.M.

159 A&B - UMC

HISTORICAL ANALYSIS OF BLACK WOMEN

Panel:

Lynda Dixon

Jualynne Dodson

Moderator:

Dale Dudley

8:00 P.M. to

10:00 P.M.

Duane G030

ROLE OF BLACK WOMEN IN THE MOVEMENT

Speaker:

Toni Cade Bambara

Introduction:

Joe Windham

March 4 - Tuesday

10:00 A.M. to

12:00 A.M.

158 A&B - UMC

INTERPERSONAL RELATIONSHIPS

Panel:

Donald Logan

Marilyn Milloy

Joe Horgan

Cynthia Walker

Moderator:

Toni Cade Bambara

12:00 A.M.

336 - UMC

MOVIE:

BLACK GIRL

1:00 P.M. to

3:00 P.M.

159 A&B - UMC

ROLE OF BLACK WOMEN IN THE MOVEMENT

Speaker:

Jualynne Dodson

Introduction:

Kevin Marchman

Black Women's Week
Page -- 2

3:00 P.M. to
5:00 P.M.
159 A&B - UMC

Health Panel
Panel: Marie Branch, R.N.
"TRADITIONAL HEALTH CARE IN THE BLACK
COMMUNITY AS A PATHWAY TO LIBERATION."

Justine Robinson
Clinical Social Worker
Colorado General Hospital
"BIRTH CONTROL - FACT OR FICTION"
Judy Ingham
Kathy Morrell

7:00 P.M. to
9:30 P.M.
East Ballroom

Career Day
Panel: Louise Crosby
Research Microbiologist

Pauline Tassiane
Registered Pharmacist

Marietta Stevens
Small Business

Jenny Green
Higher Education

Evelyn Rochelle, Social Worker

Jurita Smith, Lawyer

Jo Frances Haywood
Public Administration

Cleo Parker-Robinson
Professional Dancer

March 5 - Wednesday
10:00 A.M. to
12:00 A.M.
158 A&B - UMC

THE BALANCE OF STUDENT LIFE-POLITICAL, SOCIAL
AND ACADEMIC

Panel: Ivy Bass
Dale Dudley
Sue Garmany
Doug Monticue
Moderator: Sheryl Stubblefield

Black Women's Week
Page -- 3

1:00 P.M. to
3:00 P.M.
305 - UMC
Human Relations Lounge

BLACK WOMEN FROM A MALE PERSPECTIVE
Panel: Bill King
Imani Kuumba
Doug Layne
Bill Pitts
Moderator: Debra Kelley

3:00 P.M. to
5:00 P.M.
305 UMC
Human Relations Lounge

THE QUESTION OF INTERRACIAL DATING
Panel: Roberta Gates
Marshal Gordon
Willie Raven
Moderator: Michael Rease

8:00 P.M. to
10:00 P.M.
158 A&B - UMC

ROLE OF BLACK WOMEN IN THE MOVEMENT
Speaker: Velma LaPointe
Introduction: Wynette King

March 6 - Thursday
9:00 A.M. to
11:00 A.M.
336 - UMC

WHAT ARE THE MAJOR PROBLEMS FACING THE
BLACK COMMUNITY?
Panel: Toni McCann
Myrt Vaughn
Laurien Watson
Tom Hindham
Moderator: Marshal Gordon

2:00 P.M. to
4:00 P.M.
425 - UMC

A LOOK AT THE AFFECT OF RACE AND SEX ON
IDENTITY FORMATION AND MOTIVATION
Speaker: Anna Jackson, Chief
Child Development Center
JFK Medical Center
Introduction: Donna Chambers

5:00 P.M. to
7:00 P.M.
422 - UMC

RELIGION, REVOLUTION, LIBERATION
Panel: Rev. Andrew Jackson, O.C.S.O.
Ms. Marietta L. Stevens
Moderator: Sister Mary Paraclete Young
O.S.P.

Black Women's Week
Page -- 4

8:00 P.M. to
10:00 P.M.
Duane G030

ROLE OF BLACK WOMEN IN THE MOVEMENT
Speaker: Frances Welsing
Introduction: Sue Garmany

March 7 - Friday
10:00 A.M. to
12:00 A.M.
Human Relations Lounge

WHAT OPPRESSES WOMEN AND THE SOLUTION
Panel: Joyce Johnson
Frances Welsing
Moderator: Bernice Washington

2:00 P.M. to
4:00 P.M.
Human Relations Lounge

ROLE OF BLACK WOMEN IN THE MOVEMENT
Speaker: Joyce Johnson
Introduction: Cynthia Wilson

5:30 P.M.
St. Thomas Aquinas Catholic
Church
904 - 14th Street
Boulder, Colorado

DINNER

Menu: Choice of Chicken or Bar-B-Q
Potato Salad
Baked Beans
Bread
Drink

❖ ❖

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Big Sisters

MAR 19 1975

of COLORADO, INC.



Dear Referring Worker,

I am writing to provide you with a summary of our Referring Workers Conference that transpired March 6, 1975.

Connie Calkin, the Director, gave a brief overview of the program and noted that we had moved from the Downing Center to the Professional Arts Building. Big Sisters received funds from United Way beginning in January 1973. In order to receive the funding, United Way required that we affiliate with a parent agency. The YWCA gave us the most flexibility; we contract them for bookkeeping services but we maintain our own Board and identity and have our own budget.

We do not receive full funding from United Way. We therefore must raise one third of our budget from community fundraisers. It is difficult to get grant money because foundations tend to give grants to new innovative programs rather than ongoing ones. Because of the limitations of our budget, we do not have a large enough staff to grow much more and still maintain the quality. We may want to receive grant money to start a mothers group; this would be for mothers of our Little Sisters and for a dual purpose of socialization and education in parent effectiveness. We would welcome any ideas on this from referring workers.

Our Little Sisters range in age from 8-15. We have raised the age limit to 15 because there are many young girls between 13 and 15 with the same sort of teenage problems. We are now serving over 200 relationships, 30 of which are in Adams County.

All Big Sister volunteers attend a 12 - hour training course which we are constantly changing and revising. About 20 to 35 women attend training every other month. In training we try to prepare the Big Sister for the kinds of problems that she may be faced with as a Big Sister. We discuss her role, expectations and commitment. We also deal with values, poverty, acceptance, rejection, and the single parent family. Training is also useful to us in terms of screening the volunteers. It is a chance for us to get to know them as well as to get them to know us so they will feel comfortable in calling us about how the relationship is going once they are placed.

After training, we have a personal interview with each Big Sister so that we can get an idea of what her life was like as a child and the problems she may have had. We have found that the interview is very helpful in matching Big and Little Sisters.

We have several student placements with us this year. Pam Moye, a graduate student at D.U. school of Social Work, has been working on our Adams County program. Susan McClelland, also a student at D.U., is working in our Denver office. We have found that the students placed with us have been a great asset to our program and we plan to continue having them.

The Companionship Program for isolated elderly women has been funded by an ACTION mini-grant. Big and Little Sister teams work with the elderly "Senior Sisters". We have found that there is a great need for this type of service, but with our limited budget, we are unable to give as much time to it as we'd like.

REFERRAL PROCESS: We are presently receiving more referrals on girls than we are able to place. It was suggested that referring workers send us referrals on what they would feel are top priority cases. It takes approximately three months between the time of referral and placement with a Big Sister.

The problems of the child being referred include poor socialization, problems in the family or school, relating to peers and/or adults, and conflict between mother and daughter. In some cases the Big Sister can be helpful if it is an additional support and other agencies are involved with the family. Most referrals are from low income families with some middle class children. Possibly we should deal with the problems the middle class child faces as well as the problems of poverty in our training class for Big Sisters.

We encourage referring workers to call us if they have any questions in making referrals. We ask that you get in contact with the family to let them know that you are making the referral, and in the case of school social workers to get permission for release of information from the school. Upon receipt of the referral form, we write the family and then make a home visit (usually in three to four weeks). During the home visit we explain our program to the mother/guardian and child.

After placement, we follow up the relationship with a monthly phone call to the Big Sister. We ask the Big Sister to contact the referring worker within a month after placement.

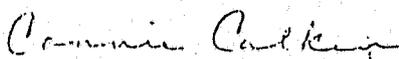
Big Sisters range in age from 20 to 40. Some are married and have children of their own. Often the husband plays an important role in the relationship. Ten per cent of our Big Sisters are minorities and we hope to expand in this area.

With regard to termination occurring within the year of placement, we try to replace the Little Sister if the referring worker and Big Sister feel there is a need. Usually termination occurs if the Big Sister is transferred out of town but occasionally there is a personality conflict and the relationship just doesn't work out.

We welcome any suggestions or thoughts the referring workers may have. You are our source of knowledge to let us know if a family needs our service and to help us determine what kind of Big Sister can best meet the need.

Please give us a call if you have any questions.

Sincerely,



Connie Calkin, ACSW
Director

BIG SISTERS OF COLORADO, Inc.

2330 Downing
Denver, Colorado 80205
(303) 893-5144

1245 E. CANTON AVE. SUITE 202
DENVER, COLORADO 80218
(303) 332-2153

PURPOSE OF AGENCY

Big Sisters of Colorado, Inc. works at providing meaningful one-to-one relationships between young girls "who need help" with young women volunteers "who want to give help."

HISTORY

The program was organized in May, 1969, after a careful analysis of programs for young girls in the Denver area. Girls are facing many of the same problems as young boys, but for too long society has neglected to try to meet needs of young girls. At the outset, the program served mainly the Southwest Denver quadrant. However, for the last three years, the program has responded to the demand for Big Sister volunteers from the general Denver and metro area. Referrals on young girls are received from schools, welfare departments, health stations, action centers, probation departments, and from mothers.

Girls, ages 8 to 14 inclusively, are eligible for the program. Girls are referred to the program on the basis of need as determined by the referring worker, whether it be emotional, social, psychological, economic deprivation, home environment problems, lack of identification of female figures, juvenile delinquency, tendencies, peer and adult relationship problems.

Big Sisters affiliated with the YWCA in March 1973. Our organization maintains its own identity as a separate entity and receives funding through the United Way. Our Board of Directors serves as the Big Sisters Advisory Committee under the YWCA structure. Big Sisters affiliation with the YWCA is mutually beneficial because we share many of the same goals and purpose.

In June, 1974, Big Sisters received an ACTION grant to provide "friendship and caring" for an elderly woman or couple and a Big and Little Sister team. Through this Companionship Program we hope to provide meaningful participation by all age groups, and forestall inappropriate placement for many of these older individuals.

The Director of Big Sisters is Connie Calkin, A.C.S.W., She has been involved with the Big Sister program since its inception in 1969. Ms. Calkin has a master in social work from the University of Denver and worked as a school social worker for the Denver Schools for 4½ years.

OBJECTIVES

The overall objective is to aid young girls to develop into maturity through the patience, guidance, and trust of a Big Sister. More specifically:

- provide for various types of exposure, therefore, giving the Little Sister alternative methods for making decisions.
- provide guidance so as to help reduce juvenile delinquency.
- provide a one-to-one relationship where two persons can communicate, share and develop their potential.
- provide special friendship that exhibits concern and love.
- help stimulate growth, enhance self-pride, and provide alternative methods for handling life situations that are difficult.
- provide an opportunity for understanding and communication between persons of different racial and economic backgrounds.
- provide support and understanding during the years of adolescence when many life styles are developed.

THE NEED OR PROBLEMS

Factors indicating the need for this program are simple: girls have been "shortchanged" for too long in our society.

- Eight major youth serving programs in the Denver metro area are spending one million dollars this year - 30% of this is spent on girls.
- A current FBI report indicates that between 1960 and 1969, major crime for male juveniles rose 78.2% and for females it rose 211.8%.
- Denver Police Department indicates that total arrests for girls under 18 years was 2,528 for 1969 and 2,988 for 1970. Many girls are picked up for first offenses, but never charged.
- One out of four girls will drop out of school because of pregnancy.
- In 1970-71, 1,128 girls in grades 7-12 dropped out of Denver Public Schools.
- The annual drop-out rate for girls is 5.5%.
- For the State of Colorado 1970-71, 8,887 boys and girls in grades 7-12 dropped out of school. 4,012 were girls.

VOLUNTEERS

Volunteers are the Big Sister program. Volunteer Big Sisters give at least three hours per week for a minimum of one year to "someone who needs help". Volunteers are encouraged to extend their relationship longer than a year. Volunteers supply a sister image rather than a mother image to the girl. There are no marital or educational qualifications.

Volunteers also work in the Big Sisters organization to help our program in many ways. These volunteers work together on our Activities Committee and on our Board Committees. Volunteers seek out other persons to be volunteers and help in our training program as well as helping in our fund raising efforts.

SOLUTION

There is a great need. There has been a void for too long. One-to-one relationships are the most effective means to effect change in a person's life. Big Sisters of Colorado, Inc. enables these one-to-one relationships to develop and grow.

COUNSELING THE VICTIM OF SEXUAL ASSAULT

A
WORKSHOP
FOR

MENTAL HEALTH PROFESSIONALS

SPONSORED BY:

The Southeast Denver Neighborhood Services
Bureau

ON
MARCH 6, 1975
UNITED WAY BUILDING
AUDITORIUM
1375 DELAWARE
8:30 AM-4:30 PM

a.m. • DR. Katherine Seltzman
presents general information.

• DR. Richard Waite
discusses the psychological
dimensions

p.m. • Small groups for more
detailed discussion of
counseling techniques

For more in-depth exposure to the reporting, medical, and legal aspects,
please feel free to attend the training sessions for our 24-hour victim
crisis line volunteers. All sessions are held at - 227 Clayton - beginning
at 7:00 PM. SESSIONS ARE AS FOLLOWS: 2/10-GENERAL 2/12-REPORTING
2/17-PROSECUTION 2/19-MEDICAL 2/24-PSYCHOLOGICAL 2/26-CRISIS INTERVENTION

NORTHEAST DENVER YOUTH SERVICES BUREAU
3415 Holly
Denver, Colo. 80207

JOB DESCRIPTION/EXECUTIVE DIRECTOR

Job Summary:

To be responsible for the administration and direction of all program functions which are essential to the Northeast Denver Youth Services Bureau. The Executive Director has responsibility for the development and administration of administrative policies, and directing the program's public relations, planning, and data gathering aspects relative to the program's long and short term goals and objectives. He is responsible for the proper selection, placement, and training of the program personnel (under the direction of the Board of Directors); for the planning and efficient coordination of all client services; supervision of public relations; and disbursement of budgetary funds within limits set by the Accountant and the Board of Directors.

Specific Duties and Responsibilities:

- A. To be responsible for developing coordinated working relationships with all existing youth serving agencies and/or organizations now in Northeast Denver.
- B. To be responsible for attending Youth Services Workshops, conferences, and symposiums in order to develop new systems and/or methods to enhance the delivery of services to youth in Northeast Denver.
- C. To be responsible for coordinating the activities of the Northeast Denver Youth Services Bureau with those agencies in the Cachment area, within the Metropolitan Denver and throughout the State of Colorado.
- D. To be responsible for (along with the Director of Community Organization) the development of new service delivery functions within existing agencies, or the development of new programs, which are community based and eventually administered by the Bureau.

- E. To be responsible for developing and maintaining a supervisory relationship with all staff personnel, and to assist in resolving problems which develop within the Bureau and outside of the system.

Supervision Given: All staff personnel.

Supervision Received: Board of Directors.

Preferred Minimum Qualifications:

A Master's or Doctorate degree combined with two years of experience in community services and administrative duties, or five years experience in a related field. Preferrably, the applicant must relate well to the Community, and have a good understanding and sensitivity to the needs of the Community and its youth population.

JOB DESCRIPTION

SOCIAL CASEWORKER II

Job Summary

The Social Caseworker II shall be responsible for coordinating all case work with schools, Dept. of Welfare and other agencies. The Social Caseworker II will offer short-term crisis oriented casework, diagnosis and screening. Additional responsibility will also include follow-up evaluation of cases referred to other atencies; and making recommendations for improving or expanding services.

Specific Duties & Responsibilities

- A. To be responsible for the development of a coded casework system which will protect the anonymity of the child and his family.
- B. To be responsible for assisting in the planning and organizing of the referral process to be utilized by the Bureau.
- C. To be responsible for the coordinating of all social service information and assessing the needs of those referred.
- D. To be responsible for maintaining a close working relationship with parents, schools, Dept. of Welfare, and other agencies.

Supervision Given

Other social caseworkers and in-kind contributions.

Supervision Received

Executive Director and Director of Community Organization.

Preferred Minimum Qualifications

A Masters of Social Work Degree combined with three years of social casework and crisis counseling. Preferrably, the applicant must relate well with the problems of youth.

NORTHEAST DENVER YOUTH SERVICES BUREAU
3415 Holly
Denver, Colo. 80207

JOB DESCRIPTION/PSYCHOLOGIST II (PART-TIME)

Job Summary:

The Psychologist II shall be responsible for crisis intervention and psychological testing of Youth Services Bureau clients whenever necessary. Also responsible for maintaining effective relationships with staff and local community resources.

Specific Duties and Responsibilities:

- A. Responsible for administering and interpreting complex psychological tests;
- B. Responsible for helping to determine treatment alternatives for YSB clients;
- C. Responsible for crisis intervention and short-term counselling of YSB clients and their families;
- D. Responsible for establishing and maintaining effective working relationships with professional and ancillary personnel involved within the scope of the work.

Supervision Given: Social Caseworker I and II.

Supervision Received: Project Director.

Preferred Minimum Qualifications:

A Doctorate degree in Clinical Psychology from an accredited school, and completion of a one-year internship in clinical psychology or equivalent supervised clinical training, and three years experience in counselling and crisis intervention.

Salary - (Part-time '20 hrs. per wk.): \$8,500 per year.

Submit resume' to above address by: April 15, 1974

AN EQUAL OPPORTUNITY EMPLOYER

NORTHEAST DENVER YOUTH SERVICES BUREAU
3415 Holly
Denver, Colo. 80207

JOB DESCRIPTION/COMMUNITY ORGANIZER

Job Summary:

The Community Organizer shall be responsible for coordinating all client services provided by the Bureau within Northeast Denver. The Community Organizer shall assist in the development of a specific inventory of all youth serving agencies in the Bureau's catchment area and those agencies throughout the City of Denver which deliver primary and secondary services to youth in Northeast Denver. Additional responsibilities will also entail assisting in assessing client needs and developing and implementing the referral and agency accountability systems.

Specific Duties and Responsibilities:

- A. To be responsible for the development of a coordinated and fully integrated system of community services for youthful offenders.
- B. To be responsible for assisting in the planning and organizing of the referral process to be utilized by the Bureau.
- C. To be responsible for assisting the Bureau's Social Services staff in assessing the needs of referred youth.
- D. To be responsible for direct street work services and for performing all the related community organizational functions.

Supervision Given: None.

Supervision Received: Director of Community Organization.

Preferred Minimum Qualifications:

A high school diploma, combined with two year's experience in community services involving youth and youthful offenders. Preferrably, the applicant must relate well to the community of Northeast Denver, and have a good understanding and sensitivity to the needs of the youth population in the service delivery area.

NORTHEAST DENVER YOUTH SERVICES BUREAU
3415 Holly
Denver, Colo. 80207

JOB DESCRIPTION/RESEARCH ASSISTANT

Job Summary:

The Research Assistant shall be responsible for collecting, analyzing and synthesizing all pertinent data related to the evaluation of the Youth Services Bureau. Additional responsibility shall include assisting individual staff members in recording and reporting data essential to evaluation of the Bureau.

Specific Duties & Responsibilities:

- A. To be responsible for establishing an in-house management information system;
- B. Responsible for collecting, analyzing, and interpreting data essential for evaluation in language understandable to those not familiar with interpreting data;
- C. Responsible for preparing weekly and monthly reports;
- D. Responsible for preparation of quarterly and yearly statistical reports.

Supervision Given: Staff members.

Supervision Received: Project Director.

Preferred Minimum Qualifications:

A master's degree in mathematics, social research, or criminal justice research, or a related field with one to three years of experience in data collection, analysis and interpretation.

Salary: \$11,000.00 per year.

Submit resume' to above address by: April 15, 1974

AN EQUAL OPPORTUNITY EMPLOYER

JOB DESCRIPTION

Social Caseworker I

Job Summary

The Social Caseworker I performs routine social casework with clientele referred to the Bureau for services. Other duties shall include those assigned by the Social Caseworker II.

Apecific Duties and Responsibilities

A. To be responsible for performing diagnostic intake interviews and referral of clients to community resources under the supervision of the Social Caseworker II.

B. Responsible for the proper coding of cases in office files.

C. Responsible for coordination of referral and follow-up caseworker with the Community Organizer and Outreach Worker(s).

D. Additional responsibility shall include that which is designated by the Social Caseworker II.

Supervision Given

None.

Supervision Received

From Social Caseworker II.

Preferred Minimum Qualifications

A Bachelor of Science Degree in sociology or social welfare with at least two years of experience in social casework.

NORTHEAST DENVER YOUTH SERVICES BUREAU
3415 Holly
Denver, Colo. 80207

JOB DESCRIPTION/SECRETARY

Job Summary:

The Secretary shall be responsible for performing all secretarial duties related to the entire operation. Additional responsibility shall also include assisting the Social Caseworker with the intake process and assisting the other staff members when such assistance is requested.

Specific Duties & Responsibilities:

A. To be responsible for taking and transcribing oral dictation, composing and typing correspondence from rough draft. The Secretary is also responsible for taking, typing and distributing any and all meeting minutes requested of her. In addition, she is responsible for the typing of all official records and reports required of the Bureau.

B. To be responsible for the development of an organized filing system for the day-to-day working operations of the Bureau. In addition to this, the Secretary is responsible for performing miscellaneous clerical duties, such as searching files, filing, receiving, sorting and distributing the mail, answering the telephone and relieving messengers.

C. To be responsible for general receptionist duties, including assisting the Social Caseworker with intake interviews and the gathering of data to be collected; screening callers and giving information regarding knowledge of agency policies and procedures; keeping appointment calendar.

D. To be responsible for operating all office equipment.

E. To be responsible for assisting the Director of Community Organizations with the keeping of budgetary records.

Supervision Given: None.

Supervision Received: Executive Director and Staff.

Preferred Minimum Qualifications: Graduation from a standard high school including courses in typing and shorthand and two years of experience in secretarial and general office work. The secretary should have considerable knowledge of grammar, spelling and punctuation; a working knowledge of modern office practice and procedures; skill in taking and transcribing dictation and the operation of a typewriter; and the ability to establish and maintain effective working relationships.

Salary:

Submit resume to above address by:

As a result of the Denver Anti-Crime Council's discussion on November 13, 1973, of the apparent need for some clarification in the role of project level advisory committees, the DACC staff have assembled the following descriptions and statements addressing this issue:

ROLE OF VOLUNTEER BOARDS OR COUNCILS AS ADVISORY BODIES TO IMPACT PROJECTS

Purpose of Boards or Councils

Advisory Boards or Councils can be an effective medium to provide a broad range of community and professional contributions to a project director for his possible application in the direction and administration of the project. In addition, through their greater community exposure, they can communicate the contributions the project is making on behalf of the community. Such Boards or Councils are not intended to participate in the administrative responsibilities of the project although it is appropriate that they be informed and their counsel be sought where necessary or appropriate.

Administrative Lines of Authority and Responsibility

An LEAA Grant is a contract between the Federal Government and a project through a "sponsoring" agency of local government. The individual Project Director is, therefore, administratively accountable and responsible to his sponsoring agency for the administration and conduct of his project. The funding agency (DACC for Impact Projects) is, in effect, a representative of the City government to insure that Federal guidelines are adhered to and that there is accountability for the effective management of the public funds entrusted to it. This relationship often becomes obscure through the frequent communications between the project personnel and the funding agency staff for visibility, monitoring and technical assistance. Such communications, however, do not alter the basic responsibilities and authority of the sponsoring agency implicit in the contract (grant), or any subsequent sub contracts initiated by the sponsoring agency to carry out activities of a project.

Appointment of Councils and Boards

Responsibility for appointment of the members of a Council or Board rests with the sponsoring agency. An agency may solicit nominations for memberships of such bodies from the Project Director or other persons, but may not delegate its administrative responsibilities to either a project director or a Board or Council it may appoint. An agency may, however, solicit the assistance from either in support of its administrative responsibilities. A Board or Council may, after appro-

priate communication with the Project Director, submit its project concern to the sponsoring agency for their consideration.

Grantor/Grantee Relationship

The Federal Government through its Granting Agency (LEAA and Colorado Division of Criminal Justice) bears a contractual but not administrative relationship with the project and its sponsoring agency. Its responsibilities lie with the satisfactory execution of the terms and conditions of the grant. It, therefore, holds the sponsoring agency responsible for the effective administration of the project to achieve the intended results. Therefore, all administrative problems should be resolved within the sponsoring agency or higher authority within the unit of government of which it is a part.

The City and County of Denver is the local grant recipient (grantee) in all Impact Projects, except State agency projects, and City agencies sponsoring Impact grants necessarily must abide by the policies and procedures of the City. City procedures extend to private non-profit groups who administer and operate Impact projects through the project's contractual terms with the City's sponsoring agency.

Appendix D

1. Copies of all data collections forms

CASE NO. _____

DATE REC'D AT YSB _____

SOURCE OF REFERRAL _____

REFUSAL OF YSB SERVICES _____

NO NEED FOR SERVICES _____

UNABLE TO CONTACT _____

MOVED _____

Parent Contact Date _____

First Referral For Services:

Agency: _____ Date: _____

Date Of Client/Agency Refusal _____

Disp: _____ Date: _____

Second Referral For Services:

Agency: _____ Date: _____

Date Of Client/Agency Refusal _____

Disp: _____ Date: _____

Third Referral For Services:

Agency _____ Date: _____

Date Of Client/Agency Refusal _____

Disp: _____ Date: _____

Final YSB Disposition:

Date of Successful Term _____

Date of Unsuccessful Term _____

NORTHEAST DENVER YOUTH SERVICES BUREAU

INTAKE SHEET

Case # _____ Date _____
Caseworker _____

Source of Referral _____ Ref. # _____

Name: Last First Middle Address

Phone Birthdate Age Sex Race School

Residing in Home: Father ___ Mother ___ Guardian ___
Grade Religion

Father's Name Place of Employment

Mother's Name Place of Employment

Siblings: No. of Boys _____ No. of Girls _____

OFFENSE DATA

Offense _____ Impact _____ Non-Impact _____

No. of Persons Involved: _____ Previous Offenses: 1.) _____

2.) _____ 3.) _____

4.) _____ 5.) _____

REFERRAL DATA

Caseworker/Parent Contact Date: ___/___/___ Unable to Contact Date: ___/___/___

Caseworker/Parent Meeting Date: ___/___/___ Refused Services Date: ___/___/___

No Need for Services: ___/___/___ Moved: ___/___/___

1st Referral Agency: _____ Date: ___/___/___

Referred Back Date: _____ Reason: _____

2nd Referral Agency: _____ Date: ___/___/___

Referred Back Date: _____ Reason: _____

3rd Referral Agency: _____ Date: ___/___/___

Referred Back Date: _____ Reason: _____

Termination Status: _____ Date: ___/___/___

N.E. DENVER YOUTH SERVICES BUREAU
1839 YORK
DENVER, COLORADO 80206
PH; 388-1691

REFERRAL-OUT FORM

To _____

Date _____

Attn: _____

Please provide _____ ()
Name YSB No.

_____ Address _____ Phone _____

with services (_____), as provided by

your agency. Birthdate: _____ Age: _____

School _____ Grade _____

Parents' Names _____

Nature of Problem _____

Comments _____

Please notify us within ten days from receipt of this form as to the results of this referral.

By _____
Social Worker

END

7 tables/memo