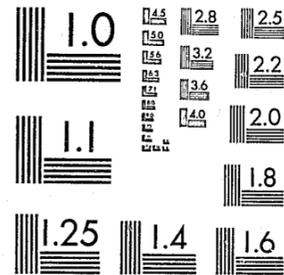


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Washington, D. C. 20531

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A Three Year Study of The Inter-Organizational
Activity of the Youth Services Center

U.S. Department of Justice
National Institute of Justice

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Margy Fetting
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October 1979

TABLE OF CONTENTS

- I. Introduction
- II. First Year 1975-1976
 - MBSC method of inquiry
 - YSC proposal and statement of goals
- III. Referral Activity
 - Longitudinal analysis of referral activity
 - Interorganizational assessment
 - Community assessment
 - Youth service worker assessment
- IV. Diversion
- V. Advocacy
- VI. Conclusions

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ACQUISITIONS

Introduction

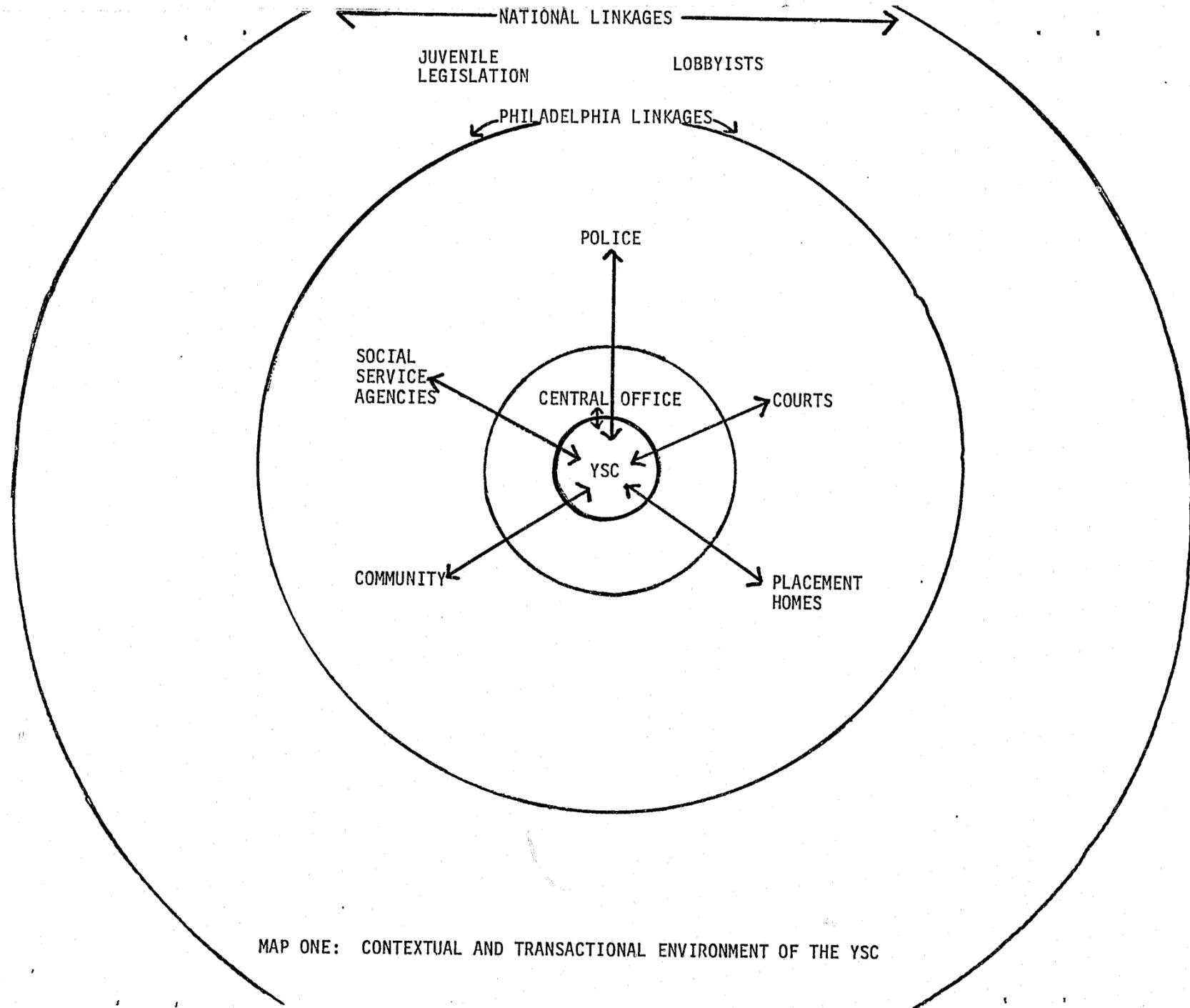
This paper reflects an evaluation team's effort to tie together a component part of a three year research and evaluation project of a Youth Services Center (YSC) aimed at diverting youth from the juvenile justice system. The Management and Behavioral Science Center of the Wharton School designed and conducted this inquiry which consisted of three areas of study: (1) a process evaluation that monitored the establishment and management of the program and also included an organizational analysis; (2) an outcome evaluation that examined the impacts of the program on the target population; and (4) an inter-organizational analysis that looked at the program in relation to the larger system of which it was/is a part.

This paper primarily focuses on coordinating and connecting a series of inter-organizational inquiries.

Program evaluations in social service agencies often turn out to be narrowly focused and only give a piecemeal view of how things are operating within the agency. This comes about because of an overemphasis on goal attainment as the only evaluation criteria. In order to fully understand the operations of social services agencies, it is necessary to examine not only its internal processes and how staff relate to clients, but also the ways in which the agency interacts with the larger system of which it is a part. A program that is evaluated takes place within a social system and is affected by the fundamental staff of all social systems. With this framework in mind, when conducting an evaluation of a human services agency one needs to examine the expectations, beliefs, fears, motivations and interests of the parties involved (Goodrich, 1978). Usually, this means examining agency's interactions with its environment specifically with other institutions, agencies and the community itself.

This longitudinal piece of work examines several interorganizational aspects of the YSC program, from proposal intentions to actual program implementation. We have looked at YSC relations with central office, its interaction with the police, courts, other human service agencies and with the community. We have examined these relationships within the context of YSC's professional activities as a delinquency diversion center.

Two maps are shown on the following pages. Map One reflects the transactional and contextual environment of the Youth Services Center. At the transactional level the project engages in various exchanges of resources, clients and information with other groups or organizations (Levine and White, 1961) (Emery and Trist, 1965). The contextual environment of an organization consists of those processes taking place among parts of the environment itself. While the transactional environment may be more important in terms of an organization's daily operations and attainment of short term goals, the contextual environment is increasingly important in influencing the future directions of an organization and its ability to attain long range goals.

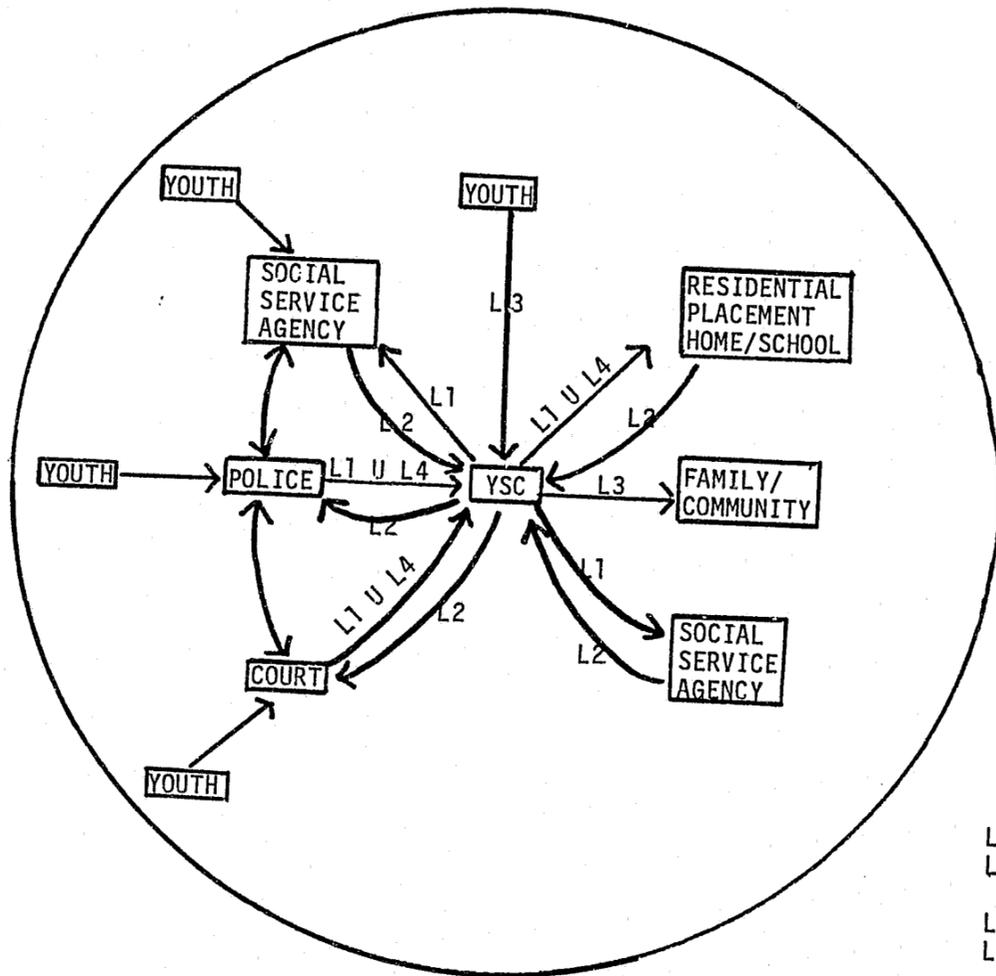


MAP ONE: CONTEXTUAL AND TRANSACTIONAL ENVIRONMENT OF THE YSC

Map two represents a framing of the examination of YSC interorganizational activity by the research staff. During the first year of the project a major portion of the research efforts were spent in describing the nature of YSC interorganizational interactions and linkages. The nature of these activities as well as the organizations involved are reflected in the circle.

This report reflects the research teams analysis of YSC interorganizational activity in these key areas: Referral Activity, Diversion, and Advocacy. In addition to describing the nature of these activities we also examine the perceptions of YSC staff, Central Office, other social service agencies, and the community around their views of YSC work in the above mentioned areas.

The methodology employed in this report involved two types of efforts. Research findings from previous reports and papers were abstracted and integrated with other relevant YSC inter-organizational studies. In addition, MBSC staff examined many of its own archival YSC data that had not been formally analyzed (minutes from meetings, interview notes, internal correspondence, etc.). A major thrust was to tie both efforts together into one piece of inter-organizational longitudinal research.



Linkage 1 - Referral
 Linkage 2 - Follow-up by agency staff
 Linkage 3 - Advocacy
 Linkage 4 - Diversion

MBSC Method of Inquiry

The mode in which the evaluation of the Youth Services Center was patterned followed an action research model. This action research model is based primarily on the concept that the evaluators function from the beginning of the program as one component to the team of people who are building and operating the program. In this capacity, the evaluators can act as a resource to program staff since they are able to supply information, provide objective feedback, and offer advice. The advantage of such a research component directly linked to the program operations is that it is continually processing information about the program which program staff might otherwise not have the time or tools to discover. In this way problem areas may be avoided by foreseeing their formation or by avoiding the duplication of mistakes made by other similar programs.

Within the context of the action research model, several different strategies were developed to facilitate cooperation between the evaluators and program staff at the YSC. A series of meetings with staff were held at which the purposes and needs of the research were presented and discussed. Essentially, these meetings were perceived as a means of making staff familiar with the principles of scientific research and involving them in the research decisions. Another strategy was to attend staff meetings and meetings between the YSC and other agencies. Participation in these interactions greatly facilitated an understanding of the decisions made by the YSC in both internal and external matters. Finally, when major reports were written by research staff, YSC was always asked to suggest revisions. This input either came from a staff review session or from individual written comments.

FIRST YEAR

YSC Goals

Based on first year discussions between researchers and project staff and what was written in CPA proposals, there appeared to be four objectives of the Youth Services Center that directly involved its relationship with its environment. These included:

1. Diversion

The original proposal submitted to LEAA (Crime Prevention Association, 1975, p. 1) described the project as one that would "emphasize diversion from the formal juvenile justice system." The term "diversion," however, can have many different meanings, and with each is associated a different set of strategies for dealing with other agencies. This will be discussed in a later section of this report.

2. Assuring that other agencies are held accountable

One of the stated objectives of the project was to see that public and private agencies providing services to project youth actually delivered the services that were requested in a professional manner. In order to accomplish this, the youth service workers needed to continue to work with clients after they have been referred to another agency and try to keep abreast of the services being provided.

3. Coordinating services to clients

Another stated objective was to see that services to clients were provided in a coordinated manner where several agencies were involved. This would imply that services were not being duplicated and that each agency involved was aware of the services that the client was receiving from the Youth Services Center and from other agencies. The Youth Services Center was not seeking to coordinate the agencies serving youth in the community but only the services provided to their clients.

4. Advocacy

Advocacy, like diversion, means many things to many people. The Youth Services Center saw itself as an advocate to its clients in seeing that their needs were met and their rights upheld. The issue of advocacy, however, become problematical when others resist or object to the efforts of the project staff.

Much of this report is based on an assessment of CPA's achievement of its interorganizational goals and of the quality of its interorganizational linkages. These will be discussed in the following sections.

Referral Activity

This section of the report will discuss referrals by clients to various social service agencies. The term "referral" is used here to designate an explicit attempt on the part of the Center to arrange for the provision of services to the clients by an outside agency. It is not restricted to instances where these attempts were successful.

The section will include several component parts. There will be a longitudinal data analysis of referral activity conducted by YSC during the years 1975-1978. There will also be a section on the quality of YSC referral activity as perceived by nine other social service agencies interviewed by MBSC staff in 1978.

In addition, there will be a brief discussion on the community perception of YSC as an agency worthy of referrals. This data was generated through a visibility audit conducted by the MBSC staff during 1978. Finally, an analysis of selected critical incidents will reflect Youth Service Workers' perceptions on the quality of the referral process.

1. Referral Activity

Data analysis is divided into three time periods:

Period 1 - July 1975 - July 1976 (1 year)

Period 2 - July 1976 - January 1977 (1/2 year)

Period 3 - January 1977 - January 1978 (1 year)

The first and third periods above were previously analyzed and reported by members of the research team. The middle analysis was recently completed. All three provide a developmental history of YSC referral transactions. (Refer to Appendices 1, 2, and 3 for complete analysis.)

On the following page, find a comparison of key areas of YSC referral activity during the years 1975-1978. These include number of referral attempts, predominance of referral activity, percent of services delivered, percent of client refusal and client withdrawal, percent of referrals not accepted, percent of other referrals preferred, percent of pending referral. These are collected in a table to provide readers with an opportunity to observe developmental changes in this area.

Referral Activity Years	No. of Referral Attempts	Top Two Referral Activities	Percent of Services Delivered	Percent of Client Refusals	Percent of Client Withdrawals	Percent of Referrals Not Accepted	Percent of Others Referrals Preferred	Percent of Pending Referrals
(1 Year) First Period: 1975-1976	44	Deprived-11 Family Therapy-8	27%	32%	5%	18%	5%	14%
(1/2 Year) Second Period: 1976-1977	52	Deprived-10 Family Therapy-8	46%	21%	13%	2%	10%	8%
(1 Year) Third Period: 1977-1978	88	Deprived-19 Family Therapy-10 & Public/ Institution	60%	7%	8%	7%	5%	15%

A few trends are apparent from a review of this chart:

- (1) The number of referral attempts dramatically increased over the years.
- (2) The areas of most referral activity remained relatively stable over the years. These areas were for deprived placements and family therapy.
- (3) Percentages of client services actually delivered improved steadily over the years ranging from 27% to 60%.
- (4) Percentages of client refusals of referrals dramatically decreased over the years ranging from 32% to 7%.
- (5) The percentages of YSC referrals not accepted by agencies markedly decreased from Period 1 to Period 2, yet increased somewhat in Period 3.
- (6) The percentage of client withdrawals from services increased from Period 1 to Period 2, yet declined again in Period 3.
- (7) Percentages of other referrals preferred increased from Period 1 to 2, yet decreased again in Period 3.
- (8) The percentages of pending referrals decreased from Period 1 to 2, yet increased from Period 2 to 3.

Clearly, these trends indicate an overall improvement by YSC in use of referrals from an activity perspective of referrals offered and services delivered. There is also indication of greater sensitivity to clients needs as the percentage of client refusals declined over the three year period. The other areas - percent of client withdraws, percent of other referrals preferred, percent of referrals not accepted and percent of pending referrals evidenced back and forth improvement. Most of these areas indicated improvement during the last period.

2. Agency Perceptions of YSC Referral Activity

The structured interview conducted with nine agency contact persons encompassed five areas. One of these had to do with referral activity of YSC.

Below is a brief overview of the analysis of those responses relating to referral activity. These include:

- (1) When asked what the goals of the Youth Service Center were 19% of the responses indicated the goals had something to do with liaison work between agencies.
- (2) When asked to list 3-5 adjectives that characterized the Center in their eyes, respondents most frequently responded good client follow-up.
- (3) 60% of responses claimed that involvement with YSC was primarily around referral activity. (50% accepting YSC referrals, 10% referring a client to YSC.)
- (4) The one agency that formally referred a client to YSC stated that the youth and families were satisfied with the services; that the agency was kept abreast of client progress; and that there was more quantitative and qualitative feedback than most agencies.
- (5) Eight agencies had received youth from YSC and 86% of responses reported that clients were prepared and/or prepared better than most agencies.
- (6) In the area of follow-up from clients referred by YSC 38% of responses commended YSC with a very impressive record in this area. However, 25% of the responses cited that YSC over-functioned in this area and consequently youth began to expect too much from social service agencies.
- (7) 89% of respondents reported that it is easy to communicate ideas with YSC. Responses on this included: "We are on the same wave-length," "We understand and share the same treatment goals," and "We spoke the same language."
- (8) Positive features cited about an agency's relationship with YSC included:
 - (31%) - good communication/collaboration
 - (23%) - good follow through
 - (15%) - YSC offered strong support of child (more than other agencies)
 - (15%) - We can influence each other
 - (15%) - Indepth knowledge of culture/neighborhood/referrals in neighborhood
- (9) A suggestion for change in the relationship between agency and YSC most often cited was in exploring why there is not more contact between agencies.

It is clear from these responses that YSC is perceived of as an agency that is responsive and reliable in referral exchanges. It is also not unreasonable to conclude that as YSC quantitatively increased its referral activity, it was also sensitive toward initiating and maintaining high quality relationships between agencies around client referral.

A more thorough analysis of these interviews also suggests that most of the inter-organizational activity (around referrals) between YSC and each agency was at an ad hoc case cooperative level (Reid, 1963). Reid has found that the bulk of inter-agency cooperation takes place here. He suggests that it is less threatening for agencies to coordinate around referral exchanges, as opposed to cooperating around the development of joint programs. In the latter case agencies must be willing to work across organizational boundaries and merge agency competencies in an effort to achieve higher levels of service deliveries. This involves deepening understandings of the functions, strengths, and weaknesses of two agencies. It also involves a willingness to work through issues such as different styles, languages and approaches. Finally, it involves a greater number of resources in terms of planning time and people. MBSC staff found that referral cooperation between YSC and agency were successful and satisfying. It was suggested that higher level of cooperation did not occur between YSC and agencies because of the overall threat to agency autonomy that is implied in this type of cooperation (Fetting, 1979).

3. Community Perceptions

In 1978 MBSC administered a telephone questionnaire to 544 individuals in the Philadelphia area in an effort to determine community awareness of crime prevention agencies. Specifically, the research team planned to as-

usually trained to be sensitive toward exploring opportunities outside of their own organizations. YSWs in the center function in just such a role. In assisting their clients, workers must know about organizations, the services they offer, and the people to contact to secure these services. YSWs are also dependent on each other and other staff members so that opportunity information is shared. A review of twenty-one critical incident interviews conducted and recorded by MBSC staff in 1977 indicate a certain amount of dissatisfaction with both the referral network and opportunity sharing of the YSC staff and administration. While several persons cited instances of the good cooperation of agencies working together on a particular case, others voiced only frustration and anger.

Some of the major suggestions mentioned which reflect incidents mishaps included:

- (1) A plea for a "preferential hook-up" with DPW which would facilitate the placement and treatment of YSC clients. Several times DPW accepted a YSC client for placement, but moved so slowly with the paperwork that the opening was lost. The YSW involved in this case felt that specialists staff should be developing better relationships with key agencies so that the client referral process is more expeditious.
- (2) A clearer understanding of the roles and expectations that are necessary for an agency to have a smooth placement process. In several instances workers felt there was unnecessary confusion over what was the responsibility of whom in the client placement process. In one particular placement case this confusion resulted in time being wasted, internal arguing and sabotaging and finally the child lost out in the process (remained in an unhealthy family situation longer than she should have). In another case there was overt conflict over the roles of staff in the placement process. This conflict was never really processed and consequently left-over feelings continue to hamper these working relationships.
- (3) More internal understanding about the nature of YSC service goals. One specialist was involved in a referral case that resulted in service delivery, but amidst much confusion. This specialist felt staff did not move on the case as rapidly as they might have as a result of uncertainty over whether the YSC was to act as broker or whether it was a direct service provider. This type of situation

frustrates staff and might eventually result in decreased activity in YSC referral service to avoid this confusion.

From these selected incidents it appears that YSWs and specialist staff are sometimes frustrated by the uncertainty and role ambiguity in the referral process. Referral activity, usually involves team work, so it is imperative that work tasks are clearly understood and delegated.

Referral Section Summary

From this section it is apparent that referral activity increased over the years 1975-1978 and that various social service agency personnel had high regards for the quality of YSC activity in this area. It is not apparent, however, that the community perceives the agency as a well-respected referral source. Finally, the YSWs and specialist appear dissatisfied with their own internal referral processes.

It is common for agency staff to experience growing pains, particularly in bust periods, as in the case of YSC referral activity increase. Staff roles are unclear during expansion periods. Most of the staff of YSC live in the community. It could be that worker complaints circulated in the neighborhood, thus, resulting in depressive community views on YSC's referral work.

Diversion

In September 1977, Cohen completed a report on the Youth Services Center diversion impacts as measured by the system penetration. He found that research and program staff were not able to agree on a common definition of the term diversion. Cohen proposed the following taxonomy of four different types of activities that are commonly used as terms for diversion. By doing this, research and agency staff were able to communicate clearly the different possible meanings and to develop ways of assessing the program's performance in each area. The taxonomy is as follows:

		WHO INITIATES	
		JJS	non-JJS
POINT OF INTERVENTION	After Arrest	REMOVAL	MINIMIZE PENETRATION
	Before Arrest	REVISION	PREVENTION

Figure 4. Different Meanings of Diversion

a. Removal

This refers to attempts to officially remove juveniles who have been apprehended from any further official processing, and either refer them to an alternative program or else do nothing. This definition of diversion has been endorsed by the National Advisory Commission on Criminal Justice Standards and Goals, and many feel that it most clearly articulates the objective of diversion programs. For example, Lemert(1971) has said that "diversion should be closely articulated with the workings of the juvenile justice system because that's what it is about" and that "police should be the chief source of referrals to diversion agencies." (p. 94)

b. Revision

This term is used to refer to various suggestions for decriminalizing certain behaviors (such as juvenile status offenses) or removing them from the mandate of the juvenile court. Advocates of these measures believe this would greatly reduce the number of youths processed through the juvenile courts and labelled delinquent and would also lead to less official interference in behaviors in which most adolescents engage and grow out of eventually (Morris and Hawkins, 1970; Shur 1973).

c. Minimize Penetration

According to this definition of diversion, youths who are receiving the services of special projects are expected to penetrate less into the juvenile justice system than those who are not. Their entry into the project will not automatically terminate their processing through the courts, however.

d. Prevention

At the other end of the spectrum from removal is the definition of diversion as being synonymous with prevention. This refers to interventions undertaken outside of the juvenile justice system with youths who have not yet been arrested under the assumption that they would likely have been arrested at some future date if not for this intervention.

As regards revision, researchers and program staff agree that no formal project efforts have gone towards ongoing statewide efforts to decriminalize certain behaviors. The prevention impacts, a major thrust of the program, were studied closely as a part of the outcome assessment using police records and self reported delinquency. Removal appears to happen infrequently because of the constraints operating city-wide in Philadelphia on close police cooperation with delinquency prevention projects. These instances will be studied as a part of the overall interorganizational track

MBSC staff wished to assess the project's impacts in terms of "minimizing penetration" for youth who had been apprehended, but were still proceeding through the juvenile court. It had been hoped that, through the combined efforts of the youth services staff in preparing a plan for each juvenile and the attorney, who would be able to spend much more time preparing for a

case than could a public defender, caseload youth who were processed through juvenile court would have their cases expedited and would be more likely to remain in the community.

In particular, staff hypothesized that YSC clients (experimentals) who were accepted on caseload after an arrest but prior to a preliminary hearing would:

- (a) penetrate less deeply into the juvenile justice system, and
- (b) receive less socially controlling dispositions than similar youths who were not on caseload

A list of all YSC clients (through Nov., 1976) who had been accepted on caseload after an arrest, but prior to a preliminary hearing was obtained. This made up an experimental group of forty-two. In order to compare the results for juveniles in the experimental group with similar youths not receiving the services of the YSC, a comparison group was generated by going through the court intake lists for January through April, 1976, and identifying all males who were arrested in the four South Philadelphia police districts and who were released pending a preliminary hearing (as was the experimental group).

After the comparison group had been selected, the two groups were compared with respect to the following outcome variables:

- (1) Degree of severity, or social control, with respect to the final court disposition.
- (2) Extent or duration of involvement with the juvenile court.

Findings

Although the results of this study could only be viewed as tentative, the MBSC staff stated that at this point there was no evidence to support the original hypotheses; that is, there was no evidence that the YSC intervention either lead to less socially controlling court dispositions or lessened the time of the involvement of a youth within the court system (Cohen, 1977). The finding suggested that experimental youth who received representation by the same Public Defender throughout the process and have the resources of a Youth Services Worker (coaching, searching for alternative programs) fare no better with respect to initial dispositions than youth who receive the usual Public Defender list defense (lawyers are assigned to courtrooms) and whatever resources they muster on their own.

Advocacy

During the summer months of 1977 the research staff interviewed the youth services workers, specialists, and several administrators of the Youth Services Center of the South Philadelphia Community Center. The purpose of these interviews was to solicit from Staff members case examples of the previous year's advocacy activities. This provided the research staff with the Center's interpretation of advocacy as operationalized in their practices. A final research activity was interviewing the youth involved in the advocacy cases to gather their perceptions of the advocacy experience and to determine if their perceptions were congruent with Staff perceptions.

The research conducted in this study was two-tiered in nature and thus necessitated the use of two frameworks for analysis. Middleman and Goldberg offer a classificatory scheme for ordering social service activity within the agency. They clearly conceptualized three distinct roles that are often confused when discussing youth advocacy. The roles are:

- (1) A Broker Role
- (2) A Mediator Role
- (3) An Advocate Role

The second framework, developed by the research staff, suggests an approach for analyzing advocacy activities within a youth agency. It is composed of six critical factors for analysis which are:

- (1) Form of Advocacy
- (2) Level of Advocacy
- (3) Actors in Advocacy
- (4) Target of Advocacy
- (5) Techniques of Advocacy Intervention
- (6) Consequences of Advocacy

The findings of this research indicated that the YSC Staff does not hold a common conceptual and operational definition of advocacy and it was suggested that this ambiguity limits the extent of advocacy activities practiced by the agency. If use of the framework is accepted, we found that 65.5% of cases cited were not advocacy cases, but rather brokerage and mediation. Furthermore, the research demonstrated, though on a limited scale, that the agency's case and class advocacy efforts are:

- (1) limited in number, yet relatively successful (nine of twelve cases resulted in positive outcomes, i.e., the original advocacy objectives were achieved).
- (2) pleasing and rewarding to the youths involved (100% agreement of the five youths interviewed that the Center was doing the right thing for them when the Center adopted an advocacy stance on the youth's behalf).
- (3) professionally satisfying to the Staff members involved (in nine of the ten joint advocacy efforts the YSC Staff members agreed on the intensity and direction of their actions which could result in staff satisfaction while working on advocacy cases).

It was suggested that the administration specialists and youth workers participate in advocacy seminars to clarify the agency function in relation to advocacy.

However, he stated that he saw a fairly limited role of the Youth Services Center with respect to trying to change the behavior of other agencies or deal with youth problems at the institutional level. He continued that he was in favor of working within the system and not using confrontation tactics against any of the major community institutions, such as schools or courts. The Executive Director stated that these kinds of actions, if appropriate at all should be taken on by some agency other than CPA. He described the YSC advocacy role as one of trying to sensitize line people based on individual cases and hope that they can be made to respond in the ways that are in the best interest of the client. He did not see the agency attacking the present system.

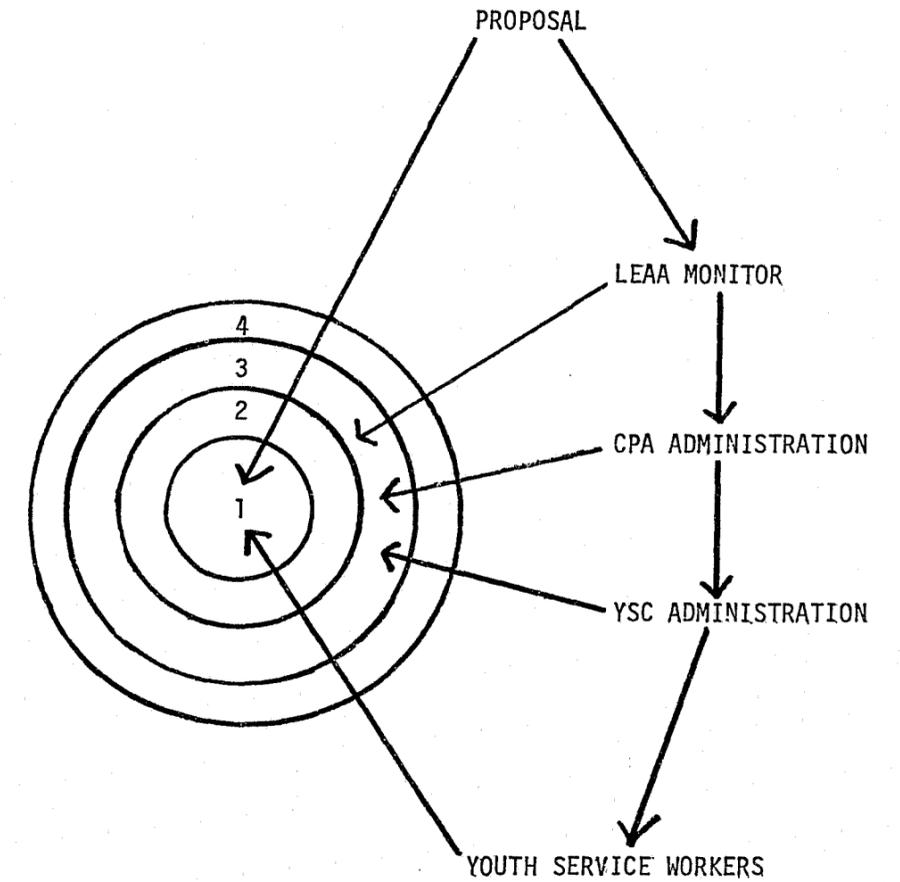
Finally, during a discussion of first year interorganizational activity the LEAA monitor called for the YSC to become more involved in/with the City's Social Service referral system, i.e., develop greater awareness of potential services available in other agencies to YSC clients.

From the chart on the following page it becomes apparent that differences exist between espoused advocacy/diversion objectives stated in the proposal and intentions for program directions from LEAA, Central Office Administration, YSC Administration and YSWs. All agree on intentions and action implementations for referral activity and follow-up work. Thus, it is not surprising that this aspect of the program fares well under investigation.

However, as has been discussed earlier, reports are not as satisfactory in the areas of diversion and advocacy. It therefore is not surprising to note that disagreements and misunderstandings exist among actors in the system. Both of these program areas typically cause a great deal of organizational uncertainty. It is suggested here that YSC

performance in these areas would have been better, if these differences had been shared and discussed to a greater extent than demonstrated. This would have cleared up much of the role ambiguity that frustrated staff and decreased their efforts in these areas.

YSC GOAL IMPLEMENTATION AS UNDERSTOOD BY KEY ACTORS



PROPOSED GOALS RE: INTERORGANIZATIONAL
ACTIVITY OF YSC

1. Advocacy
2. Diversion
3. Assure Agency Accountability
4. Coordination of Services

APPENDICES

PERIOD ONE

Type of Service	# of Referral Attempts	# of Youths Referred
<u>Delinquent Residential</u>		
Public/private institution	2	2
Community based	1	1
<u>Non-Delinquent Residential</u>		
Drug treatment center	4	2
Special education	1	1
Deprived	11	4
Emotionally disturbed	4	3
Diagnostic/Evaluation	2	2
Vocational	1	1
<u>Non-Residential</u>		
Family therapy	8	8
Individual therapy	1	1
Drug related	5	3
Medical	2	2
Psychological testing	2	2
	44	32**

TABLE 1 . REFERRALS TO SOCIAL SERVICE AGENCIES

*From the Social Worker job description in the program proposal to LEAA.

**Since some youths were referred to more than 1 type of service, this still represents only 20 different youths.

Of the 44 referral attempts, 12 (27%) led to the client's actually receiving the services recommended. In 14 cases (32%) the client refused to accept the referral. This happened four out of eight times for referrals to family therapy and four out of nine times for referrals to drug programs. Two times the client withdrew from service prior to completion. In eight cases (18%) referrals were turned down by the agency to whom the referral was made. This happened most frequently (4 times) with residential placement for deprived youth. Twice the Center decided that a different referral would be more appropriate. In the remaining 6 cases (14%) the status of the referral attempt was still pending. These results are summarized in the following table.

Type of Referral	Service Delivered	Client Refused Service	Client Withdrew	Referral Not Accepted	Other Referral Preferred	Referral Pending	TOTAL
Public/priv. inst. (del.)	1			1			2
Community based (del.)				1			1
Drug treatment center	2	2					4
Special Education					1		1
Deprived		2	1	4	1	3	11
Emotionally disturbed		1		1		2	4
Diag./Eval.	2						2
Vocational		1					1
Family therapy	3	4				1	8
Individual therapy			1				1
Drug related	2	2		1			5
Medical	1	1					2
Psychological testing	1	1					2
TOTAL	12	14	2	8	2	6	44

TABLE 2 . OUTCOMES OF REFERRAL ATTEMPTS

PERIOD TWO

Type of Service	# of Referral Attempts
<u>Delinquent Residential</u>	
Public/private institution	5
Community based	1
<u>Non-Delinquent Residential</u>	
Drug treatment center	3
Special education	
Deprived	10
Emotionally disturbed	4
Diagnostic/Evaluation	5
Vocational	
Temporary School	1
<u>Non-Residential</u>	
Family therapy	8
Individual therapy	3
Drug related	
Medical	
Psychological testing	1
Emergency/supportive services	2
Special school change	2
Legal	1
Education for teen parent	2
Social Service Supportive	1
Interpreter	1
Vocational	2
<u>TOTAL</u>	52

Referrals to Social Service Agencies

Of the 52 referral attempts, 24 (46%) led to the clients actually receiving the services recommended. In 11 cases (21%) the client refused service. This was largely in deprived cases as a result of parental ambivalence around placement of the child. Seven times (13%) the client withdrew from service prior to completion. In only one (2%) instance did an agency refuse a referral attempt. In five efforts (10%), either the client or the center felt another referral would be more appropriate. Finally in four cases (8%), referrals were reported to be still pending. These results are summarized in the following table.

PERIOD THREE

Type of Service	# of Referral Attempts
<u>Delinquent Residential</u>	
Public/private institution	-10
Community based	2
<u>Non-Delinquent Residential</u>	
Drug treatment center	3
Special education	2
Deprived	-19
Emotionally disturbed	5
Diagnostic/Evaluation	8
Vocational	4
<u>Non-Residential</u>	
Family therapy	-10
Individual therapy	2
Drug related	4
Medical	6
Psychological testing	1
Emergency/supportive services	7
Special school change	4
Legal	1
<u>TOTAL</u>	-88

TABLE 1. Referrals to Social Service Agencies

Of the 88 referral attempts, 53 (60%) led to the clients actually receiving the services recommended. In 6 cases (7%) the client refused to accept the referral. In one instance, the client refused to cooperate with the proposed treatment plan in the institution he was referred to and left. In another instance, a client refused service due to prohibitive costs, in the four other refusal cases, the clients changed their minds about the type of service they desired after their initial request. Seven times (8%) the client withdrew from service prior to completion. In six of the cases (7%) referrals were turned down by the agency to whom the referral was made. In four of these cases the referral agency felt either the youths were too disturbed or the parents would not support placement. In the other two cases, the youths were rejected because they were not adequately educated for the vocational services. Five times (5%) the Center decided that a different referral would be more appropriate. In the remaining eleven cases (15%) the status of the referral attempt was still pending at the writing of this report. These results are summarized in the following table.

Type of Referral	Service Delivered	Client Refused Service	Client Withdrew	Referral Not Accepted	Other Referral Preferred	Referral Pending	Total
Public/priv. inst. (del.)	5						5
Community based (del.)	1						1
Drug treatment center	1				2		3
Special education							
Deprived	2	5	3				10
Emotionally disturbed		2	1			1	4
Diag./Eval.	2	1			1	1	5
Temporary School				1			1
Vocational							
Family therapy	3	1	2		2		8
Individual therapy	1	1	1				3
Drug related							
Medical							
Psychological testing	1						1
Emerg./supportive serv.	2						2
Special school change	1	1					2
Legal	1						1
Educ. for teenage parents						2	2
Social services supportive	1						1
Interpreter	1						1
Vocational	2						2
TOTAL	24	11	7	1	5	4	52

Outcomes of Referral Attempts

Type of Referral	Service Delivered	Client Refused Service	Client Withdrew	Referral Not Accepted	Other Referral Preferred	Referral Pending	Total
Public/priv. inst.(del.)	8	1	1				10
Community based (del.)	2						2
Drug treatment center	2				1		3
Special Education					1	1	2
Deprived	7	3	2	4		3	19
Emotionally disturbed	2	1		1	1		5
Diag./Eval.	5		2		1		8
Vocational	1					3	4
Family Therapy	7	1	1			1	10
Individual therapy	2						2
Drug related	2		1		1		4
Medical	5					1	6
Psychological testing	1						1
Emerg./supportive serv.	7						7
Special school change	1			1		2	4
Legal	1						1
TOTAL	53	6	7	6	5	11	88

TABLE 2. Outcomes of Referral Attempts

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