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Five-Month Interim Evaluation of  
BERKELEY-YOUTH-ALTERNATIVES  
(BYA)

for

18551



BERKELEY YOUTH ALTERNATIVES (BYA) -

Five-Month Interim Evaluation of

BERKELEY-YOUTH-ALTERNATIVES  
(BYA)-

for

Alameda County

by

Office of Criminal Justice Planning  
Alameda Regional Criminal Justice Planning Board  
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I INTRODUCTION

## I INTRODUCTION

The Berkeley Youth Alternatives program (BYA) has been operational since February 1970. It was at that time called the Berkeley Runaway Center. At its inception, the program received monies from private and church donations. The center, located at the First Baptist Church at Haste and Dana Streets in Berkeley, employed three paid staff members and utilized the services of volunteers.

In October 1973, BYA staff negotiated a contract with the Alameda County Board of Supervisors to receive \$91,667 to expand the program and implement a comprehensive set of alternative resources to respond to the community demand for intervention in relation to problems involving young people.

In December 1973, the County of Alameda contracted with the Alameda Regional Office of Criminal Justice Planning Board to conduct an evaluation of those components of the BYA program receiving Revenue Sharing funds. It was agreed that said evaluation would: (1) determine if contracted services are being performed; (2) investigate findings of limited sampling and analysis of pertinent records with the goal of evaluating to what extent the project goals are achieved; (3) recommend any improvements in effectiveness of evaluation design; and (4) advise the County Administrators of any unusual conditions which might interrupt the normal course of operation of the project or any significant unforeseen events.

This report represents the five-month interim report for the evaluation of the Berkeley Youth Alternative program and fulfills the obligation to perform Task 1 as agreed to in our proposal (Evaluation of Four Revenue Sharing Programs).

II PROGRAM DESCRIPTION



## II PROGRAM DESCRIPTION

Berkeley Youth Alternatives contracted with Alameda County to provide a comprehensive set of services to juveniles in the Berkeley area. The major emphasis of the program is to help young people resolve their individual and family problems in a constructive way by providing support and counsel that allows responsible decision making.

Berkeley Youth Alternatives provide several services to address these problems: an Intake Center, a School Counseling Program, a Counseling Center, and a Resident Placement Program consisting of foster homes and a Group Home Program for juvenile minority boys.

Although the core of their program has operated through the Intake Center, formerly referred to as the Berkeley Runaway Center, the program has expanded its facilities to include a 3-room office on Durant Street in Berkeley. In this office are housed the Counseling Center, the Foster Placement Program, the Executive Director's office, and the Group Home that began in January 1973.

### A. Referral Sources

Berkeley Youth Alternatives receives referrals from agencies, (e.g., Berkeley Police Department, Alameda County Probation Department, and the Berkeley Unified School District) parents, and young people who initiate requests for service themselves.

Agency referrals from the Berkeley Police Department usually come in when an officer is unable to contact the parent of a juvenile after being picked up. Rather than refer him to the Probation Department, the Police Department has an arrangement whereby the program takes custody and provides individual or family counseling and temporary foster placement service if required. In addition, the program receives from the Police Department juveniles who have run away from their homes and, more recently, family problems identified by the police officer.

The Probation Department refers juveniles for counseling, foster placement, and to the Group Home. The Program Director has noted that the Family Crisis Unit is the primary referral source from the Probation Department.

School referrals are initiated by program volunteers who, as part of their placement with the program, are placed in each of the secondary schools in Berkeley. The volunteers identify and provide counseling services to youth exhibiting problems in school. In addition, school personnel familiar with the program also make direct referrals.

B. Eligibility Criteria

At the present time, any youth or the parent of an 18-year-old or younger youth may seek and receive assistance from the program. While there is no eligibility criteria, the youth must demonstrate a willingness to participate before being accepted.

C. Intake Center

The Intake Center presently is housed in the basement of the First Baptist Church on Dana Street in Berkeley. Eugene Horn, Project Director, has stated that, in his opinion, the site and facilities are inadequate. In his efforts to relocate, he has recently been negotiating to lease a building close to the West Berkeley High campus. In order to proceed with this plan, however, the program must obtain a \$15,000 matching grant to augment the \$35,000 provided by the S & H Cowell Foundation. To date, the program has been unable to obtain a loan for that amount.

Currently, the Intake Center consists of a medium-sized room decorated by posters and drab furnishings. A small closet-sized staff office is at the rear of this room and the staff's office has only enough room for a small desk and a file cabinet. The First Baptist Church has also allowed BYA a small room in the upstairs portion of the church which is used for counseling and administrative activities. In the Intake Center, there are no recreational facilities.

The Center is open from noon to 10:00 p.m. Monday through Friday and is closed on weekends. It serves as the initial contact point the client has with the program. When the Intake Center is closed, however, an answering service notifies the Intake Coordinator or the Executive Director if a crisis situation arises.

The Center is staffed by volunteers under the direction of an Intake Coordinator. The Intake Coordinator is responsible for the smooth operation of the Center, contacting agencies in the community about BYA services and providing direction for volunteers. Half of the volunteers at the Intake Center are students fulfilling work or community involvement internships required for college or university counseling programs. The other half of the 15 volunteers participating at the Intake Center are paraprofessionals and professionals who have volunteered. Normally, the criteria for selecting volunteers for the Intake Center is less strict than for volunteers in other components of the program. The person can be an undergraduate with minimal work experience.

Each week, the Intake Coordinator meets with the Intake volunteer staff. During these meetings, the volunteers discuss whatever problems they may have encountered during the week. These meetings are also used for training purposes and speakers are invited to provide pertinent information such as lifestyles of adolescents or other issues of interest.

The responsibilities of the Intake volunteers are as follows:

1. Answer all incoming calls, provide information about the Center and redirect calls when appropriate.
2. Initially; interview and counsel prospective clients.
3. Direct clients to other components of the BYA program.
4. Refer clients to other sources of service beyond resources of the program.

In performing the responsibilities as outlined above, the volunteers remain in the Center and are available at all times to walk-in clientele. When a client does come in, the approach of the volunteer is one of common-sense problem solving, whereby an attempt is made to provide a comfortable atmosphere and to relax the client so as to explore the problem. If a family comes in, each member is split up and interviewed separately before being brought together as a family unit. When the family is brought together, however, the Intake Coordinator normally handles the session.

While each interview session differs, varying with situational factors, normally the interview follows the intake form that is required to be completed on each client served by the Center. (See Appendix I.) This form may be filled out during the course of the interview or afterward depending on the volunteer and how the interview progresses.

Within the course of the interview, the client is advised of service options available to him from Berkeley Youth Alternatives. These options include: (1) the client may talk informally with a volunteer and elect to return to the street without further service from the program; (2) the client may participate in extended counseling services; (3) the client may consider short- or long-term foster placement; or (4) the client may seek another referral agency. When a client is referred to the Counseling Center or is placed in a short-term foster care program, the decision for referral is made by the Intake Coordinator.

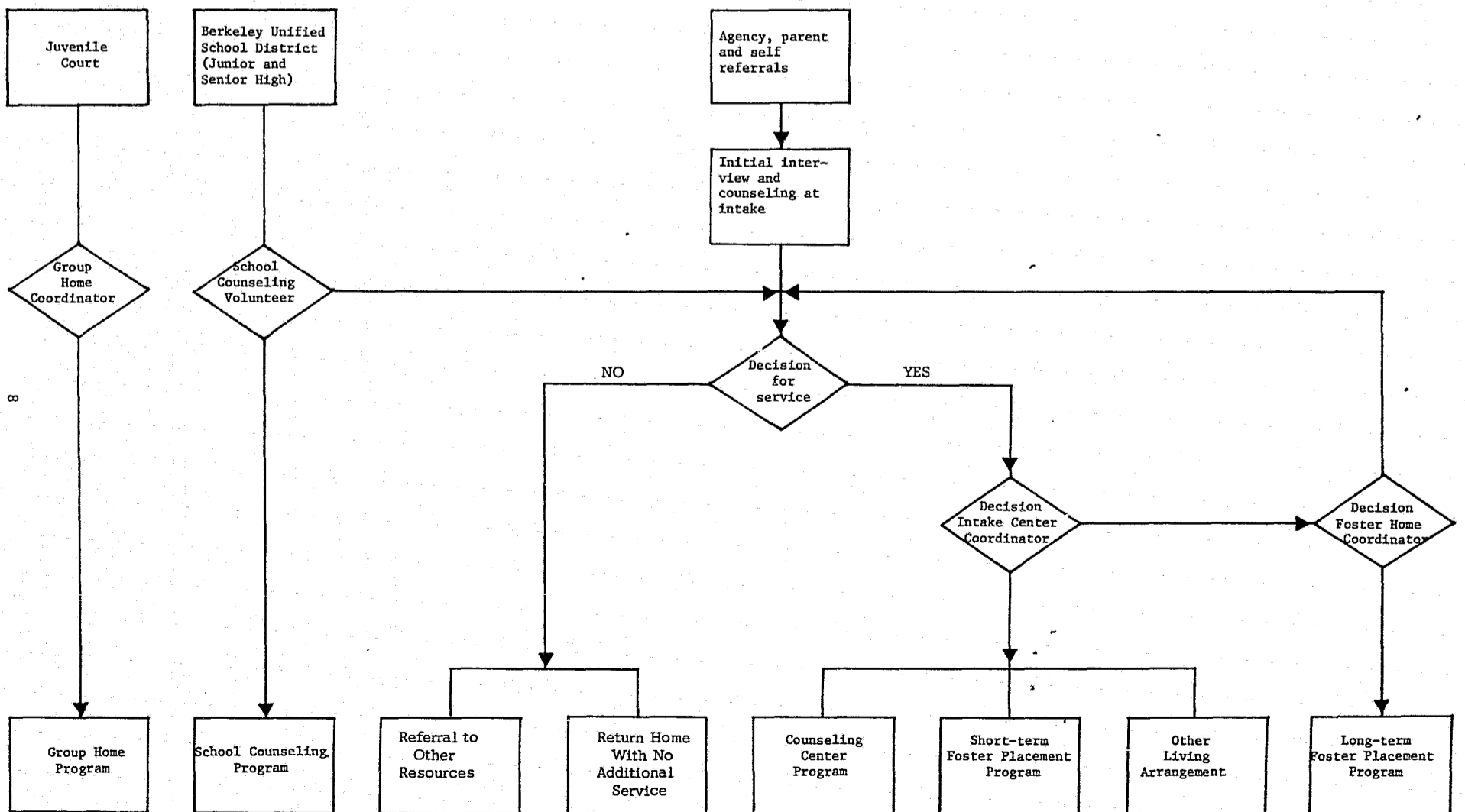
If the client is referred for long-term foster placement or to the Group Home, however, the decision for placement rests with the respective coordinator of these components.

Upon completion of each interview, the client's intake form and any other pertinent information is placed in the client record file. If a client is referred to the Counseling Program or to any of the other components of the program, then a number is placed in the file at the Intake Center and the records are transferred and retained at the component now working with the youth.

#### D. Service Delivery

After being interviewed and counseled at the Intake Center, there are a number of service options available to the client as was presented above. (See Figure 1 on the following page.) The client may be referred to the Counseling Center or placed in a short- or long-term Foster Placement Program. The juvenile entering the Group Home Program normally does not go through the Intake Center but is directly referred to the Group Home Coordinator. In addition to these services, the School Counseling Program has volunteers in each of the secondary schools in Berkeley. Within this component, volunteers worked with students who were having family problems and/or peer/school problems within the school setting.

Figure 1  
FLOW CHART OF BYA PROGRAM SERVICES



1. Counseling Center

As mentioned earlier, BYA has additional rented office space for counseling at Durant and Telegraph. This office is a small complex with three offices. The Counseling Program utilizes one of these rooms, the other two being used by the Executive Director and the Foster Placement Program. The Counseling Center offers individual, family, and group counseling. The counseling staff consists of, at the present time, 10 volunteers composed of graduate students and some volunteer professionals. Volunteers in the counseling component must be either a graduate student or have some professional training or work experience before being eligible. To date, the Counseling Coordinator position has not been filled and the Executive Director functions in this position. Most counseling takes place at this location. However, the volunteer may meet the client or his parent at another location. According to the Executive Director, volunteers prepare weekly progress reports on what has transpired between the counselee and the volunteer. These reports are then given to the Executive Director who uses them in his training sessions with each volunteer.

The counseling staff meets once weekly and the meeting is chaired by the Executive Director. The Intake Coordinator is required to attend and presents those cases he feels need more counseling to the counseling staff. These cases are briefly discussed and voluntarily followed up by a willing staff member. Formerly, the Executive Director would assign a case to one of the volunteer counseling staff. Presently and in an effort to increase the participation of staff in the decision-making process, volunteers are expected to voice interest in cases that the Intake Coordinator brings to the staff meeting. The counseling staff meeting also provides training and some professional advice for the volunteers.

2. Foster Placement Program

The Foster Placement Program Office is located on Durant and Telegraph within a small office complex which houses the Counseling Center of BYA. The Foster Placement Program itself operates out of one room. This room contains two desks, one desk is utilized by the Community Worker and the other

desk is utilized by the Coordinator for the Foster Placement Program. This office is decorated with posters and a colorful bookshelf display. The Foster Placement Program is administered by the Foster Placement Coordinator who is responsible for soliciting, investigating and certifying potential foster homes and placing and counseling youths in long-term foster home programs. In addition, the Foster Placement Coordinator coordinates the treatment program of the Group Home which involves counseling youth and their families. The program is augmented by staff volunteers, and, at the present time, the Foster Placement Program has four staff volunteers with varied backgrounds. These volunteers must have the same relative level of experience and/or professional training as the volunteers in the School Counseling Program.

The program has weekly staff meetings during which the staff discuss problems they may have experienced both in counseling and on a personal level. The meeting is also used to provide training for volunteer staff who talk with foster parents. The Coordinator assigns clients to the volunteers. The Executive Director states that they have approximately 25 eligible foster homes but only about 15 of these are active.

Each client who enters the Foster Placement Program has the following service options:

a. Short-Term Placement

In short-term placement, a client may be housed overnight or until better arrangements are worked out, depending on the client's specific problem. As mentioned earlier, the Intake Coordinator makes the decision for placement in a short-term foster placement program.

b. Long-Term Placement

In long-term placement, a client may consider leaving his immediate situation for a long-term period. In this case, the Foster Placement Coordinator will start investigative proceedings which may eventually lead to a client being placed.

c. Counseling

A client may also receive counseling within the Foster Placement Program. This service may be provided by the program's volunteer staff or the Foster Placement Coordinator. The volunteer staff utilize the Counseling Center for client sessions. Clients who are in long-term placement meet once a week with the Foster Home Coordinator for counseling services. The Coordinator also provides counseling services for youths who are placed in the BYA Group Home.

3. Group Home

Berkeley Youth Alternatives operates a Group Home on Eighth Street in Berkeley. Under the Revenue Sharing Contract, Alameda County has agreed to provide funds for counseling services rendered by BYA volunteers and compensated staff in the Group Home. The Group Home is operated by a Coordinator and two Counselors. The Group Home Coordinator is responsible for the supervision and care of the youths who have been placed at the home through legal action of the Juvenile Court. The Coordinator and two Counselors operate the Group Home on rotational shifts; no staff member lives at the home. On these shifts, the Counselor on duty is responsible for any problems that may arise, preparing meals and supervision of the youths.

The Group Home Coordinator and his staff counsel youths individually and also as a group each Thursday. The Foster Home Coordinator also meets with each Group Home youth once monthly for counseling services.

4. School Counseling Program

The School Counseling Program, while operational since June 1971, is just beginning to expand the number of volunteers in each of the junior and senior high schools in the Berkeley Unified School District. The program is run by the Counseling Coordinator, which is presently being filled by the Executive Director, and utilizes a staff of volunteers. At the present time, there are 10 volunteers in the School Counseling Program.



The orientation of the School Counseling Program has been to prevent crisis situations that may develop with young people who are having family and/or peer/school problems in the school setting. At the present time, the role and duties of each of the volunteers varies. In some schools, volunteers have well-defined roles and are used in classrooms as a resource to teachers in working with children. In most cases, however, volunteers are just beginning to develop relationships and seek ways to coordinate their efforts with those of school personnel.

The School Counseling staff meets weekly. At these meetings, volunteers share school experiences and problems. These meetings also provide training and problem-solving techniques. Eligibility requirements for the volunteers in the School Counseling Program are graduate student status and some work experience or professional training in counseling. Before a volunteer is placed in the school setting, he is interviewed by the Pupil Personnel Administrator of the Berkeley Unified School District. This person has the authority to veto any placement if he feels it inappropriate.

III PROGRAM ORGANIZATION

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Organizationally, Berkeley Youth Alternatives is administered by the Executive Director who directs a staff of 10 compensated employees and who is responsible to a Board of Directors. Each of the coordinators of the components, in turn, are responsible for the volunteer staff to carry out the day-to-day activities of BYA. At the present time, there are approximately 45 volunteers actively participating in the program.

#### A. Board of Directors

##### 1. Composition

The Board is currently comprised of professional, business and community people. They are attorneys, students, educators, clergymen, and representatives of both private and governmental agencies. Nominations for the Board are solicited through the Personnel Committee or the membership secretary of the Board. The Personnel Committee is made up of the Executive Director of the program and two Board members.

It is important to note that the Board possess a wide range of professional expertise. Additionally, some members donate professional services, e.g., legal, fund raising, to the program and become an additional resource. The broad-based community representation of Board members allows for significant community input into the policy formation of the program.

##### 2. Organization and Duties

The Board of Directors is divided into two components: the Business Board and the Program Board. (See Appendix II.) The Program Board serves as a resource for Berkeley Youth Alternatives, to consult with, to advise, and to assist the Executive Director in developing and implementing programs in areas of particularized responsibility so as to keep the Business Board and the Executive Committee informed from time to time as to the program's operation. It also assists the Executive Director in presenting to the Business Board proposals and recommendations concerning the creation, administration, coordination, and implementation of the program. According to the President of the Board, the Program Board has not been operational for at least the last two years.

The Business Board presently consists of 18 members and is the primary decision-making body of the program. Its responsibilities include: (1) raise and allocate funds for the operation of all programs and payment of all salaried personnel; (2) create policies and determine priorities relating to program financing of the program; and (3) publicize the operations of the Berkeley Youth Alternatives program in cooperation with the Executive Director. (See Appendix III)

The Executive Committee is comprised of the officers of the Business Board, i.e., President, Vice President, Secretary and Treasurer, the Executive Director, the Berkeley Runaway Center Advisory Board Chairman, and the Coffee Cellar Advisory Board Chairman. (The latter two officers are ex-officio members and do not have a vote.) The Committee meets on a frequent basis in order to exchange ideas concerning the development, operation, and implementation of BYA. They also meet on an emergency basis so as to discuss matters which require discussion prior to the next regularly scheduled meeting of the Business Board and which are not of sufficient importance to warrant the convening of a special meeting of the Business Board. Additionally, the Executive Committee is responsible for setting the agenda for meetings of the Business Board.

In addition to the Executive Committee, there are two other committee groups within the Business Board. These are: (1) the Personnel Committee which is responsible for applicant screening for staff positions and the nomination of new Board members; and (2) the Black Subgroup Task Force Committee which is responsible for program development responsive to the Black community needs. Their duties have also included development of guidelines for a co-director who would assume some of the administrative functions of BYA.

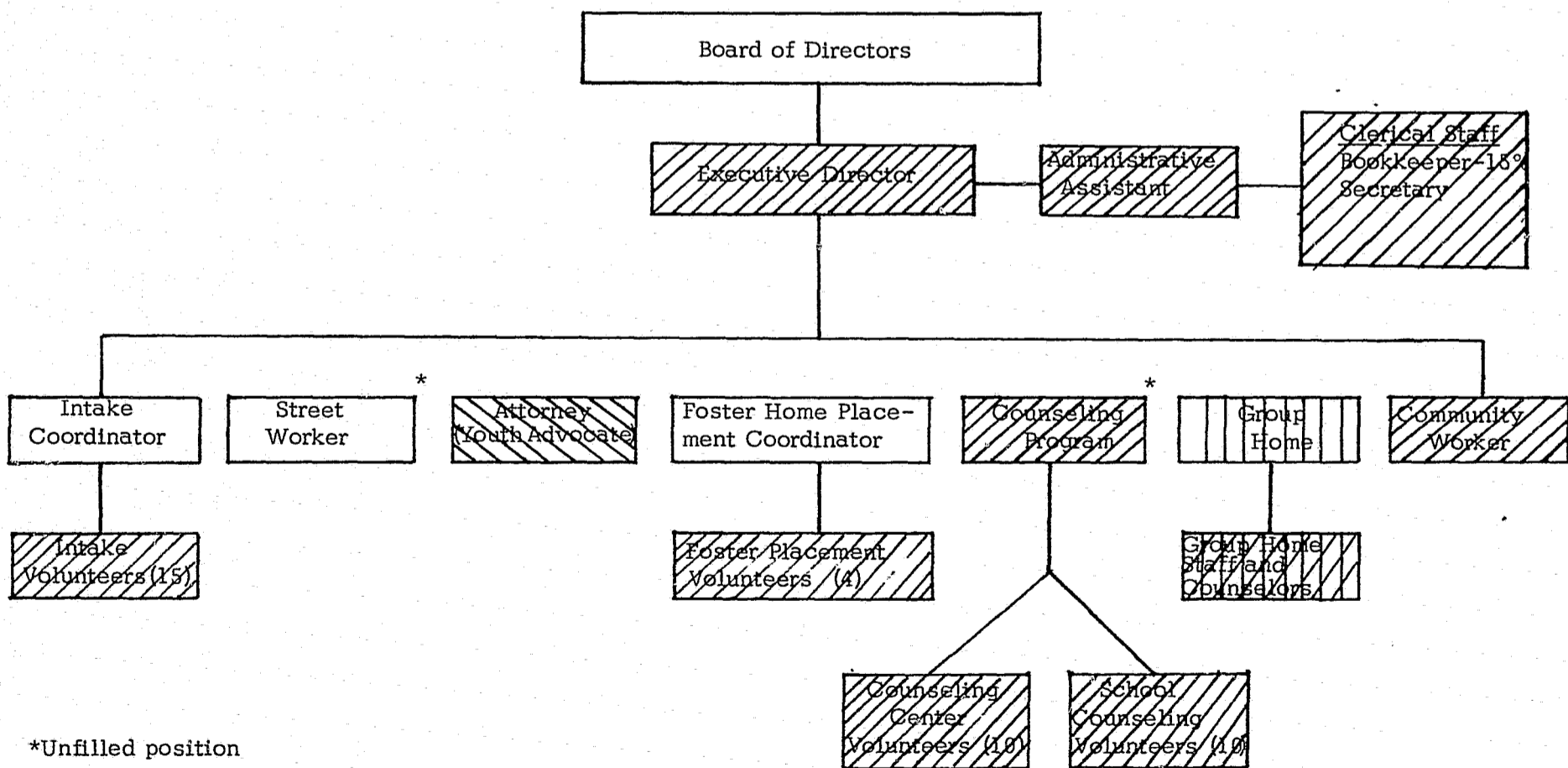
B. Program Personnel

1. Compensated Staff

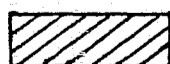
a. Organization

Staff assignments and reporting relationships are indicated in Figure 2. The Executive Director assumes major

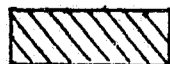
Figure 2  
ORGANIZATIONAL CHART OF BYA



\*Unfilled position



- Revenue Sharing



- Morris Stulsaft Foundation (San Francisco)



- San Francisco Foundation Grant



- Juvenile Probation Department money (\$840 per juvenile)

) See Section D.2 for more detailed explanations.

responsibility for the project and works closely with the program coordinators in developing policy and pursuing overall direction of the program. The program coordinators were hired to supervise volunteer staff and to maximize the operation of the existing program components. These individuals are directly responsible to the Program Director. The program coordinators are also responsible for the day-to-day implementation of the program and for the activities of their respective volunteer staffs.

Currently because of the limited space, the Executive Director, Community Worker, Foster Home and Counseling Coordinators operate out of the Durant Street Office where central records are maintained.

The function of the Community Worker at the present time is primarily spent compiling and analyzing client statistics for funding and monitoring agencies. This person is also developing a data-reporting system wherein monthly statistics will be tabulated for management purposes. These duties, although necessary for immediate purposes, require time which might have been directed to other duties involving community organization.

The Administrative Assistant and the Program Secretary are located at the First Baptist Church on Dana Street. The Administrative Assistant's responsibilities include the supervision of clerical staff (secretary and bookkeeper), the scheduling of appointments, and helping out whenever necessary in any of the program components.

In addition, each staff member is responsible for making presentations before community groups, schools and institutions whenever called upon.

At the present time, the program has two vacant positions which include the Counseling Coordinator and the Street Worker. At the commencement of the Revenue Sharing Contract, the counseling position was filled by a former volunteer. This person worked up until December before quitting and returning to her former volunteer status. During this period, she was paid \$3,020 on a consultant

basis. Since then, however, the Executive Director is unwilling to fill the position until additional funds are provided.

The Street Worker, while part of the program's original proposal submitted to the County, was not provided for in the Revenue Sharing Contract. A volunteer has been functioning in this position.

The professional staff meet with the Executive Director weekly. These sessions usually average three hours in length and are oriented towards a discussion of problems of service delivery, policy changes, and a general discussion wherein staff shares its feelings and perceptions of the program operation. These meetings are open-ended, common problems are discussed, and alternatives considered; decisions are reserved for the Executive Director.

Staff evaluations are performed by the Executive Director. Each staff member is asked to complete a job description of himself and rate on a one-to-ten scale those essential responsibilities he performs. The Executive Director goes through the same process. The two analyses are then compared and discussed and serve as a point of departure for discussing any problems that might have developed.

b. Staff Characteristics

The staff has grown substantially since the inception of the Revenue Sharing Contract. In September 1973, there were 3 compensated staff, and currently, there are 10 compensated staff. Staff characteristics are shown in Figure 3 on the following page.

2. Volunteers

Volunteers participating in Berkeley Youth Alternatives have a wide range of experience and professional training. One source of volunteers comes from the universities and state colleges in the area. Volunteers placed as part of such programs receive credit towards their counseling degree.

Figure 3

STAFF CHARACTERISTICS AND DUTIES

TITLE	DATE OF EMPLOYMENT	FUNCTIONS	QUALIFICATIONS	RACE	SEX
Executive Director	10/1/70	Secure, train, coordinate and administer all staff members to administer and coordinate all programmatic operations; develop in conjunction with staff and members of Business Board; supervise public relations; raise funds with assistance of Business Board, and carry out policies of Business Board	Director of BYA since Oct. 1970; 3 years with Council of Churches (youth ministry); B.S. in Organic Chemistry; M.A. in progress	Caucasian	Male
Administrative Assistant	12/10/71	Responsible for coordinating clerical staff, scheduling, and helping out in any of the components whenever necessary	Dec. 1971 - Sept. 1974 Foster Placement Coordinator; 5 years as secondary teacher; B.A. in English; M.A. in Special Education.	Caucasian	Female
Intake Coordinator	1/8/74	Responsible for coordinating activities of all volunteers in Intake Center and establishing workable relationships between the program and the juvenile justice agencies and community groups	Teachers Association-- Special Education for handicapped or problem children	Black	Male
Community Worker	8/1/71	Responsible for making presentations before community groups and representing program; responsible for program statistics	Intake Coordinator from Aug. 1971 - Jan. 1974; B.A. in Sociology	Caucasian	Male
Foster Placement Coordinator	10/1/73	Responsible for screening, licensing, placement and counseling of Foster Home youths; also supervises foster placement volunteers; responsible for counseling service to youths in Group Home	MSW, University of California, Berkeley, 1973	Black	Female



Figure 3: Staff Characteristics and Duties (cont'd.):

TITLE	DATE OF EMPLOYMENT	FUNCTIONS	QUALIFICATIONS	RACE	SEX
Group Home Coordinator	8/1/73	Responsible for all aspects of operation of the Group Home; supervises Group Home counselors and maintains facility; serves as liaison between program and Probation Department; responsible for all recreational, remedial education and discipline of youths in Home	Previously Affirmative Action coordinator for 2-1/2 years at University of California, Berkeley; worked as supervisor for Job Corps; B.A. in progress in Sociology	Black	Male
Group Home Counselor	7/1/73	Work duty shifts; work with youth; coordinate activities of Home; prepare food	B.A.	Black	Male
Group Home Counselor	12/11/73	Same as above	Previously cabinetmaker; B.A.	Black	Male
Secretary	1/8/74	Type; answer phones; keep records and correspondence	Extensive secretarial experience; B.A. in French	Caucasian	Female
Bookkeeper	1/1/74	Keeps all books	In business for self as a bookkeeper	Caucasian	Female

At the present time, the program has volunteers from the following schools: (1) University of California, Berkeley; (2) San Francisco State University; (3) Sonoma State College; (4) California State, Hayward; and (5) San Francisco School of Professional Psychology.

In addition to volunteers placed as part of a school counseling program, BYA has paraprofessionals and professionals who volunteer. The volunteers in the program are primarily White, young students.

Persons interested in becoming a volunteer with the program submit a resume to the Executive Director. The Executive Director then interviews the person and, depending upon the professional training and/or work experience, places them in one of the program's components. As stated earlier, volunteers in the School Counseling Program and counselors in Foster Placement Programs are required to be graduate students or to have completed some professional training or work experience in counseling. Volunteers in the Intake Center, however, are undergraduates and are not required to have as extensive experience as the other volunteers in the program.

C. Training of Volunteers and Compensated Staff

All volunteers who work in the program are required to participate in an initial orientation and training program as well as attend weekly two-hour staff meeting/training sessions. The orientation and training program consists of sessions extending over a 12-hour period. During these sessions, the volunteers are introduced to role playing by the Executive Director. Role playing provides volunteers with knowledge of kinds of situations that may arise within any of the BYA components. In addition, the volunteer is introduced to the various forms utilized in each component. Volunteer staff is taught how to complete these forms properly. Each volunteer is given a pamphlet outlining the philosophy of BYA and its services. It is important to note that the new volunteer staff is instructed on the importance of: (1) maintaining confidentiality, and (2) writing down their daily activities in the log book.

As part of the training experience, each component holds staff meetings wherein the problems are discussed, thereby providing

new ideas and suggesting ways in which volunteers may handle common problems. Also, many times outside speakers are brought in to discuss services offered within their agencies.

Volunteers in the Counseling Center Program meet weekly. In addition to their staff meetings, they prepare a weekly log of their counseling sessions, and meet with the Executive Director individually to discuss the counselee/counselor relationship and the progress made to date.

Compensated staff, in addition to their weekly sessions with the Executive Director, meet as part of a regular series of three-to-five day staff retreats. These sessions serve as an opportunity to discuss problems and short out strategies for the operation of the program.

#### D. Technical and Fiscal Affairs

##### 1. Program Liaison

The program was sponsored by the Alameda County Probation Department. While there was no direct link between sponsor and program in the management phase of the program operation, the Probation Department was responsible for monitoring and serving as a liaison between the County and the program.

However, the previous Liaison Officer no longer fills this position. He has been replaced by the Revenue Sharing Coordinator for Alameda County Human Resources Agency who is in the process of becoming oriented to the responsibilities of his office.

##### 2. Payment of Program Services

Up until the awarding of the Revenue Sharing grant by the County, the program has operated from private and church donations. In October 1973, BYA received a \$91,667 grant from Alameda County. In setting up the method of payment for services rendered by the program, the following schedule was worked out:

- a. Between October 1 and December 31, 1973, the program operated on a line item budget basis. Maximum monthly allocation was not to exceed \$8,333.

b. As of January 1, 1974, the program was reimbursed on a fee-for-service basis with the following rate schedule and arrangements:

- (1) For counseling services, \$20 per hour for those persons who have signed a release to have their records open to the County representatives. While the percentage of clients signing the release varies, the Executive Director has noted that it averages around 15 percent to 20 percent of the clients at the Intake Center. Additionally, counseling hours at the Group Home are also included in this rate schedule.
- (2) For volunteer training and supervision, \$10 per hour for each hour spent by a volunteer in training and supervision is received by the program from the County.
- (3) Recognizably since not all clients will sign a release, the program has negotiated with Alameda County to receive reimbursement for field duty shifts. The rate has been established at \$25 for a 5-hour shift served by volunteers or compensated staff.
- (4) For each client processed into or maintained in the Foster Placement Program, the program receives \$80 per month.

The total of the above four categories cannot exceed a monthly allocation of \$9,500 issued by the County.

In addition to the allocation received from Alameda County Revenue Sharing funds, the program also receives the following monies: (1) a \$59,000, 3-year grant from the San Francisco Foundation to be used for services of the Intake and Foster Placement Coordinators and some business expenses. The allocations were \$29,000, \$20,000 and \$10,000 successively for the next three years beginning in November 1973; (2) a \$7,500 grant from the Morris Stulsaft Foundation to be used for services of an attorney to act as a youth advocate;

(3) a \$35,000 grant from the S.H. Cowell Foundation to be used for the lease and renovation of a new program facility. However, the grant is contingent upon matching funds of \$15,000 raised by the program; and (4) \$840 per month received from the Probation Department for placements of juveniles in the Group Home Program.

IV PROGRAM PERFORMANCE

#### IV PROGRAM PERFORMANCE

Program performance is monitored in this section so as to provide the reader with an indication of the trends and services rendered and some indication of community response to the program. It is by no means to be construed as an assessment of impact or success/failure to reach program objectives. These trends will reflect any significant change in program performance since the start of the Revenue Sharing Contract, plus an indication of the types of participants that the program is serving.

As previously described, the Intake Center serves as the primary screening point for clients referred to or seeking assistance from the program. From this point, the client is subsequently referred on for additional services at the Counseling Center or Foster Placement Program for short-term or extended periods of treatment. Youths referred to the Group Home or who are seeing a volunteer through the School Counseling Program do not go through the Intake Center but are direct referrals into these respective components.

Therefore, our analysis of program performance will follow the client entering the Intake Center and subsequent collateral services he may receive after this point. The Group Home and School Counseling Programs will be considered separately. Additionally since volunteers are critical to the operation of the program, we have included a section discussing their training.

##### A. Intake and Collateral Services

###### 1. Community Request for Services

Total intake since the start of the Revenue Sharing Contract was 90 clients for the 5-month period beginning October 1973 and ending February 1974. On a month-to-month basis, the number of clients served has slightly increased. There was a significant increase in the month of January but this may reflect seasonal variation, the meaning of which is unclear at this point.

Socioeconomic data on youths served during this period show that an equal number of males and females participated in the program and the majority were between the ages of 14 and 18. In addition, a large majority of the youths seeking service

Figure 4

REFERRAL SOURCES AND CHARACTERISTICS OF CLIENTS  
(INTAKE CENTER)

DESCRIPTION	1973 Oct.	1973 Nov.	1973 Dec.	1974 Jan.	1974 Feb.	TOTAL
1. Number of Clients	11	15	19	28	17	90
2. Sex:						
Male	5	11	6	15	11	48
Female	6	4	13	13	6	42
3. Age:						
Under 10	0	0	2	0	0	2
10 - 11	0	0	0	0	1	1
12 - 13	1	4	0	5	0	10
14 - 15	4	2	3	9	3	21
16 - 17	3	8	10	10	6	37
18 & over	3	1	4	4	7	19
4. Ethnic Origin:						
White	10	9	9	17	13	58
Chicano	1	0	2	3	0	6
Asian	0	1	0	0	0	1
Black	0	4	7	4	4	19
Other	0	1	1	4	0	6
5. Referred By:						
Police )	1	5	4	5	3	18
Probation )Agencies	2	3	3	5	6	18
School )	0	1	1	1	2	5
Other agency) _ _ _	5	2	2	4	2	15
Individuals	3	3	9	13	4	32
Parent	1	0	3	1	2	7
Self	0	1	3	4	0	8
Other individuals	2	2	3	8	2	17
6. Reasons for Referral:						
Family problem	7	7	0	10	14	38
Personal problem	1	2	0	2	0	5
School problem	1	0	0	0	0	1
Legal problem	2	6	0	10	3	21
Other	0	0	0	6	0	6



through the Intake Center were predominantly White (64%) while Blacks accounted for 21% and Chicanos and Asians each 7%. The number of referrals to the program comes primarily from agencies (64%) versus individual referrals accounting for 34%. The most frequently cited reasons for referrals to the program were family problems. For a further breakdown, please refer to Figure 4 on the preceding page.

While a look at this information does point to the continuing need for the provision for this kind of service in the Berkeley area, several issues are raised as to the program's viability as an alternative to the juvenile justice system.

a. Target Population

The first of these issues to be considered is the low number of Black youth involved with the program. In understanding this problem, it is necessary to review the history of the project. To begin with, BYA was initially established to deal with the runaway problem in the Berkeley area during the late '60's and early '70's. Since then, however, the number of runaways has been on a steady decline. (See Figure 5 below.)

Figure 5  
NUMBER OF RUNAWAYS IN BERKELEY BETWEEN 1969 and 1973

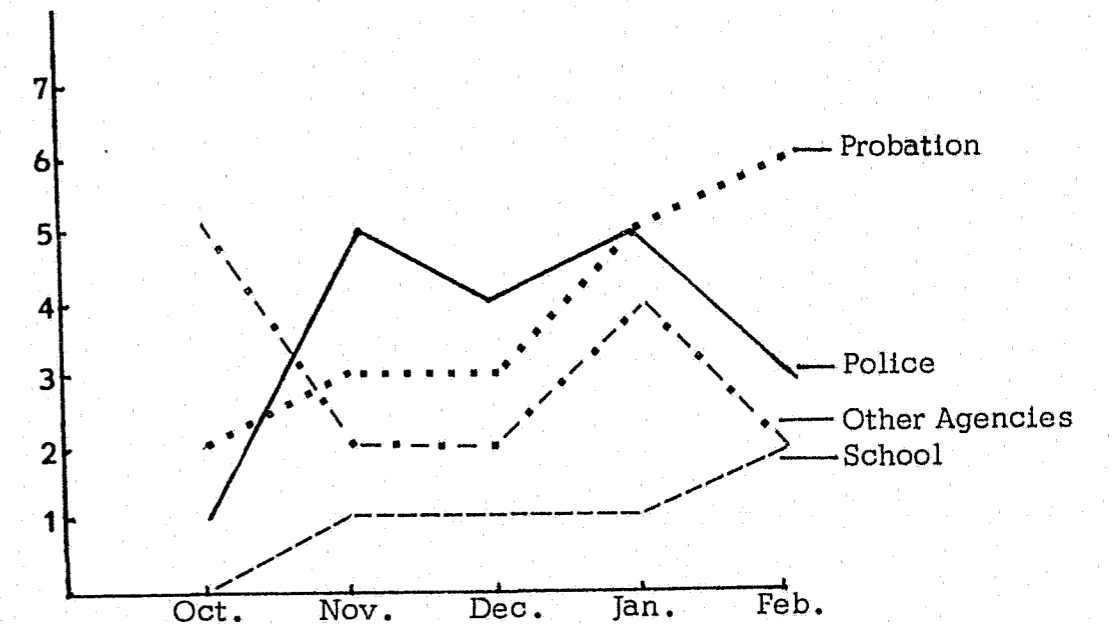
Year	Runaways*
1969	803
1970	1,198
1971	552
1972	359
1973	237

\*Berkeley Police Department, Juvenile Bureau Annual Report, 1969, 1970, 1971, 1972, and 1973.

As a result of this continual decline, the program has been turning its efforts more towards the indigenous youth of the Berkeley community wherein 70% of the juveniles arrested in 1973 were Black youth.\* In order to accomplish this, the program's efforts include hiring a predominantly Black staff to fill the various coordinator and counseling positions and the creation of a Black Subgroup Task Force Committee to advise the Executive Director as to the programmatic operation to be developed to best serve the Black youth. It is anticipated also that the relocation of the program will assist in the program's effort to penetrate more into the community.

Additionally, the program has attempted to establish liaisons and better working relationships with the criminal justice agencies in the Berkeley area.

Figure 6  
AGENCY REFERRALS TO BYA



\*Berkeley Police Department, Juvenile Bureau Annual Report, 1969, 1970, 1971, 1972, and 1973.

In order to get a better understanding of the issue of agency referrals and, more specifically, the issues of referrals of Black youth to the program, the evaluator contacted the Berkeley Police Department, the Probation Department, and selective community groups.

In discussions with representatives of the Juvenile Division of the Berkeley Police Department, it was indicated that they have been reluctant to expand the referrals to the program because of the poor location of their facilities and limited ability to serve a wide range of youth. Between October 1973 and February 1974, the number of referrals from the Berkeley Police Department was 18. (See Figure 6 on the preceding page.)

The representatives of the Berkeley Police Department further indicated that, before expanding the number of referrals, it would be necessary for the program to establish a better feedback mechanism to the Police Department.

Along these same lines, the Alameda County Probation Department had been hesitant to make referrals to the program. However, since the appointment of the current Intake Coordinator and through his efforts to establish a better working relationship, referrals to the program have been increasing month-by-month. (See Figure 6.)

In discussions with the Berkeley Police Department, the Alameda County Probation Department, and representatives of the community, it was noted that frequently parents of Black youths resist sending their youngsters to BYA because it was viewed as a place for hippies. Additionally, while the core staff is predominantly Black, most of the volunteers who have contact with the youth are White. This is a problem presently being addressed.

b. Number of Clients Served

The second issue area is the relatively small increase in the number of new clients from October 1973 to February 1974 that were seen by the program staff. While there is no expected number of clients to be served, the

constancy in the number of referrals might lead one to conclude a subpar performance. However, a number of factors have accounted for this, some of which have already been discussed. To begin with, since October 1973, there have been three intake coordinators. The first coordinator was only there a few months before termination. The Community Worker, formerly the Intake Coordinator, assumed this position until the current Intake Coordinator was hired in January 1974. These changes have resulted in the loss of program continuity wherein the Coordinator must establish liaison ties with the Probation Department, police, school and other community groups.

Additionally, the Program Director's decision not to fill the Street Worker's position as originally proposed in the proposal because of lack of funds available has also had an effect on the penetration of the program into the community. While the program did have a volunteer functioning in the Street Worker's position, generally speaking, there was no concerted effort in this area.

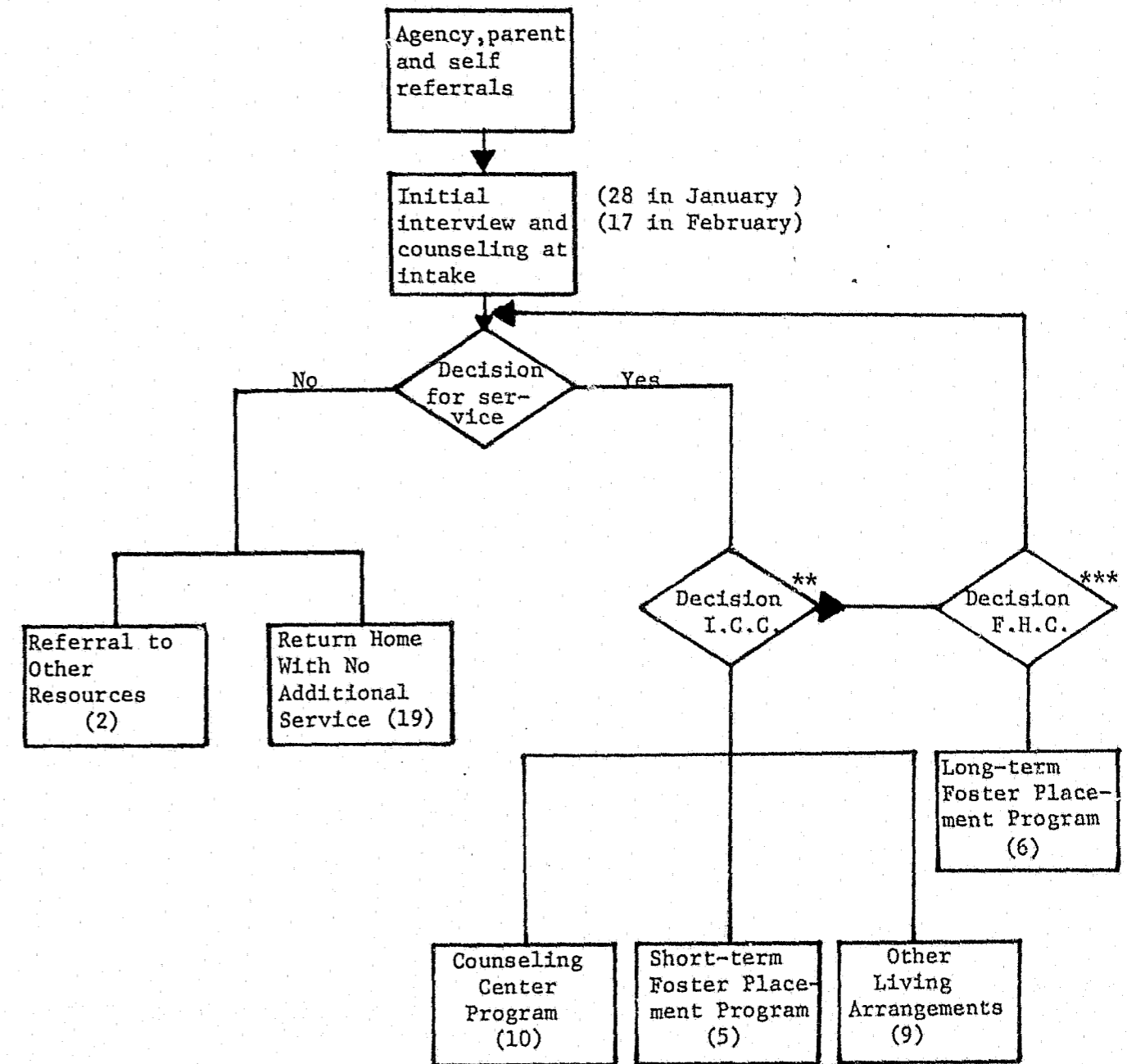
## 2. Services Rendered

Of the clients coming into the Center for service, the majority are counseled on a one-to-one basis. Only 20% of the clients served had families also involved in the counseling sessions.

In order to get a better understanding of the client outcome after this initial interview, the program provided the evaluator with the following statistics for January and February 1974. Of a total of 28 clients in January and 17 in February, 19 were returned home with no additional follow-up service. Ten were referred to the Counseling Center; 9 were referred for other living arrangements; 5 were placed in short-term foster placement; 6 were referred to the long-term foster placement program; and 2 were referred into the criminal justice system. This breakdown is shown in Figure 7 on the next page.

As reflected in the chart, a number of service options are provided to youth entering the program. Those aspects of program services which involve continual follow-up are long-term foster placement and the Counseling Center. In most

Figure 7  
 FLOW CHART OF BYA INTAKE SERVICES AND OUTCOME\*



\*Clients can be referred to more than one service  
 \*\*I.C.C. - Intake Center Coordinator  
 \*\*\*F.H.C. - Foster Home Coordinator

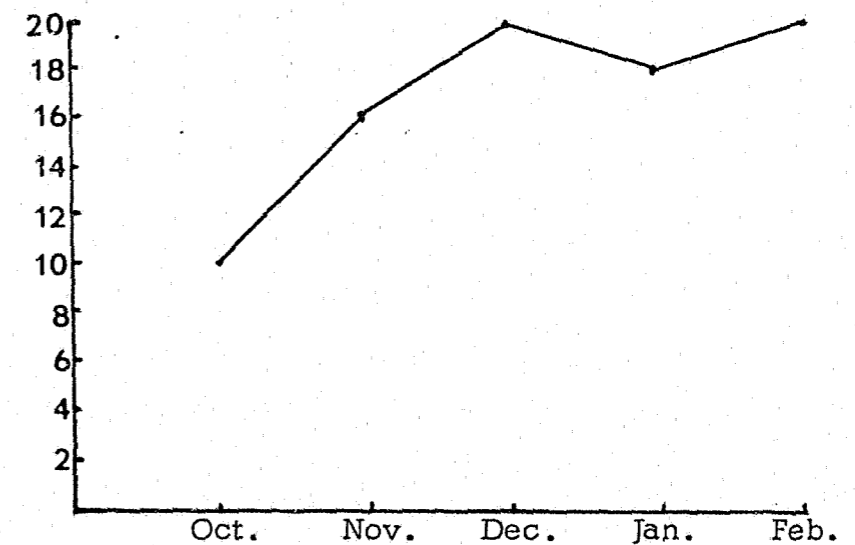
cases, youth referred into the Temporary Foster Placement Program either return home or are referred to long-term foster placement or into the Counseling Center. As for youth placed in other living arrangements, they are either subsequently returned home, referred to the Counseling Center, or referred to the Foster Placement Program.

Therefore, those clients who retain contact with the program are either in the Foster Placement Program or are in the Counseling Program. A further analysis of these two program components follows:

a. Counseling Program

The number of active clients receiving service in the Counseling Center averages 17 per month. Over the last five months, there has been a slight increase in the number of clients served as reflected in Figure 8 below.

Figure 8  
MONTHLY TOTAL OF CLIENTS SERVED  
THROUGH COUNSELING CENTER



Of these clients served, the majority are 18 with 16- and 17-year-olds accounting for 32% and 14- and 15-year-olds accounting for 15%. At the present time, no clients below the age of 13 are counseled by the Center.

Further analysis reveals that 87% were White, 6% were Chicano, 5% were Asian, and 1% were Black. Counseling of clients was primarily provided on a one-to-one basis while 19% of the clients participated in family counseling.

The evaluator is, at this point, not commenting on the quality of the counseling services rendered. However, in observing the process by which a client is referred from the Intake Center to the Counseling Center, the evaluator noted the potential for significant delay in client follow-up and service delivery. For example, if a client comes in on Friday and the Intake Center decides that the client can best be handled by the Counseling staff, the Intake Coordinator is given the case. The Coordinator presents the case to the Counseling Center at its meeting on the following Thursday, thus delaying action one week. Hopefully, when the new facility is open wherein all program components are located together, this delay will be minimized.

b. Foster Placement

Between the months of October 1973 and February 1974, BYA served a monthly average of seven clients in its Foster Placement Program. All these juveniles were between the ages of 16 and 18 years of age and were predominantly White (73%). Chicano and Black youths accounted for 15% and 12% respectively. Individual counseling was provided to all youth and, in 19% of the cases, the family was also involved.

While the program has 25 eligible homes, only 15, according to the Executive Director, are active. Foster home resources for Black youth are inadequate.

B. Group Home Program

Between the months of October and February, BYA's Group Home had an average of four youths in the Home. During this period, the evaluator visited the Home and there were three youths all from Contra Costa County Probation Department. These youths were court placements and were delinquent (602 W&I) referrals. The youths in the Group Home are all Black and are 16 - 18 years of age. These youths all attend Berkeley High School East campus in the morning and work in the afternoons. Information was not available to the evaluator as to the types of jobs these youths were holding at the time.

In talking with staff involved in the counseling of these youths, one staff member stated that the youths did not have enough attention given to specific problems that each was experiencing. He also expressed that there were not enough planned activities for the youths in the Group Home.

The lack of a structured program appears to be the result of a high turnover rate among staff at the Group Home. The Group Home has been operating for one year. During this time, the Home has had three Group Home coordinators. While the present Group Home Coordinator appears to be effective, he will be leaving on April 8. It should also be noted that he was off with a sprained back for two months, leaving the Home with only two counselors operating and addressing the problems of the youths in the Home and in the community.

C. School Counseling Program

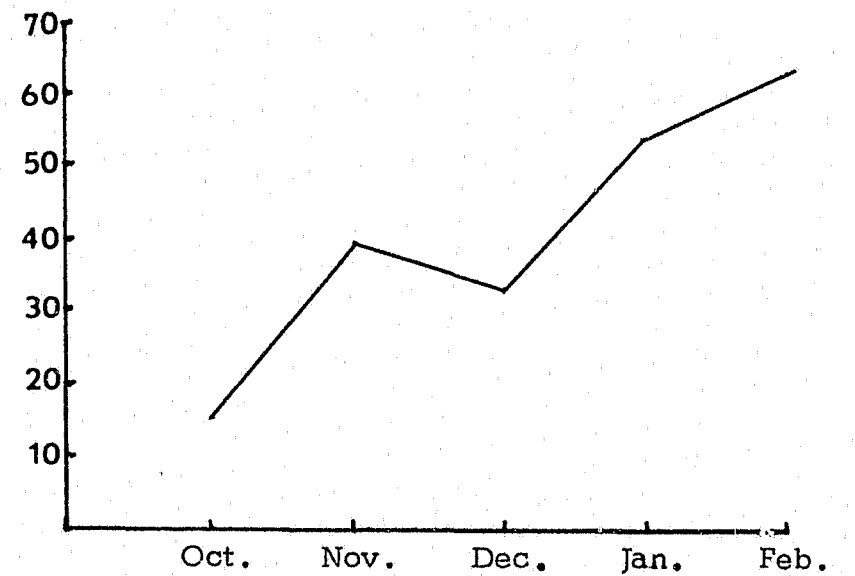
As indicated earlier, the School Counseling Program places volunteers in each of the junior and senior high schools in the Berkeley Unified School District. While no statistics are mandatorily kept for clients served by this program component, the Program Director has been able to construct the following data from diaries and recollections of the School Counseling volunteers. (See Figure 9 on the next page.) The evaluator cannot attest to the accuracy of such data; it is presented here for informational purposes only.

In order to get a better perspective of the activities of the School Counseling volunteers, the evaluator contacted several school personnel. In these interviews with school counselors, the



respondents most frequently indicated that the program was just getting started and beginning to define and work out the relationship between the school and the program. The majority of the volunteers had only been at the school site for one month. The only exceptions were a volunteer at East Campus who had been referring youths to BYA when she was a teacher two years earlier and another volunteer who was placed in a junior high school.

Figure 9  
MONTHLY TOTAL OF CLIENTS SERVED  
THROUGH THE SCHOOL COUNSELING PROGRAM.



In conclusion, the evaluator was led to believe that the program was experiencing difficulties in establishing and defining the relationship between the volunteer and the School Counselor. Part of the problem also appeared to result from the lack of direction from a counseling coordinator. This position was unfilled and is currently being assumed by the Executive Director. Hopefully, this problem will be ameliorated with the hiring of a counseling coordinator and further dialogue with the school district counselors.

#### D. Volunteer Training

As previously discussed, the volunteers are critical to the operation of the various components of the BYA program. While each volunteer

brings his own personality and experience to the situation, additional training is an important element for the development and effectiveness of the functioning of the volunteers.

Training of volunteers occurs once they come into the program and then on a continual basis as part of the weekly staff sessions. This training basically consists of component coordinators informally discussing a variety of subjects covering youth and occasionally speakers are invited, i.e., recently, a member of the Crisis Intervention Unit (CIU) of the Probation Department visited BYA and talked about services within its agency. It has been observed by the evaluator that, except for the initial orientation services, the volunteers from each component do not get together as a total group to discuss common and basic problems or in order to get a broader perspective of the operation of the program. The lack of such a mechanism to facilitate these exchanges has been observed by the evaluator as problematical and creating isolation between program components.

V EVALUATION OF ADMINISTRATIVE AND STAFF STRUCTURE

V EVALUATION OF ADMINISTRATIVE AND STAFF STRUCTURE

A. Board of Directors

The Board of Directors has undergone structural and membership changes over the last year. As mentioned earlier, the Program Board has not been operational for at least two years while the by-laws of the program stipulate that there should be no less than four meetings each calendar year of this group. The Black Subgroup Task Force Committee appears to have assumed some of the Program Board's functions in that they are responsible for program development within the Black community. Additionally, this Task Force was asked to develop guidelines for a co-director who would assume some of the administrative functions of BYA's current Executive Director.

Having talked with Business Board members and observed directly Board sessions, the evaluator believes that decision making is left to the discretion of the Executive Director. The Board of Directors as a whole knows little about the services rendered in the program components and knows even less about the fiscal affairs of BYA. For example, while attending two Board meetings, the evaluator observed that the Board members had vague information on BYA's resources and program activities.

In pursuing these issues with the Executive Director, he stated that his attempts over the last year to educate his Board to the operation of BYA services have included periodic presentations by himself and component coordinators. Additionally, he believes that the management data system that his staff is developing will improve and result in more frequent reportings to the Board on the program's activities.

B. Staff

While BYA has been operational since February 1970, the program is still developing. Until receiving Revenue Sharing funds, the program was operating with three compensated staff and volunteers. The program, at this time, was housed together in the First Baptist Church on Dana Street in Berkeley. After the receipt of the Revenue Sharing funds, however, the program rented additional office space five blocks away on Durant. Within this office were housed the Executive Director, Community Worker, Foster Placement and

Counseling Center Coordinators. This move has made communications between program staff difficult and has resulted in operational problems. The anticipated move to the new facility where all program personnel will be located, except the Group Home staff, hopefully will improve this situation.

In addition to problems that have resulted from the poor layout of the offices, the expansion of compensated staff from 3 to 10 has also been problematic. Originally, when the program had three staff members and volunteers, communications were simple and everyone shared in the responsibilities for the operation of the program. With the addition of seven more staff, however, staff relationships and decision-making processes have had to become more defined. For example, up until recently, the Executive Director assumed complete responsibility for screening, selection, and placement of program volunteers. When the coordinators were hired, this process of volunteer selection continued. Coordinators having to supervise volunteers in their unit as a result did not share in the decision of which volunteer they would receive and have responsibility for supervising. This resulted in the feeling, on the part of the coordinators, of lack of control over their respective component.

Other issues of control by the Executive Director have also resulted from the carryover of the original organization wherein the Executive Director assumed a wide range of activities from dealing with clients to supervising volunteers and assuming the administrative functions for the program. In some instances, staff finding the situation difficult to work with have left. For example, since June, there have been three intake coordinators and, over the last year, three Group Home coordinators. While these problems continue to surface, it is in the evaluator's opinion that progress has been made to more clearly define responsibilities and involve the staff in the decision-making process and they have been given autonomy to operate effectively. An example of this has been the recent change in volunteer selection and placement wherein each coordinator participates in this process. Another example is the weekly volunteer session within their respective component. Previously, the Executive Director attended each of these sessions; now he attends upon request. Along these same lines, the Board has given the Task Force Committee the responsibility to locate a co-director for the program to alleviate uneven distribution of responsibilities from the Executive Director. It is difficult to determine what effect this will have on the operation of the program.

VI CONSTRAINTS OF AGENCY AND PROGRAM

## VI CONSTRAINTS OF AGENCY AND PROGRAM

The issue of confidentiality has created some real problems and suspicions during negotiations of the contract between BYA and the County. The County felt it was necessary to have access to records to validate services rendered. Berkeley Youth Alternatives was hesitant about providing this information because they were not clear on its future use. It was Alameda County's position that records would only be utilized for validation of service rendered. Berkeley Youth Alternatives remained adamant about having the discretion to decide what information would be available to the County. While this was at first problematic for the evaluation, the evaluator feels it has been rectified wherein the evaluator has received sufficient detail and records regarding the operation of the program. As for the County liaison, their understanding of the operation of the program also appears to have improved and, hopefully, will minimize any further confusion.

Another area that has proven problematic and affected the smooth development of the program was the uncertainty as to continued funding from Revenue Sharing. Berkeley Youth Alternatives was funded the first three months on a line item budget under which BYA received funds for staff positions and program expenditures. After this initial three months, BYA's status was to be reviewed and the program was switched to a fee-for-service basis under which BYA would receive funds for services rendered to youth. The program, during these negotiations, felt unsure as to which functions Alameda County was willing to fund. These functions were finally worked out but, in the process, the program did not fill any vacant positions and only attempted to maintain the level of activity they had attained up to that date.

VII SUMMARY AND RECOMMENDATIONS



**CONTINUED**

**1 OF 2**

## VII SUMMARY AND RECOMMENDATIONS

The findings of this five-month interim evaluation indicate that BYA is providing direct services to youths in the Berkeley area. While the program has had difficulty in servicing Black youths, the program is attempting to redirect its services to this population.

The program has expanded rapidly from three staff to ten staff through the aid of Revenue Sharing funds, a 3-year grant from the San Francisco Foundation, a grant from the Morris Stulsaft Foundation for a legal advocate, and a grant from the S.H. Cowell Foundation to be used for the lease and renovation of the new program facility. However, the last grant is contingent upon matching funds raised by the program. To date, they have been unable to obtain a loan to match this amount.

The program has experienced difficulty in expanding the number of referrals from the Berkeley Police Department and the Alameda County Probation Department, but current efforts through the new Intake Coordinator and efforts to relocate the program are anticipated to improve this situation.

The program has not filled the Counseling Coordinator position due to limited grant funds. This position is responsible for supervision of volunteers in the Counseling Center and in the School Counseling Program. At the present time, the Executive Director is serving in this position. While the Counseling Center appears to be running smoothly, the School Counseling Program suffers from lack of direction and a clear delineation of the relationship between the school counselors and program volunteers. Additionally, with the anticipated increase in program referrals, the Executive Director will be unable to handle these increased responsibilities. Therefore, in order to maximize performance and fully meet contractual obligations, the evaluator is making the following recommendations:

- A. The program should continue efforts to relocate its program services.
- B. Berkeley Youth Alternatives must fill the Counseling Coordinator position in order to improve program effectiveness and comprehensiveness of service delivery. If current funds are inadequate to support this position, then other funds should be sought or renegotiations be made with Alameda County. Before such negotiations, however, we recommend a field audit be conducted so as to provide all parties with a clear accounting of funds.

- C. The most highly qualified program volunteers should be used at the Intake Center since this is the initial contact point with the client and is the most critical.
- D. The BYA program staff, Police Department, Probation Department, and Juvenile Court should arrange a meeting to discuss and develop guidelines for potential youth referrals, including exploring the possibility of BYA being used as a referral for 601 and 602 minor offenses (for example, malicious mischief and petty theft).
- E. The program should develop recreational and organized sport activities.
- F. Berkeley Youth Alternatives should begin to clearly define school counselors' roles in conjunction with the School Counseling Program.
- G. Berkeley Youth Alternatives should develop a system through which rapid communication and coordination between program components is insured from intake to closure.
- H. As the complexity of the program increases, the pressure on the Executive Director for making decisions increases accordingly. It is recommended that BYA seek ways and means of alleviating these problems. One suggestion is that the Board appoint a support person and delegate areas of authority this person should have.
- I. The Business Board should be more informed about the programmatic operation and financial affairs of the program.
- J. The Group Home should improve both its program and counseling activities to maximize services rendered to youths.
- K. Berkeley Youth Alternatives should escalate its efforts to provide direct service to Black youths and their families, especially from South and West Berkeley.
- L. The program should increase the number of Black volunteers.
- M. Staff reassignments and changes should be minimized due to the critical need to establish continuity in contact with both community and agencies.

VIII METHODOLOGY

## VIII METHODOLOGY

In the final report, specific performance measures and data elements will be identified and described in detail by the evaluator. Berkeley Youth Alternatives will be requested to provide detailed information on client characteristics. Examples of the characteristics are as follows: (1) what services did the prospective client request and over what period of time? (2) in what geographical area does the client live? (3) were both parents in the home? (4) did the client have an arrest record? and (5) what was the client's specific problem, e.g., drug, runaway, peer/school, etc.? This information will help the evaluator identify the target group that BYA serves and will also provide information about the kind of services the client is seeking. The evaluator will collect most of this base data from the program's Intake Forms. Additionally, it was originally thought that the number of clients signing the release so as to be followed by a County representative would provide a large enough sample to get a valid picture of the program services as perceived by the client. However, since only 10% to 15% of the client intake is signing the release and, furthermore, the program claims that, of this number, the County has agreed to allow 10% to be interviewed, the number eligible will be too small.

Therefore, a questionnaire will be developed in addition to interviewing those who are eligible to be interviewed to be used in obtaining supplementary information on program activities. Questionnaire forms and schedules will be reviewed for input by the Executive Director and appropriate key staff before their administration.

The evaluator will interview Board members, compensated staff, volunteers (if part of a counseling program, the supervising instructor), the Executive Director, appropriate police and probation officers and County officials. These interviews will help the evaluator in identifying and developing a clear picture of the effectiveness of the program and how it can begin to interface with all components of the community in implementing a comprehensive and coordinated community-based Juvenile Delinquency Prevention Program.

In addition, the evaluator will continue to observe training sessions, staff and Board meetings, and the daily activities of the program.

The questionnaires and the client information data will be subjected to statistical analyses. The analysis plan will define the method used to process the information obtained through the data collection instrument.

Documentation will be provided for the processing of cases from intake to disposition and will include analysis of the decision-making points. The final evaluation plan will allow for quantitative and qualitative assessment of the program and program areas using both effort-related and performance-related measures.

APPENDIX I

BERKELEY YOUTH ALTERNATIVES  
CLIENT INTERVIEW (YOUTH)

Client # \_\_\_\_\_ Sex \_\_\_\_\_ Birthdate \_\_\_\_\_ Age \_\_\_\_\_

Ethnic Origin \_\_\_\_\_ Religion \_\_\_\_\_ Citizenship \_\_\_\_\_

Interviewer \_\_\_\_\_ Current Date \_\_\_\_\_

1. Where do you live? City \_\_\_\_\_ State \_\_\_\_\_

Who lives with you? Parents \_\_\_\_\_ Other \_\_\_\_\_

Is the marriage of your natural parents still together? \_\_\_\_\_ (If no, explain.)  
\_\_\_\_\_

Who has legal custody of you? \_\_\_\_\_

2. What is your father's occupation? \_\_\_\_\_

What is your mother's occupation? \_\_\_\_\_  
(If not reared by parents, also note relationship and occupation of "foster" or  
step parents.)

3. Number of siblings: Brothers \_\_\_\_\_ /step \_\_\_\_\_ Ages \_\_\_\_\_ /  
Sisters \_\_\_\_\_ /step \_\_\_\_\_ Ages \_\_\_\_\_ /

How many live at home? \_\_\_\_\_ Among these, what's your position by age? \_\_\_\_\_

4. Who referred you to us? \_\_\_\_\_

Are you here alone \_\_\_\_\_ or with others \_\_\_\_\_? Who? \_\_\_\_\_

5. Why are you here in Berkeley? \_\_\_\_\_

How long have you been here? \_\_\_\_\_

6. What is (was) the immediate crisis situation that (brought you here, caused  
you to get arrested, caused you to run away from home, etc.)?  
\_\_\_\_\_

Were you alone \_\_\_\_\_ or with others \_\_\_\_\_ when this happened? Who? \_\_\_\_\_

When did this happen? \_\_\_\_\_



Where have you been staying since this happened? \_\_\_\_\_

Have you ever (run away/been in trouble with police/probation/school/parents) before? If yes, explain:

\_\_\_\_\_

7. How do you feel about your parents?

\_\_\_\_\_

Do you feel that you have been a disappointment to either of your parents? \_\_\_\_\_

Who and why? \_\_\_\_\_

How do you feel about the rest of your immediate family? \_\_\_\_\_

\_\_\_\_\_

8. How do you feel about school? \_\_\_\_\_

\_\_\_\_\_

What grade are you in? \_\_\_\_\_

What kinds of grades do you get? \_\_\_\_\_

Have you ever been in trouble at school? \_\_\_\_\_ If yes, explain:

\_\_\_\_\_

9. How do you feel about your friends? \_\_\_\_\_

\_\_\_\_\_

10. Are you a ward of the court or on probation right now? \_\_\_\_\_ If yes, explain:

\_\_\_\_\_

If yes, how do you feel about your probation officer? \_\_\_\_\_

\_\_\_\_\_

Are you in any other legal difficulties right now? \_\_\_\_\_ If yes, explain:

\_\_\_\_\_

Have you ever been under the care of a psychiatrist? \_\_\_\_\_  
If yes, have you ever been in a mental institution? \_\_\_\_\_

Would any of these, or anything else, keep you from going home now?

\_\_\_\_\_

11. Do you have any important medical or health problems that need attention? \_\_\_\_\_

If yes, explain: \_\_\_\_\_

12. What are your plans for the coming year? \_\_\_\_\_

\_\_\_\_\_

13. What would you like to do with your future? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

14. What would you like to do about your immediate situation, and how can we help you?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

DISPOSITION

TRANSPORT TO BYA?

From \_\_\_\_\_ By \_\_\_\_\_

Date/Time \_\_\_\_\_ / \_\_\_\_\_

Telephone \_\_\_\_\_ mother \_\_\_\_\_  
Face-to contact with father other \_\_\_\_\_ (relationship) \_\_\_\_\_

Outcome: \_\_\_\_\_ Date/Time \_\_\_\_\_ / \_\_\_\_\_

Authorization for housing (if applicable) for \_\_\_\_\_ days  
Next parent contact (date/time) \_\_\_\_\_ / \_\_\_\_\_  
Release to \_\_\_\_\_ date/time \_\_\_\_\_ / \_\_\_\_\_

"Crisis" services provided:

housing \_\_\_\_\_ individual counsel \_\_\_\_\_ Other (specify): \_\_\_\_\_  
food \_\_\_\_\_ family session \_\_\_\_\_  
medical \_\_\_\_\_ legal counsel \_\_\_\_\_  
transportation \_\_\_\_\_

Referral services:

BYA counseling services:

individual \_\_\_\_\_  
family \_\_\_\_\_  
group \_\_\_\_\_

BYA legal advocacy:

to Family Crisis Unit \_\_\_\_\_  
to J. Probation as 600 \_\_\_\_\_  
to J. Probation as 601/602 \_\_\_\_\_  
to J. Court \_\_\_\_\_  
Probation Officer contacted \_\_\_\_\_  
remanded back into custody \_\_\_\_\_

BYA foster placement \_\_\_\_\_

Referrals to other agencies: (specify) \_\_\_\_\_

Final Outcome:

returned home \_\_\_\_\_  
other living arrangements \_\_\_\_\_  
Juvenile Hall \_\_\_\_\_  
street \_\_\_\_\_  
housing through BYA \_\_\_\_\_

(for worker's observations and additional work append pages)

BERKELEY YOUTH ALTERNATIVES  
CLIENT SERVICE DELIVERY RECORD

Date of initial contact \_\_\_\_\_ Services provided for month of \_\_\_\_\_

Name \_\_\_\_\_ Name \_\_\_\_\_ Name \_\_\_\_\_

Address \_\_\_\_\_ Address \_\_\_\_\_ Address \_\_\_\_\_

Phone(s) \_\_\_\_\_ Phone(s) \_\_\_\_\_ Phone(s) \_\_\_\_\_

Occupation(s) \_\_\_\_\_ Occupation(s) \_\_\_\_\_ Occupation(s) \_\_\_\_\_

Age \_\_\_\_\_ Age \_\_\_\_\_ Age \_\_\_\_\_

Nature of Problem  
Family Problem \_\_\_\_\_  
Personal Problem \_\_\_\_\_  
School Problem \_\_\_\_\_  
Legal Problem \_\_\_\_\_  
Other \_\_\_\_\_

Referral Source  
Self or Family \_\_\_\_\_  
S.W. Agency \_\_\_\_\_  
Police \_\_\_\_\_  
Other \_\_\_\_\_

BYA Intake Center/Crisis Services  
Counseling \_\_\_\_\_ hours  
Transportation \_\_\_\_\_ hours  
Housing \_\_\_\_\_ days  
Other \_\_\_\_\_

BYA Counseling Center Services  
Counseling \_\_\_\_\_ hours

BYA School Counseling Services  
Counseling \_\_\_\_\_ hours

BYA Foster Placement Services  
Housing \_\_\_\_\_ days  
Client counseling \_\_\_\_\_ hours  
Services to  
Foster Home Family \_\_\_\_\_ hours  
Other \_\_\_\_\_

BYA Juvenile Release Program  
\_\_\_\_\_ Hours of services

BYA Juvenile Court Advocacy  
\_\_\_\_\_ Hours of working with  
Police, Probation, Courts, etc.

Volunteer Training Program  
\_\_\_\_\_ Hours of training  
and consultation

I hereby authorize Berkeley Youth Alternatives to release the information contained on this sheet to the Alameda County Auditor's Office and/or to the BYA Program Evaluator in order to provide verification that these services have been rendered/provided by Berkeley Youth Alternatives.

SIGNED \_\_\_\_\_ DATE \_\_\_\_\_

APPENDIX II

BERKELEY YOUTH ALTERNATIVES  
ORGANIZATIONAL STRUCTURE

Chairman of the Board

Executive Committee (7 members)

Monthly Meeting

1. President
2. Vice President
3. Secretary
4. Treasurer
5. BRC Advisory Board Chairman (Ex-Officio)
6. Coffee Cellar Advisory Board Chairman (Ex-Officio)
7. Executive Director

BUSINESS BOARD (24 Members)  
Bi-Monthly Meeting

1. Chairman
2. President
3. Vice President
4. Secretary
5. Treasurer
6. Executive Director
7. Benefit Chairman
8. Church Funds Chairman
9. Community Funds Chairman
10. Foundation Funds Chairman
11. Government Funds Chairman
12. Legal Chairman
13. Personnel Chairman
14. Publicity Chairman
15. Chairman Program Board

PROGRAM BOARD (20 Members)  
Quarterly Meeting

1. Chairman Program Board
2. BRC Advisory Board Chairman
3. Coffee Cellar Advisory Board Chairman
4. Community Education Program Chairman
5. Community Relations Chairman
6. Counseling Program Chairman
7. Foster Homes Program Chairman
8. Foster Homes Consultant
9. Juvenile Justice Program Chairman
10. Pre-Runaway Program Chairman
11. Research Chairman
12. Summer Program Chairman
13. Executive Director
- 14.
- 15.

BOARD OF DIRECTORS (60 Members)  
Annual Meeting

APPENDIX III

BUSINESS BOARD

PRESIDENT

The Rev. Robert L. Shearer  
The Montgomery Street Center  
58 Sutter  
Suite 550, Holbrook Building  
San Francisco, California 94104  
Also member of Executive Committee

Ms. Dorothy Hamilton  
2245 Glen  
Berkeley, California 94709

Ms. Sandy Lawton  
3 Dos Encinas  
Orinda, California 94563

VICE PRESIDENT

Mr. William Samsel  
2437 Durant  
Berkeley, California 94704  
Also member of Executive Committee

Mr. John Malmquist  
731 Virginia Street  
Berkeley, California 94710

SECRETARY

Mr. Ed Clarke  
3057 Hillegass  
Berkeley, California 94705  
Also a member of Executive Committee  
and Black Sub Task Force Committee

The Rev. Earl Neil  
St. Augustine's Episcopal Church  
2426 West Street  
Oakland, California 94607

Mr. Tom Parker  
6430 Regent  
Oakland, California 94618

TREASURER

Francione Lewis  
2724 Inyo Avenue  
Oakland, California 94601  
Member Executive Committee and  
Black Sub Task Force Committee

Mr. Gerry Rendahl  
2815 Oak Knoll Terrace  
Berkeley, California 94705

Ms. Winifred Barber  
1001 Middlefield Road  
Berkeley, California 94708

Mr. Stanford Robinson  
2456 Hilgard Avenue, #603  
Berkeley, California 94709  
Member Black Sub Task Force Committee

Mr. Bruce Blumberg  
752 - 9th Avenue  
San Francisco, California 94118

The Rev. Julius Thomas  
2465 Le Conte Avenue  
Berkeley, California 94709  
Member Black Sub Task Force Committee

Ms. Trae Boxer  
6012 Contra Costa Road  
Oakland, California 94618  
Member Black Sub Task Force Committee

Mr. Larry Wells, Chairman  
4619 Escuela Court  
Richmond, California 94804  
Member Black Sub Task Force Committee

Mr. Doble Doyle  
74 Oak Ridge Road  
Berkeley, California 94705



**END**

7 11/25/1951