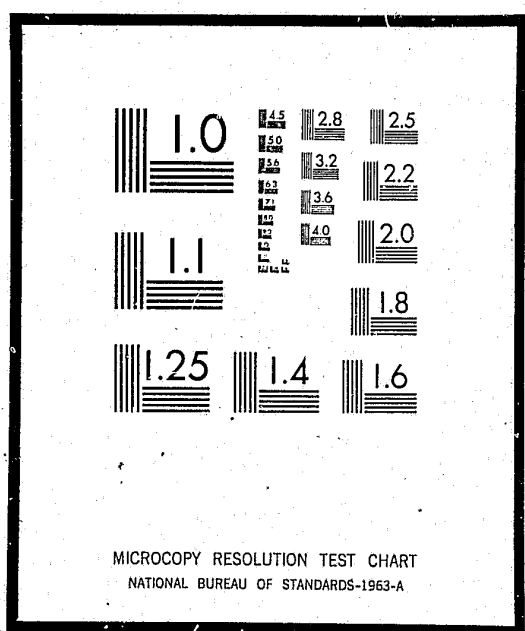


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Date filmed

12/22/75

26153 Evaluation

Philadelphia-YOUTH DEVELOPMENT Project

#PH-74-C-B1-5-25-B

SIX MONTHS EVALUATION REPORT
JULY - DECEMBER, 1974

December 31, 1974

Evaluator's Note:

As the evaluators of the program(s) under consideration, we feel that some preliminary comments are in order to place the evaluation in perspective, as we see it.

1. We have presented an evaluation which provides the best information available to us under some severe constraints, particularly time. Although one of our staff members continued to work with the program(s) from July 1, 1974, we did not receive the official designation as evaluators until September and October. This did not allow us to utilize our full staffing pattern until later in the evaluation period. We then utilized our staff to obtain the information we felt most necessary for the evaluation procedure. No evaluator can uncover every source of possible data and/or attitudes or opinions about the program; when there are substantial time delays the problem becomes even more exacerbated.

2. The focus of the evaluation, in light of the six month funding decision, was to assess the movement of the programs toward the improvement of the situation detailed in our evaluation report for 1973-74. It was to assess also the coordination of the program(s) with an umbrella agency, the Youth Services Commission. These program activities were to be supplemented by a variety of assistance to the programs. We, as evaluators, have found that the only base we could use for the evaluation were the project proposal, the efforts of the programs to coordinate since no overall plan was mandated, and the efforts of the projects to improve themselves, lacking the called for measures of assistance. This evaluation, consequently, has focussed upon

the movement of the projects to remedy the situations found last year and the outcomes of these efforts. This six months extension and the evaluation does not attempt to be a reflection of the final results of the efforts at remediation. Only further time in operation could provide a more definitive test of the program's complete efficiency and effectiveness.

INTRODUCTION

This project was funded for six months and the present action of the Philadelphia Regional Planning Council is to discontinue funds as of December 31, 1974. Our original discussions for reporting with the Governor's Justice Commission have been completely changed by events.

We wrote a brief Progress Report in early November. We then said that we would file an Interim Report with detailed information by the end of December. Since then we have been asked for a report that will provide as much specific detail as possible and a summary.

We will attempt to satisfy the needs of the Governor's Justice Commission for information, we are providing the summary, and we shall build this around the interim report outline. Appendices are attached which contain tables of various programmatic aspects as shown by the Safe Streets records and the results of interviews conducted with Safe Streets Staff.

Dr. Eugene Royster, Director,
Prof. James Syphers, Technical Director,
Prof. Harold Nichols, Researcher,
Prof. Travis Johnson, Researcher,
Ms. Doreen Epps, Student Researcher,
Ms. Dorothy Hagy, Secretary

A. Evaluation Progress

1. Evaluation Activities

In July we reviewed the Youth Development revised application and gave feed-back on how it met the recommendations of the previous evaluation. During the fall we received their application for continued funding for January - June, 1975.

We have reviewed the in-service staff training plans for the fall in terms of how they met the needs specified by the staff and the recommendations of the previous evaluation. We reviewed the record-keeping system and gave feed-back to the agency.

We have received records for July through October from the staffs in the four areas and the report of the sports coordination staff on the summer program. We met with the staff, the administration and supervisors to discuss, among other things, the record-keeping system.

We have interviewed all of the Youth Development staff, observed the area offices, talked with some of the youth involved and spoken with some community people. We have met with, and kept in regular contact with, the administration of the Youth Conservation Services programs. We have also met with the Commissioner and Deputy Commissioner of Welfare for the City of Philadelphia.

We have met with the Governor's Justice Commission staff and the Regional Director. We have been involved in many phone conversations about gang control programs for Philadelphia in what has been a difficult time for all parties involved.

2. Data Collection Progress and Problems

YCS records are kept in two parts: records in each of the four area offices, and records of sports and cultural programs kept in the downtown office. The records essentially show what was done and where. The record-keeping has been simplified over last year and a lot of duplicate and unnecessary forms are not used.

The records have been easily and regularly available. From time to time records were not ready when expected, but in general they have come close to the middle of the month. Copies of the original records come to us in raw form from the area workers.

The agency itself had good success in keeping and collecting records from all of the constituent parts. Some more detail is needed in the records of the sports programs. Summary compilations of the records are in the Appendices.

After an early analysis of the first three month's records, we met with the administration to discuss specific ways to bring all the records up to the overall general good standard. We discussed use of records within the agency as well as for the evaluation. With the turn of events that brought about the recommendation to close the project down at the end of the year and the end of this six months funding, we have not been able to see any results come from our concern to improve the record-keeping in sports.

The data that is kept by the agency is relevant to the programmatic operations as funded by their contract, and its collection is economical and efficient.

The interviewing of the staff and the observation of the program has been our main source of data, against which we have been able to check both what is in records and what others say about the program. We have spent most of our time under this evaluation contract in this effort. It has given us an up to date feel for what was going on in the program and forms the basis for our evaluation.

There is one other source of data that we have decided not to make much use of in this report, namely, the crime statistics kept by the Philadelphia Police Department. The information is easily available, once the reports are finished and released. Figure for the 4th quarter, October - December, are obviously not available at this writing. Figures for the 3rd quarter, July - September, were just recently released.

3. Implementing the Evaluation Plan

a. Level of Violent Gang Activity

As was mentioned under data collection, completed information from crime statistics are only available for last summer, July - September. There is one obvious fact that all readers of Philadelphia papers should know, namely, that the level of gang related deaths was down last summer. Overall this six-months, July - December, has been a good period with relatively less gang violence than was occurring a year ago.

It has been our feeling that three months is not an adequate base for making evaluative comments. In addition, it would take a breakdown of a

whole array of related pieces of information to try and find the cause for the drop in gang related deaths - an effort which would take a major investment of time and resources, and one which we were not able to make while we also observed the program, interviewed the staff, met with the agency and with others.

b. Level of Tension in Areas Served

Information on the level of tension is somewhat subjective, but is measurable by attitudes of workers, youth, and other community members. To some degree it is reflected in the media. With less gang related homicide, there has been less publicity about gangs.

c. Project Identification of Target Groups

Information on the youths who were in sports programs, other activities and who received services is not kept on their gang or non-gang status, but the staff was quite open in sharing their impressions of who they serve. The statement on coordination between Safe Streets and Youth Conservation Services clearly listed who was to work with whom in North and West Philadelphia. This latter document was drawn up during the summer and we received a copy of it in September, even before we were officially designated as the evaluator. A portion of it is in Appendix 5.

d. Services Provided to Youth

This information was readily accessible and available from agency records.

e. In-Service Training and Staff Development

We have reviewed the in-service training program and discussed it with staff who have participated. Because of last year's generally good record-keeping and this year's very good record-keeping, we have been able to assess staff development along with program development.

f. Links with Other Programs

We have focused here on two points which have been crucial for this program as we saw it, both in terms of their effectiveness in making progress toward satisfying our recommendations last year and because they were stipulations laid down by the refunding process. The first was the matter of cooperation and coordination with Safe Streets and the second was the matter of fitting into an overall comprehensive plan that was to have been developed for Philadelphia.

It was the Philadelphia Regional Planning Council that required the coordination with Safe Streets to be effected by September. We had the full cooperation of both Safe Streets and YCS in gaining information on this.

It was the Governor's Justice Commission in Harrisburg that required YCS and some other LEAA funded projects in Philadelphia to fit into a comprehensive plan by the time that the question of funding for January - June was to come back to them. With this aspect we had some difficulty, both in getting information and some additional difficulty with the usefulness of the information as a basis for evaluating this program or any program. It seems appropriate to comment here on those difficulties.

To begin with, we were appointed to serve on one of two committees appointed by the Juvenile Task Force of the Philadelphia Regional Planning Council. These committees were the Modifications and Comprehensive Plan committees. We waited for meeting notices and began inquiring and found out that the committees had not met and were not meeting. The agencies, Safe Streets and YCS, went ahead and worked on their own on modifications and coordination, and the comprehensive plan was left to the Youth Services Commission.

We sought to find out the status of the comprehensive plan and usually found out information about the inner problems and development of the Youth Services Commission. As of our writing of the Progress Report in November, there was no plan and no plan for a plan that we could find. We recommended that the Governor's Justice Commission set up a timetable and plan for developing the comprehensive plan with all involved parties being aware of the timetable.

Since that time, at the second November meeting of the Regional Planning Council, we heard the Youth Services Commission Director and Chairman both ask for more time to develop the plan. Thus throughout this whole six months period there has been no plan that could be used as a basis for evaluating this program.

We have been left in the position of evaluating the program on the basis of its observed cooperation with other agencies and on the basis of the

statement of cooperation with Safe Streets. As much as some other basis may have been desired, no other basis for evaluating program linkage and cooperation has been developed. We agree that the responsibility for this plan belongs in a city-wide vehicle like the Youth Services Commission. But ultimately, the responsibility lies with the funding sources who will put money into what comes under the plan. We do not see that the funded components are in any way responsible for the presence or absence of such a plan unless it is a contractual obligation for one or more funded components to develop the plan.

YCS has awaited the plan; they have been as much in the dark about its absence as anyone else. While a program can and should be held accountable for cooperation with other related programs, they are not accountable for the larger plans of the funding source. We do not fault YCS for the absence of a plan; the responsibility for that lies within the planning and funding spheres of LEAA, not in the service delivery sphere.

g. Two YCS Contracts or One?

The effects of having two contracts for gang control within the same agency have concerned us since we are now evaluating both contracts for the second year. Information on the effects this has within the agency has been easy to get. It is not as clear why the practice of two contracts continued as long as it did at the funding level. However, enough information has been available for us to make a recommendation.

4. Evaluation Benefits to the Project

The presence of an evaluator, given the past evaluations, has helped YCS to full and sharply face up to their problems of image and operation. There has been during this six months a sense that things were going to get straightened out and that, while some things may have been wrong, everything was not wrong and they would show the evaluators and the funding source that many things were right. In short, our presence has been a spur toward both needed change and putting their best foot forward.

Our technical assistance, given as feedback on agency operations, has helped the agency, not only in our view, but we believe, in the agency's own view. We have already mentioned our assistance on the proposal itself, and on record-keeping. The most important outgrowth of our feedback on their proposal has been in limiting the scope of their plans, in making both fewer and more specific programmatic emphases. Their activities have gotten more specific, more concrete and action oriented. The volume of the activities has increased. We say this because the actual recorded activities have increased as shown in their records and from our observations of activities.

The presence of past evaluations and strong action by the funding source has brought about both a coordination plan between Safe Streets and YCS and actual implementation of that plan. In a time when both agencies have less staff, this plan and the fact that they would be evaluated on carrying it out, has brought about the development of a working relationship between the two agencies both downtown and in the field. The benefits of such cooperation

are obvious for the community, but we want to highlight here the benefits for YCS.

We said in last year's evaluation that YCS had larger areas for each worker; this year there are even fewer workers. The coordination plan assigned primary responsibility for specific gang work listing certain gangs for Safe Streets and certain gangs for YCS for North and West Philadelphia. This has centered down the focus onto specific gangs and joins with the narrowing of program components to help develop a specific and more manageable job for YCS workers. We feel that this did affect their attitudes, their morale, and their general functioning level in a positive way.

Not only was the job more specific, when there was trouble anyone could call for help from everyone else. The inter-agency conference and the crisis team approach has brought street workers to where they seem to feel a little less alone and a bit more on top of what is going on. Some of this is intangible and some of it shows in the responses of the staff in our interviewing. It is our feeling that the evaluation process has helped in this change.

Out of all the specifics and behind other program aspects lies staff morale. Many things contribute to this, but some elements that have improved morale, even in the face of the possible cut off of money, seem to have come out of the evaluation process. Clearer record-keeping and communication within the agency, and good in-service training sessions have both helped to improve staff morale. Regular staff meetings and a supervisor

in each of the four areas have also helped. Our efforts here, we feel, have played a part and we are certain that better morale helps any agency.

B. Project Progress

1. Project Activities

The project was officially refunded for six months on July 1, 1974. The refunding contained an approximate 24% budget reduction. Thus in July, several staff had to be terminated because they were no longer in the budget. Then the assignment of staff had to be redone to cover the areas with fewer workers.

Recreational and summer sports programs were operated. Three staff were assigned to manage these programs out of downtown for the whole city. Cultural programs and interagency meetings and some crisis team responses continued.

The director of community services worked with Safe Streets and the City of Philadelphia Managing Director's Office to develop and put into operation a plan for cooperation and coordination.

Set up and carried through in-service training program. Continued relatively normal operations during the fall.

The program received new administrative direction in September. The position of Coordinator of Youth Conservation Services was established. The new Coordinator was Mr. Frank Graham, who supervises the Director of Community Services (the Youth Development Director) and reports to Deputy Commissioner Ganiszewski.

2. Project Problems

Programmatic changes, staff reduction and changes, and administrative concentration on straightening out administrative matters of coordination, evaluations, reporting, etc., have all contributed to some continued expression on the part of the workers concerning their changed role from being specific program workers to area workers and resource persons. Some Youth Development workers have kept a concentration in specific programs for specific groups, but they have had to spread further, taking in more groups rather than working with one or two.

The major programmatic problem for the agency has been the management and coverage of the areas with less staff. Despite some continued preference for the old way, the present staff is quite involved in the new roles and expectations of their jobs. Some workers still feel that they are not well equipped to deal with the community involvement and organization that has become a part of their job. But the real died-in-the-wool program people have left and those who were really inept at community organization are also gone.

The final project problem that we want to comment on briefly is about what we have seen happen as a result of a prolonged state of uncertainty. It has had a wearing and tiring effect on those in the program. A once a year panic is wearing enough, but three and six month deadlines provides even more pressure. The staff is spread thin and doing a fairly good job, but the loss of co-workers and constant fear of job loss does wear on a worker, ever

a dedicated good worker.

3. Project Results

The main program components were (a) educational and cultural activities; (b) recreation and sports; (c) gang council; (d) social service referrals, and (e) crisis reduction. We shall discuss results by components and then in (f) overall terms.

(a) Educational and Cultural Activities

These activities are seen especially in Appendix 3, but some activities, those done with a specific neighborhood group, are a part of the overall statistics in Appendix 1. It is clear from the record and from discussions with staff that this component is much better organized. Tickets are distributed across the agency and on a fairly equitable basis. There are still some transportation and last minute problems, but the program is operational, workers do have access to it, they can plan for some events, and it responds more to the interests of youth than last year.

The number of events and the overall attendance are well above the performance of last year, just in these six months. There is some variety of activities and some events are arranged for specific groups on request.

In addition, the classes in photography, sewing, grooming, etc., have been going on in specific areas of the city for particular groups of youth.

This component has vastly improved over last year in every way, including the records of participation.

(b) Recreation and Sports

These activities are seen especially in Appendix 4, but also in Appendices 1 and 3. The small group recreational program of the regular staff has not changed much and is a tool for certain workers with particular groups. But the sports program has changed and expanded. It has been given staff direction and has grown in volume and in the number of sports offered. Last summer seven sports were used with teams for each. Over 2,000 participants were in these teams.

Youth Conservation Services has raised the question of why they are doing this rather than the Department of Recreation, in their refunding proposal. It is an important question. They suggest that the traditional recreation agency does not reach gang youth. This has long been true. An even more important point in their records has to do with the ages participating in these sports. They are not for little kids; they are for middle and older teens.

The relative absence of incidents surrounding this component is also of importance. It corresponds to the general reduction in violence among gang youth, but the level goes beyond the norm. It is truly amazing that this many youth, of these ages, from this background, with so few staff, could engage in competitive sports without major incidents. The program, the community people who have helped, and the youth themselves are to be commended.

(c) Gang Council

The Southwest gang council was formed after several meetings. Its formation included help from several agencies who have workers in that area. Last spring's outbreak of violence there has quieted down. Records are not available to indicate if any real on going function can be given to such a gang council. It has helped to keep the peace after a crisis and, like most such councils, will probably pass as the immediate need for crisis intervention has passed. The use of this technique is, however, to be commended. If meaningful tasks and functions became a part of the gang council's real purpose and they became an integral part of the council, then YCS and all other cooperating agencies should have scored a long range success. (Such long range miracles are not expected.) None-the-less, the short range effect is important.

(d) Social Service Referrals.

Appendix 2 applies to this component. It is clear that more referrals are being made than were made last year. It is also clear that the referral record form is in itself an encouragement to make referrals. The average number is 32 per month.

The variety of referrals is shown along with information that is solicited on the acceptance of the referral. Follow ups have also begun to happen, after the in-service training program began, with material included on this area.

There is a sound foundation for a viable social service referral program, but it still needs to be expanded. There continues to be expressions from the staff about the lack of responsiveness of some agencies and the difficulties in making effective referrals and getting feedback about them.

(e) Crisis Reduction

Included here are the crisis teams, the gang Hotline and the HUB concept. YCS has made real efforts to have a means for responding to crises, both to take care of the crisis and to have staff know that they are not really alone. The back up of information on and from the Hotline, the help of other workers from within and outside the agency, and coverage availability from J. A. D. and neighborhood citizens have all gone into this effort.

Together they have brought more of a sense of stability to the workers, and an apparent reduction in the level of tension in the community. This reduction in tension can be felt and is expressed by workers, youth, and other community members. No one says that peace has come, but the level of fear and tension is down. This correlates with the reduction in the level of violence.

YCS reports and the proposal itself carry illustrations of these techniques, where they were used, etc., but the overall atmosphere of lower tension says more to us than any number of illustrative examples. This somewhat-peace is a fragile thing, no one trusts it, but most are glad it is present, and an effective response to a crisis helps to keep it somewhat intact.

(f) Overall Program Developments

There are several points we want to discuss here: (1) administration; (2) service to gang youth; (3) coordination; (4) level of violence, and (5) community contacts.

(1) The administration of the program has been tightened and greatly improved. An improved record-keeping system is in operation. Information was easier to get by our staff and seemed more accessible to the agency's staff.

Changes in administrative leadership have strengthened the ties between the central office and the area offices. Communication flows fairly freely and staff morale has been good.

The major administrative problem was to fill the supervisory positions and that has been done. The termination of some workers for funding reasons did not cause a major disruption within the program and all in all the agency may have come out ahead. They are to be commended for their good judgment in who they kept and who was released.

From our vantage point, most of the dead wood was removed, workers who had not done very much and who had poor attitudes are generally no longer there and those who were doing the most and were ready to make necessary adjustments remained. This process has helped the general level of staff attitudes in recognizing that the agency did know about and appreciate good work.

(2) This program has come to be focused upon youth in general, rather than just on gang youth. The contact with community groups, in the role of resource persons, has helped to move things in this direction. Community people are concerned about the youth in their area, all youth, not just gang youth.

This breakdown of tight and rigid service to gang youth, however, seems to be a part of the less hostile, more comfortable atmosphere in general. While specific efforts may need to be, and are, directed toward gang youth, it seems good that youth without gang affiliations are in the sports programs and mingle in. This mobility of youths need to be encouraged and supported.

(3) Coordination with other agencies, especially Safe Streets, is vastly improved. Some comment was made at the Juvenile Task Force meeting about how it took the real threat of no funds to get a coordination plan. In our judgment this is its nature of coordination, either it is mandatory and really required, or it does not happen. Agencies, workers and people in general are too individualistic to voluntarily take on coordination. When money and other funding matters, prestige, etc., are at stake, as they have been in gang control, then it is entirely unrealistic to expect coordination by any other means than by mandated requirement as a real basis for evaluation and refunding.

The statement on coordination with Safe Streets has already been referred to. The use of the interagency conference, and the community and interagency crisis teams are all a part of a coordinated effort. In addition,

the coordination with J. A. D. has been spelled out and there is a closer relationship than was present last year.

(4) As we have already said, the overall level of the severest form of gang violence, homicide, has gone down. There are probably many factors involved in this, but one of them, and we feel an important one, has been the efforts of the interagency conference and the crisis teams. Joint efforts that bring more to the situation than any one part had to offer really does magnify the effect and strengthen all of the efforts in their work to reduce gang violence and make things better for youth.

(5) The general level of worker contacts with both youth, parents and other community people has increased. The workers as a whole are more active and more involved. The support of community contact people helps the workers to get on with their jobs. The agencies' role in relating to community groups who were trying for, and some of whom received, city council funds for youth project has helped to increase these contacts. The clear support of and believe in genuine grass roots organizations has also helped. The agency has come a long way toward seeing clearly that they can not get very much done alone, but that a lot can be done with the community involved.

Both the records in Appendix 1 and our observations confirm a marked improvement in community contacts. For this period, the record and the results which can be seen on the surface go together to call to our attention that this program has come a long way.

4. Recommendations

In our progress reports we recommended refunding for the next six months, the establishment of a timetable for developing a comprehensive plan, and a closer monitoring for gang control programs. Since the Regional Planning Council recommended not refunding, we have received a copy of Dr. Hankinson's (Executive Director, Youth Services Commission) letter to Judge Chalfin (Philadelphia Regional Planning Council) dated December 3, 1974. It recommends continuing to fund the program until it is shown how it will "'fit' into the city-wide organizational scheme." We continue to also recommend continuance until the comprehensive plan is ready.

1. We continue to recommend that the program has merited an additional six months funding based on the record of the last six months.
2. We recommend that if continued, mentioned weaknesses and points where further development is needed be so developed.
3. We continue to recommend that a timetable be set up for developing the comprehensive plan.
4. We recommend that all gang control programs be stringently required to develop and carry out a coordination plan and that if funded, the plan drawn up by YCS and Safe Streets be attached to their contracts.
5. We continue to feel that more monitoring and technical assistance are needed by gang control programs and recommend that this be built into the comprehensive plan.

6. We recommend that if refunded, the two contracts for YCS be consolidated into one. This will reduce reporting, duplicating and servicing costs and liberate more time and money to implement programs for youth. The programs are one, as our two nearly identical reports should clearly indicate.

7. We finally recommend that no funding actions be taken to change the modest amount of gang control programs in Philadelphia until the comprehensive plan is ready.

SUMMARY

We have worked with the Youth Development Program in reviewing their revised application, their in-service training plans, and their record-keeping system. We have particularly helped them with technical assistance on their record-keeping.

We have found a different and more open administration. We have found this administration to be tighter and more effective. We have found the program and personnel to be generally doing a good job. We have found the Social Service component still needing to be strengthened.

We have found improved record-keeping, a high volume of recreational and sports activity, and a low level of incidents. Staff morale was strong and communications flowed well within the agency.

We found a well worked out coordination plan with Safe Streets. We found some continuing need for focusing on limited specific programs and target groups. We found the present focus to be more specific and better organized than last year and to have benefited the program in its output and its inner functioning.

We have found little progress on a comprehensive plan by which this program could be judged. We interviewed all of the staff on their thoughts about a comprehensive plan. Their responses and other data are in the Appendices.

RECOMMENDATIONS

We have recommended that no funding actions be taken to change the modest amount of gang control programs in Philadelphia until a comprehensive

plan is ready.

We have recommended that a timetable be set up for developing this plan.

We have recommended that this program and other gang control programs continue to be strengthened, including the systematized development of program monitoring and technical assistance.

We have recognized the original reason for two contracts from the Governor's Justice Commission to Youth Conservation Services and do not feel that those reasons apply and have recommended one joint contract to reduce duplication and to get on with more things for gang youth.

Appendix 1

Weekly Statistics

Youth Development

Weeks	Neigh. Meetings	Individual Youth Contacts	Neighborhood Adult Contacts
7/1	15	382	89
7/9	21	388	82
7/15	13	467	106
7/22	14	296	67
7/29	15	439	98
8/5	34	873	163
8/12	19	668	65
8/19	22	688	181
8/26	41	525	124
9/2	30	920	288
9/9	29	904	270
9/16	32	1028	164
9/23	46	824	261
9/30	48	821	360
10/7	48	918	542
10/14	43	1533	619
10/21	45	1481	337
10/28	30	980	942
Average	30	747	264

Appendix 2

July	Monthly Referral Report		Youth Development
	No. Referrals	No. Not Accepted	Follow-up Contact
Individual Youth Services	12		
Personal Services	2		
Neighborhood Youth Corps.	6	1	
O. I. C.			
Penn. State Employment	9		
Others			
All Sports Club/Cinos	1		
P. H. A. Social Services	2		
PARC	1		
Summer Employment	9	4	
Consolidated Linen Supply	2		
YCS - Employment	1	1	
YCS - Sports Program	7		
Temple University Personell	1		
Health Center	1		
R. W. Brown Boys Club	1		
Total	<u>55</u>	<u>6</u>	

August

Monthly Referral Report

Youth Development

August	Monthly Referral Report		Youth Development
	No. Referrals	No. Not Accepted	Follow-up Contact
Individual Youth Services	5	1	
Personal Services			
Neighborhood Youth Corps.	1		
O. I. C.			
Penn. State Employment	3		
Others			
Associated Business Co.	1		
YCS - Employment	1		
St. Peters Drama Class (Fall)	1		
Zenith Corp.	1		
Vocational Training	1		
Community College	1		
City of Phila. (Employment)	2		
R. W. Brown Boys Club	2		
Total	<u>19</u>	<u>1</u>	

September	Monthly Referral Report		Youth Development
	No. Referrals	No. Not Accepted	Follow-up Contact
Individual Youth Services	6		
Personal Services	3		2
Neighborhood Youth Corps.			
O. I. C.	2		
Penn. State Employment	4		
Others			
Ginos	1		
YCS Employment	1		1
Air Force	1		
City of Phila. Employment	1		
Total	<u>19</u>		<u>3</u>

October	Monthly Referral Report		Youth Development
	No. Referrals	No. Not Accepted	Follow-up Contact
Individual Youth Services	7	1	3
Personal Services	2		
Neighborhood Youth Corps.	3		1
O. I. C.	2		
Penn. State Employment	5		1
Others			
Strawbridge and Clothiers (Employment)	2		2
North Central MH/NR Center	1		1
PAAC	3	3	
Weight Watchers	1		
Veterans Administration	2		
Community Services - Photographic Classes	3		
Crown Laundry	1	1	
Sarah Allen Nursing Home	2		
Walnut St. West Library (GED Preparation)		1	
Total	<u>35</u>	<u>5</u>	<u>8</u>

Appendix 3

Tickets for Athletic and Cultural Events

7/6	Phillies Game	420
7/8	Phillies Game	75
7/20	Roller Game	50
7/29	Phillies Game	420
8/2	Phillies Game	75
8/13	Phillies Game	420
8/19	Boxing-Spectrum	100
8/22	Lacrosse Game	60
9/10	Boxing-Spectrum	100
9/13	Phillies Game	75
10/9	Boxing-Spectrum	100

Bus Excursions

7/9	Kelly Pool	50
7/12	Forresdale Hatchery	50
7/17	Great Adventure	50
	Ghost Town	50
	Hershey Park	50
	Crystal Cave	50
7/21	Hershey Park	50
7/23	Great Adventure	50
	Ghost Town	50
	Hershey Park	50
	Crystal Cave	50
7/29	Kelly Pool	30
7/31	Wildwood	50
8/5	Kelly Pool	50
8/19	Kelly Pool	50

Appendix 4

Summer Sports Program

Boys and Girls track- 10-17- 12 teams	360 Youth
Boys Baseball- 14-16- 33 teams	495 Youth
Girls Softball- 13-17- 8 teams	120 Youth
Boys Touch Football- 14-18- 20 teams	300 Youth
Boys and Girls Basketball- 14-18- 48 teams	720 Youth
Boys and Girls Bowling- 12-15- 20 teams	100 Youth
Boys Weight Lifting- 16-18- 20 teams	100 Youth
	2195

Appendix 5

(Taken from "Statement of Coordination" 9/74)

The following juvenile gangs in West Philadelphia will come under the supervision of Youth Conservation Services

Mongo Nation - 58th and Greenway Ave.
Zip 57th & Williams Ave.
Market Street- 36th & Market
Mantua
Empires
34th and Wallace Sts.
Barbary Coast
39th and Aspen Sts.
39th & Poplar Sts.

The following Juvenile gangs in West Philadelphia will come under the supervision of Safe Streets, Inc.

58th and Osage Ave.
Cedar Avenue
50th and Woodland Ave.
Moons

Appendix 5 (Continued)

The following juvenile gangs in North Central Philadelphia will come under the supervision of Youth Conservation Services;

West of Broad Street

21st and Norris Sts.
16th and Seybert Sts.
29th and Diamond Sts.
26th and York Sts.
16th and Wallace Sts.

15th and Oxford Sts.
19th and Harlan Sts.
30th and Norris Sts.
Morrocco

East of Broad Street

Zulu Nation

Marshall and York Sts.

The following juvenile gangs in North Central Philadelphia will come under the supervision of Safe Streets, Inc.

West of Broad Street

21st and Montgomery Ave.
24th and Redner Sts.
DeMarcos
26th and Poplar Sts.

19th and Montgomery Ave.
24th and Berks Sts.
28th and Oxford Sts.
L Ts

East of Broad Street

12th and Poplar Sts.

12th and Oxford Sts.

Appendix 6

Youth Development

1. Better communications and planning	2
More coordination with other programs	6
Over all agency like YCS	1
More face/face contact of worker with gang	1
Coordination of referral services	2
2. Same	4
Improve police and court contacts	1
Worker to give more contact to youth	4
Get more help from other agencies	2
3. Better coordination with other agencies	2
Politics	1
Guidelines too restrictive	3
Jealousy, self interest of groups	4
4. More inter-agency and group meetings	5
Better public understanding of programs	3
Pooling of resources among groups	2
5. Better understanding of roles of programs	1
Able to make decisions at meetings	3
Action on referrals	1
Grievance procedures	2
6. Okay	6
Need to see value of reports	1
Somewhat (yes/no)	2
7. Better record keeping	2
Eliminate duplication of forms	3
Equipment	1
Give preference to programs in filling jobs	1
8. DK/NA	3
Enforce record keeping	1
Need more money and services	1
9. Change hours	1
More funds	1
Centralize services to workers	1
Better relations with police	1
Return to one or one work	1
Unite with other groups	1
10. Better planning of programs and activities	6
Staff development	1
Give workers more voice in planning	2
11. More direct services to youth	4
More workers	2
More staff training	1

APPENDIX 7.

RESPONSES TO INTERVIEW QUESTIONNAIRE

N = 18

1. What type of coordination do you feel would be most beneficial in servicing the youth of the city?	
Assigned Responsibilities (4)	Agreement on Goals (2)
Better Communication (2)	More Agency Involvement (3)
Special Programs (3)	Coordination Won't Work (4)
2. In considering the coordination, would you like your job to entail in the coordinated system?	
Work with Youth & Parents (5)	
More Training and Upward Mobility (4)	
Same (4)	
Individualized Services and Direct Referrals (3)	
Administration (2)	
3. What roadblocks, if any, do you see that will hinder developing a coordinated plan? How could they be remedied?	
Politics (5)	Criminal Justice System (1)
Morality (3)	Funds (3)
Staff Interest (3)	Policy and Funding System (3)
Comments on remedies were largely a matter of philosophy and approach such as one suggested for politics: "Have human rather than political efforts."	
4. What type of inter-agency input and feedback do you feel would be necessary in the coordinated system?	
Shared Records and Open Communications (7)	
Use Uniqueness of Each Program (2)	
Closer Community - Worker Ties (3)	
Weekly or Bi-Monthly Meetings (3)	
No answer (3)	
5. What alterations, if any, do you feel that your present communication system would need in an overall coordinated system within the agency and on an inter-agency basis?	
Communication Center (3)	Job Focused Communications (4)
Interagency Staff Meetings (2)	System Needs More Honesty (4)
Good Now (2)	No Answer (3)

6. Looking at record-keeping as a picture of what you are doing, does the present system of record-keeping reflect the work in which you are actually engaged?

Yes (13) No (5)

7. What areas of the system do you feel need changing?

Record-keeping (6) None, if Record are Kept (6)
24 Hour Job (1) In-Service Training (1)
No Answer (4)

8. What suggestions can you offer to the restructuring of the system that will emphasize the value of your job?

Better Records (5)
More Counselors or Street Workers (2)
More Clerical Help (2)
None - good now (6)
No answer (3)

9. In what directions would you like to see your present program move for more effectiveness?

More money for Staff, Equipment, Space (6)
Community and Parental Involvement (2)
Serve Whole Youth and Whole City (4)
Staff Training (2)
Job Development (2)
Effective Now (2)

10. Considering your experience with the program, what aspects need to be looked into when speaking of developing a new comprehensive plan?

Space and Equipment (4)
Team Package for Whole Youth (2)
Better Staff, Agency Relations, Training Programs and Longer Funding (5)
Community Involvement (2)
Legitimate Plan, Based on Prior Experience (2)
No Answer (3)

11. What aspects of your job do you feel should be given more attention in the new direction?

More Skill and Training (3)
Transportation, Space and Privacy (3)
Tighter Management Systems (3)
Time for Community Work (5)
More Programs, Job Development, and Regular Funds (3)
No Answer (1)

END