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**AN ASSESSMENT OF
THE OKLAHOMA COUNTY
NEIGHBORHOOD PROJECT**

**A JOINT PROJECT OF THE
Oklahoma County Juvenile Bureau
and
Youth Services for Oklahoma County, Inc.**

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NATIONAL CENTER FOR YOUTH DEVELOPMENT

NATIONAL COUNCIL ON CRIME AND DELINQUENCY • 1976

AN ASSESSMENT OF
THE OKLAHOMA COUNTY NEIGHBORHOOD PROJECT

a joint project of the
Oklahoma County Juvenile Bureau
and
Youth Services for Oklahoma County, Inc.

by
Linda Hindman
and
Bernard Bennett



National Center for Youth Development
National Council on Crime and Delinquency
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FEBRUARY 1976



NATIONAL CENTER FOR YOUTH DEVELOPMENT
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February 6, 1976

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Oklahoma County Juvenile Bureau
321 Park Avenue
Oklahoma City, Oklahoma 73102

Mr. Douglas M. Gibson, Executive Director
Youth Services for Oklahoma County, Inc.
830 N.W. 10th
Oklahoma City, Oklahoma 73106

Mr. Michael S. Harris
Supervisor of Probation Services
Oklahoma County Juvenile Bureau
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Oklahoma City, Oklahoma 73102

Dear Mr. Stanfill, Mr. Gibson, and Mr. Harris:

The National Center for Youth Development is pleased to submit to you the attached report of the findings of our assessment of the Neighborhood Office Project jointly operated by your agencies.

Ms. Linda Hindman and I wish to express our appreciation for the kindness and cooperation shown us during our visit to Oklahoma City. It is our sincere hope that this report will prove useful and beneficial to you in the future development of the project, whose progress we shall follow with interest.

If we may be of further assistance, please do not hesitate to call upon us.

Sincerely,

Bernard Bennett
Associate Director
Technical Assistance and
Information Services

CONTENTS

INTRODUCTION: THE PROJECT'S CONCEPT AND OBJECTIVES	1
FINDINGS AND RECOMMENDATIONS	7
Project Organization and Personnel	7
Concrete Accomplishments	11
The Neighborhood Office Concept	13
Implementation of the Joint Office Concept	15
Staff Meetings	21
Probation Services in the Neighborhood Offices	23
Youth Services in the Neighborhood Offices	26
Relationships with Schools and Ancillary Agencies	30
Physical Facilities	33
Conclusion	36
APPENDIX A. LIST OF PERSONS INTERVIEWED DURING SITE VISITS, JANUARY 12 AND 13, 1976	37
APPENDIX B. A COMPARISON OF COMMUNITY DEVELOPMENT AND REMEDIATION AS APPROACHES TO PROBLEM SOLVING	40

INTRODUCTION:
THE PROJECT'S CONCEPT AND OBJECTIVES

This document reports the findings of an assessment of the first year's operation of the Neighborhood Office Project, a joint project of the Oklahoma County Juvenile Bureau and Youth Services for Oklahoma County, Inc. (YSOC). It was funded by a grant from the Oklahoma Crime Commission. With an intention to deal more effectively with the problems of delinquency and delinquency prevention in closer proximity to the community, the project consists of the opening of two neighborhood offices in the two areas of Oklahoma County having the highest incidence of delinquency.

Each office houses the probation counselors carrying its area's regular juvenile probation caseload (the Juvenile Bureau's component of the program); each also houses a counselor employed by YSOC (the county's youth service bureau) who works with preadjudication, beyond-control youth, CINS, and others diverted from the formal juvenile justice system. The two affected neighborhoods are the northeast quadrant of the county, north of Reno and east of Santa Fe, with the office located at 1242 N.E. 34th; and the northwest quadrant of the county, north of Reno and west of Santa Fe, with the office located at 4334 Northwest Expressway. According to a survey utilizing 1973 juvenile court data, 30 percent of the referrals came from the northeast quadrant and 31 percent of the referrals came from the northwest quadrant.

The idea for the project developed from conversations between the Juvenile Bureau and Youth Services staff in the spring of 1974 concerning ways the court and YSOC could work more closely together and provide their services more directly to the community. Also

of concern was the possibility of providing YSOC-type services to the families and siblings of youth who were on formal probation to the juvenile court. The increased availability of services as well as the reduced expenses that would result from combining resources were seen as very attractive and desirable, and led to the development of an application for funding from the Oklahoma Crime Commission (OCC) under two separate subgrant categories. The project was finally funded and operational in January 1975.

The Juvenile Bureau's portion of the project is funded under OCC's program for "innovative approaches to juvenile court services," which has as two of its objectives: "to reduce the penetration of juveniles into the juvenile justice process" and "to continue to develop juvenile court intake and probation services as an alternative to incarceration of adjudicated delinquents." The YSOC portion of the project is funded under OCC's program for "community based prevention programs," which has as one of its objectives: "to continue four and develop two additional demonstration projects focusing upon minority problems, areas of rapid economic and population change, or unusually high delinquency rates and urban-rural differences."

The problem that the Neighborhood Office Project was designed to approach may be summarized as follows:

- (1) The two affected neighborhoods account for more than 60 percent of the delinquency referrals to the court, but high caseloads and inadequate probation staff prevented more attention being paid to them.
- (2) Preventive services were unavailable for youth in these neighborhoods likely to commit offenses in the future.

The project hoped to deal with this problem by allowing for intensive supervision of probationers in the area and by making YSOC services available to the families of probationers. Specifically, the grant

application responded in this manner to the question of what the project hoped to do about the problem:

Several specific steps are anticipated to alleviate the previously mentioned situation. The first of these is the location of two neighborhood offices situated in the areas of highest density of referrals. This will allow the Juvenile Bureau and Youth Services of Oklahoma County, Inc. to take their services to areas of greatest need. This presents a multi-service approach in dealing with the problems of these two areas. It will include intensive supervision of those juveniles being placed on probation from the particular area, and intensive family counseling with the parents and other siblings in the home. Also, attached to this program will be a Youth Services Counselor for pre-delinquent referrals either to the central office or to the neighborhood office which is anticipated being placed in each of the two identified areas. Some anticipated desirable side effects of this project will be, that by total family involvement, the rate of future delinquent acts will be decreased. By working more intensively with children on probation, and with increased knowledge of services offered by agencies in the area, greater diversion of children can occur because of gaining needed services from agencies outside of the Juvenile Justice System. Also, the existence of the neighborhood offices can afford the opportunity and location for other similar service agency's involvement.

Project objectives fall into three basic types: ultimate objectives, intermediate objectives, and immediate objectives. The ultimate objectives underlie the project concept and describe the effects the project was designed to achieve. They include: (1) to decrease the rate of future delinquent acts; and (2) to increase diversion of juveniles out of the juvenile justice system.

The intermediate objectives reflect the processes by which the project was to achieve the ultimate objectives. They include:

- (1) to provide intensive supervision of juvenile probationers;
- (2) to provide intensive counseling with the probationers' parents and siblings;

- (3) to provide counseling services to predelinquent referrals;
- (4) to refer to local resources juveniles in need of long-term counseling or treatment;
- (5) to provide initial volunteer orientation/training;
- (6) to provide ongoing volunteer training during project involvement;
- (7) to do complete analysis of first half of project;
- (8) to hold weekly staff meetings;
- (9) to hold weekly group meetings with professional consultant present;
- (10) to identify all local resources for potential referral, and record services available and the qualifying criteria; and
- (11) to reduce probationers' and predelinquents' transportation problems for obtaining services.

Immediate objectives include those referring to the establishment, implementation, and maintenance of the project, such as hiring the staff, purchasing equipment, renting offices, etc.

Monitoring and "evaluation" of the project has been conducted both internally and externally. First, the OCC and the project administration conducted normal monitoring and audit functions in the form of quarterly evaluation reports. Second, the Association of Central Oklahoma Governments (ACOG) conducted an "evaluation" of the project which consisted of formal review and data collection based on the project objectives. Their findings were available to us in draft form, and provide the basis for the above enumeration of project objectives and for our knowledge of the project's concrete accomplishments. Finally, the program assessment reported in this document was conducted at the end of the project's first year.

At the time of the original application for funding in mid-1974, project officials contacted the National Center for Youth Development of the National Council on Crime and Delinquency located in Tucson, Arizona (hereinafter referred to as the NCCD Center) to request an independent assessment of the project. In the words of the original project plan: "This assessment would focus primarily on a subjective, qualitative view of this program based on the subjective opinions of a variety of people who have been involved in the program. Through this method, in addition to the gathering of statistical information ... it is hoped we would be better able to evaluate the content of our program and determine its appropriateness and/or the need for possible changes."

The NCCD Center responded to this request in June 1974 with a brief proposal broadly stating three objectives for the assessment:

- (1) analysis of services to clients as provided by the project;
- (2) assessment of project goals and objectives with an analysis of required services and functions capable of goal attainment;
- (3) assessment of organizational structure (staffing patterns, resource utilization and deployment, management needs, etc.) and where appropriate, board and community relationships.

Although the original plan was scaled down somewhat, owing to a smaller assessment budget than proposed at that time, the statements quoted above adequately reflect the thrust of the present effort. NCCD Center staff remained in contact with the project throughout its first year and plans were finalized in December 1975 to carry out this assessment.

This assessment was carried out by NCCD consultants Bernard Bennett and Linda Hindman through unstructured interviews with project administration, staff, clients, and representatives of ancillary

agencies having substantial contact with the project, conducted on January 12 and 13, 1976, and through analysis of project reports and statistical data provided by the project administration. A list of the persons interviewed in the course of the assessment may be found in Appendix A of this report.

FINDINGS AND RECOMMENDATIONS

In general, our assessment of the first year of the Neighborhood Office Project is highly positive toward the concept itself, the staff, and the quality of services. However, it should be emphasized that concrete accomplishments are only beginning, and that the first year must be viewed primarily as a developmental one. Although a realistic review of the original goals and objectives of the project would show that some are unmet to date, this is an expected situation at this stage in a new project. There were many and various problems to be worked out, and much of the year was expended in moving closer to resolution of these. So, while we feel that the project will have a positive impact on the Oklahoma County community, the impact is still in the future. The coming year should be viewed as the one to bring performance and achievement.

The findings of our assessment might thus be summarized as follows: We find the project's first year to be a successful developmental one, and we recommend that the project be continued and reassessed at the end of the second year with an expectation of finding solid accomplishment at that time.

PROJECT ORGANIZATION AND PERSONNEL

The project is jointly administered by the two agencies cooperating in its functioning, with the director of the Juvenile Bureau acting as the project director. Two "project coordinator" positions are filled by the executive director of Youth Services of Oklahoma County, Inc. (YSOC) and the supervisor of probation services of

the Juvenile Bureau. The Juvenile Bureau's business manager acts as project financial officer. The Northeast Quadrant Office is staffed by five probation counselors, one Youth Services counselor, and a secretary. (In addition, there is one other probation counselor attached to the Northeast Quadrant whose office is at the courthouse rather than at the neighborhood office.) The Northwest Quadrant is staffed by five probation counselors (but one of these positions is vacant), one Youth Services counselor, and a secretary.

A project organization chart prepared by the project director may be found on page 10, with accompanying explanatory notes. Although the project organization appears complicated at first glance, it is usable in practice and appears to function well. In addition, the personnel are all well qualified, and we have no reservations about the capabilities of the individuals staffing the neighborhood offices.

In addition to regular staff, each office has practicum social work student placements who work directly under a counselor, taking the bulk of the responsibility for casework with the clients assigned to them.

At the Northwest Quadrant Office, there are students from a Central State University of Oklahoma practicum, and their placement is with the Juvenile Bureau. They are not allowed to work with Youth Services clients, and tend to think of the office as simply an extension of the juvenile court. It would seem that both the value of their experience and the joint-office concept would be enhanced if an effort were made to involve the practicum students fully in the joint project. A second area of concern that we might mention is that these practicum students have only minimal contact with the coordinator of student practicums at the Juvenile Bureau. Although they are supervised by the probation counselor with whom they work, there is a need for both improved orientation for them and for ongoing instruction and contact with the practicum coordinator.

At the Northeast Quadrant Office, an Oklahoma University School of Social Work practicum for undergraduates and first- and second-year graduate students is offered. The placement is also with the Juvenile Bureau, but the practicum there is a special one concentrating on community impact as well as on the traditional objectives of such courses. To date, the students have worked exclusively with probation counselors, but the instructor expressed a desire to involve the students more fully in the joint office concept and, if possible, to assign some casework in conjunction with Youth Services in the current semester. This course of action is highly recommended. Since the instructor of this special practicum is housed at the neighborhood office with the students, the above-mentioned problem concerning contact with the downtown coordinator is nonexistent here, and access to the instructor is ample.

There is no hierarchy within the two offices. Each probation counselor is at a personnel level equal to the others, and this level is analogous to that of the Youth Services counselors within their organization. The direct supervision of these personnel is by the Juvenile Bureau's supervisor of probation services in the case of the probation counselors and by the executive director of YSOC in the case of the Youth Services counselors. There has been discussion of utilizing a "team management" concept within the offices, but this is not being done explicitly at present. This would be desirable, and is something that is discussed more fully below.

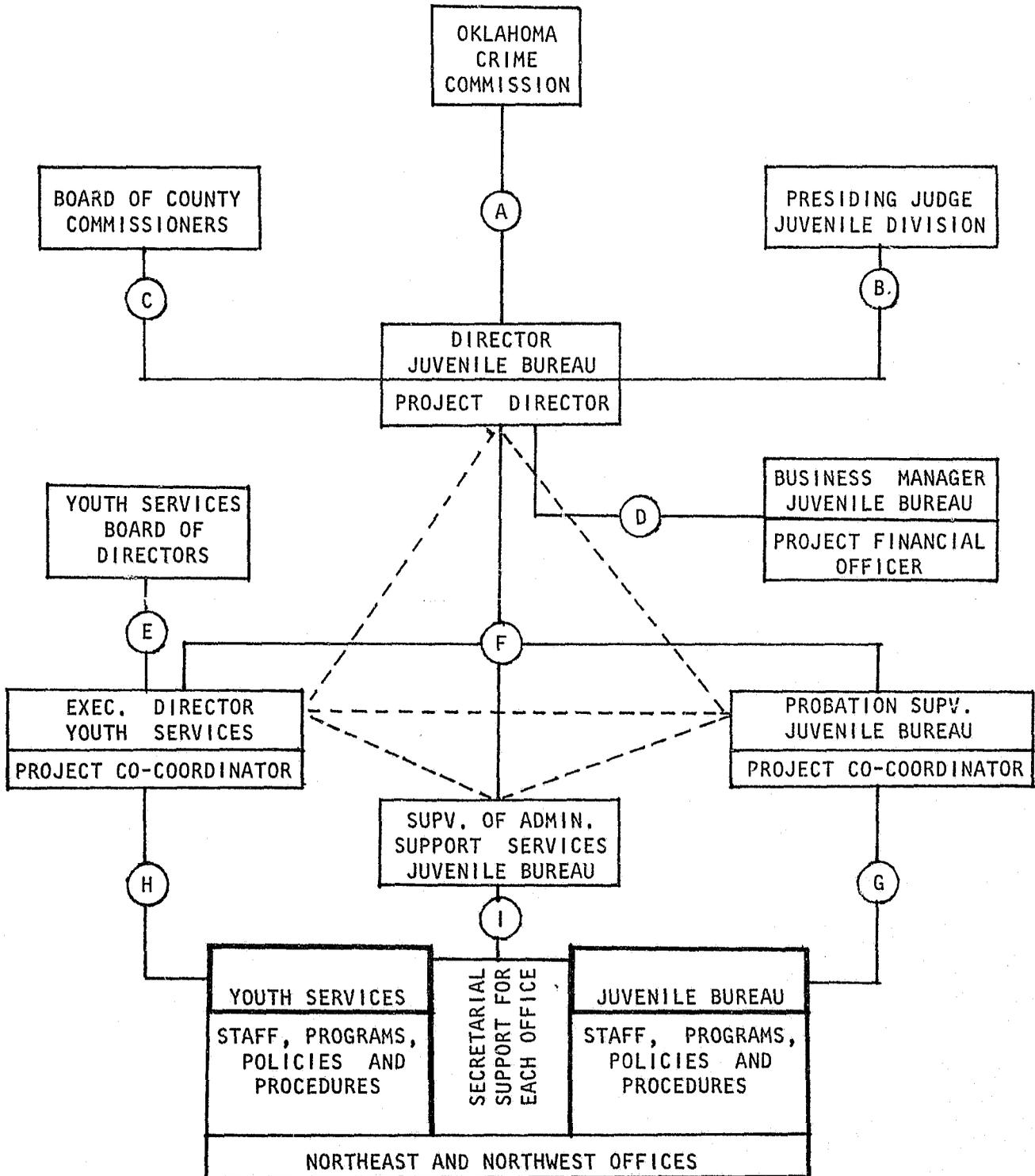
REFERENCES TO ORGANIZATION CHART

- A Accountable to OCC for grant funds, project evaluation, and audit, EEO and civil rights compliance, and general communication regarding grant.
- B Accountable to Presiding Judge by Oklahoma Statute for the overall administration of the Juvenile Bureau operation.
- C Board of County Commissioners receive budget request and authorize allocation of fiscal budget to Juvenile Bureau. Board has no administrative or operational authority over Juvenile Bureau; however, they must sign-off on federal grants.
- D Business Manager/Project Financial Officer is accountable to Bureau Director/Project Director for administration, accountability, and required financial reporting in reference to grant funds.
- E Executive Director of Youth Services is accountable to Youth Services Board for the overall administration of the Youth Services operation.
- F Executive Director of Youth Services, Juvenile Bureau Probation Supervisor, and Supervisor of Administrative Support Services are accountable to Project Director for administration of project's efforts, goals, and objectives.
- G H I Personnel assigned to the Neighborhood Offices, i.e., Youth Services Counselors, Probation Counselors, and Secretaries, are responsible to appropriate supervisory staff for day-to-day operation.

Broken lines indicate primary areas of project communication, coordination, and control.

OKLAHOMA COUNTY JUVENILE BUREAU/YOUTH SERVICES
NEIGHBORHOOD OFFICE PROJECT

ORGANIZATION CHART *



* Explanatory notes will be found opposite.

CONCRETE ACCOMPLISHMENTS

As we noted in the beginning of this section, the first year of this project can most accurately be viewed as one of development in which concrete accomplishments have only begun. This assessment conducted by the NCCD Center made no attempt at quantitative data collection or objective evaluation; it was, as anticipated by the grant application, "a subjective, qualitative view of this program based on the subjective opinions of a variety of people who have been involved in the program." However, objective, quantitative data collection designed to shed light on the achievement of project objectives was conducted by the Association of Central Oklahoma Governments (ACOG). Their findings were available to us in draft form, and are briefly reviewed here for their contribution to our understanding of the project's implementation.

As noted in the introduction, the project's ultimate objectives are: (1) to decrease the rate of future delinquent acts; and (2) to increase diversion of juveniles out of the juvenile justice system. There are 11 intermediate objectives chosen to facilitate achievement of the ultimate objectives. ACOG conducted an extensive review of the research literature and concluded that the goals established for the project were well founded. In addition, ACOG monitored project process and described outcomes on each of the project objectives, reaching the conclusion that the project has achieved or is making progress toward the majority of its objectives. All the immediate, mechanical objectives needed to begin and implement the project were satisfactorily carried out. We shall confine our interest here to the few objectives most closely related to the purposes of this assessment and refer the reader to the ACOG report for full discussion of findings.

An important objective often mentioned in interviews we conducted was the increase in counseling time for probationers to be achieved by reduction in the sizes of probation counselor caseloads. ACOG

found that the average active caseload size for counselors in the two northern quadrants decreased from 33 to 31 from 1974 to 1975, and that the comparable figures for the two southern quadrants show a reduction there from 31 to 29. Thus, the objective of reducing caseload size was achieved, but the reduction does not appear to be significant and the comparable figures for the southern quadrants show them to have even smaller caseloads. However, the existence of the neighborhood offices also reduced traveling time, thus contributing to an increase in available supervision time. We would find these results to be still inconclusive.

Another important objective frequently mentioned in interviews was the provision of intensive family counseling for the parents and siblings of probationers. ACOG found achievement of this objective to be only partial, noting that progress was being made particularly in the last two months of the project year and expressing confidence that this objective will be met more fully during the project's second year. This finding coincides with the impressions we got from interviews conducted for this assessment.

In examining the two ultimate objectives, we would note two of ACOG's findings in particular. First, there was a reduction in the number of juveniles adjudicated, possibly indicating an increase in diversion. Second, there was a very low subsequent involvement in the juvenile justice system among Youth Services clients; findings on recidivism of probationers were inconclusive.

Thus, the results of the ACOG study confirm the impressions gained from our interviews, indicating a year of solid developmental progress and achievement on project implementation. Concrete accomplishments in terms of significant improvements in services to the clientele and community of the two northern quadrants was beginning at the close of the project's first year and should be expected to achieve measurable progress during the second year.

THE NEIGHBORHOOD OFFICE CONCEPT

Before discussing the neighborhood office concept itself, a brief description should be made of the organization of juvenile court services in Oklahoma County. The county has been divided geographically into four quadrants: northeast, northwest, southeast, and southwest. Each quadrant has its own court workers exclusively assigned to its cases, from intake workers to probation counselors. Intake has been done in this geographic manner for about three years, and probation caseloads have been assigned in this manner formally for about a year (and informally for much longer). So, in the most superficial sense, the neighborhood office concept simply involves the housing of the probation staff in the quadrants in which they work rather than downtown in the courthouse. Intake continues to be conducted from the courthouse. Youth Services had been a centralized, downtown operation until the opening of the neighborhood offices. In the same sense, then, the project simply involves housing the new YSOC counselors in the neighborhoods in which they work.

Although the facets of the Neighborhood Office Project that must enter into assessment of its implementation are many and diverse, it is worth considering this aspect first. To the extent that the project simply involves the opening of two satellite offices in the county's areas of highest need, its advantages over the previous situation are obvious. To name just a few: increased accessibility to clients and their families; increased accessibility to outlying areas of the county; elimination of the downtown parking problem for staff and clients; decrease in driving time for counselors and accompanying increase in productive time; the atmospheric improvement in the office as a setting for counseling over the "threatening," more coercive aspects of the courthouse; greater depth of knowledge of the quadrant and its community, etc.

These reasons alone are sufficient to justify continuation of the use of neighborhood offices in the northeast and northwest quadrants. They are also sufficient to warrant serious consideration of the feasibility of satellite office(s) to be used by the Juvenile Bureau staffs of the other two quadrants, and the feasibility of adding new YSOC outreach worker(s) to service these neighborhoods. It is apparent from interviews with both probation and other staff that the neighborhood offices have become centers of counseling and other substantive activity far more than the downtown offices ever were because people are more willing and able to "drop in"; they are now indispensable. Such advantages should be available to the staff and clients of the rest of the county as well.

Although our ignorance of the demographics and referral patterns of Oklahoma County prevents our making a specific recommendation as to where additional satellite offices are needed and whether one in each of the two remaining quadrants is needed or whether one office rather centrally located south of downtown would be sufficient, we do feel that this area should be explored.

It is recommended that the appropriate administrators seriously pursue the resources to expand the joint neighborhood office concept to the southeast and southwest quadrants of the county by opening one or two satellite offices to house probation and YSOC counselors to service these neighborhoods.

IMPLEMENTATION OF THE JOINT OFFICE CONCEPT

The Neighborhood Office Project was intended to be more, however, than just the opening of two satellite offices. It was intended to be the cooperative, multiservice-approach-oriented joint operation of the Juvenile Bureau and Youth Services in the neighborhoods. Our attention must now be directed at that: to what degree is the joint office concept valid, and to what degree has it been implemented?

The strength of the concept lies in the opportunities the joint outreach office should provide to increase mutual awareness of services and the strengths and weaknesses of each; to engage in a sharing of ideas at close range; to exchange information on available referral resources; to facilitate referrals by the Juvenile Bureau to Youth Services and thereby expand its use as a diversion option; to facilitate the availability of Youth Services' preventive and crisis-intervention services to the families of Juvenile Bureau clients; to enhance mutual capabilities to engage in community development activities; and so on. But what of possible conceptual weaknesses?

Prior to beginning this assessment, but following our review of written project materials, we had certain questions and reservations about the conceptual strength of combining in one office the essentially correctional, coercive probation services of the court with the essentially preventive, noncoercive services of the youth service bureau. Particularly in light of the relative sizes of the two components within each office (five probation counselors/one Youth Services counselor), we wondered about the danger of submerging Youth Services in the court services. We also wondered about the possibility of a blurring of the distinctions between the two, with what might result in some degree of negative labeling of Youth Services clients as "delinquents." Consequently, in conducting interviews during the site visit, we made a point of discussing this issue with interviewees.

Our overall impression now is that this has not occurred to any significant degree. Although it is the impression of some that Youth Services is somewhat engulfed by court services in the neighborhood offices, the YSOC counselors, other YSOC staff, and YSOC board members whom we interviewed did not feel this to be a significant problem. To the extent that there is a problem at all, it is one that they feel is capable of resolution in the careful grooming of working relationships. At any rate, since the ability to fund YSOC outreach offices would have been far in the future without this joint office program, the advantages of having this outreach capability are seen to outweigh by far any disadvantages.

A blurring of the distinction between the two types of services available in the neighborhood offices does not appear to have occurred either. Interviews with clients, families, and representatives of schools and other agencies having referral or service contact with the neighborhood offices revealed that these persons, almost without exception, view the office as an extension of either the juvenile court or Youth Services depending upon which they deal with. Many were not even aware that the office is shared with the other component.

Thus, we find the joint office concept to be a valid and desirable one. But the second question we asked at the beginning of this section was: to what degree has it been implemented? This question cannot be answered except in a very subjective sense, and cannot be addressed at all for the project as a whole because the two neighborhood offices are at completely different stages of implementation. We shall turn first to the Northwest Quadrant Office, where the staff is further advanced in running a joint operation.

The Northwest Quadrant Office staff is making an explicit, conscious effort to implement the project concept fully. Due to various factors such as staff turnover and a lack of training and orientation at the project outset as to what would be expected of them and how

they would be expected to work closely with the other unit, the start-up period was slow. But, although the first year has been largely devoted to development, the ground-work has clearly been laid for a second year of achievement. The staff has jointly developed a process proposal for "A New Approach to the Northwest Quadrant Design and Purpose" (dated December 19, 1975) to be implemented in the coming months. The proposal is the product of serious thought and much work, and it is relevant here to quote the statement of policy they have developed:

In the development of a common philosophy within the quadrant, there was some confusion in the beginning months of operation. Initially, it seemed that the philosophies of the Juvenile Bureau counselors and the Youth Services counselor existed on opposite ends of the spectrum of services. Youth Services primary emphasis is on prevention of a juvenile's involvement in the system; whereas, once a child is assigned to a court counselor, he is very much involved in the system. Referrals for many months were few between the two agencies and communication suffered.

However, a system of common purpose and philosophy has gradually evolved into the following:

Quadrant operations will be based on efforts to minimize a child's involvement with the juvenile justice system and to maximize use of and benefits from community resources.

Implementation of this philosophy will involve:

(1) Intensive efforts toward improved communications between Youth Services and Court workers within the quadrant through staffings, and development of a system of referrals.

(2) Re-alignment of approach on the part of Court counselors from being "probation" counselors (where emphasis is on rehabilitation after disposition and after child is placed on probation) to emphasis on intensive evaluation and assessment of the child's needs and strengths, by initiating services prior to disposition in order to ultimately minimize his involvement with the court.

Although the bulk of the new process proposal has more to do with changes in the provision of probation services than it does to the joint office concept (and therefore will be discussed more fully in the section on probation services), the relevant point here is the full involvement of the Youth Services counselor in development and implementation of the new process proposal. Its emphasis on minimization of a child's involvement in the juvenile justice system and on involvement of the Youth Services counselor in case staffings should probably be taken as indicators of achievement of some of the goals of joint operation. For instance, engaging in the sharing of ideas at close range, facilitation of referrals by the Juvenile Bureau to Youth Services thereby expanding diversion, etc.

This is not to say that the operation in the Northwest Quadrant Office is so smooth that there is no room for improvement. There is still a need for staff development and organizational development. In an informal, unconscious way, a system not unlike team management or participatory management has developed within the office. This works for them, however, because of the office's happy circumstances in which people get along and are comfortable with each other. The implication of this condition is that it could be destroyed by a change in the composition of the staff or by the addition of a disruptive staff member. What is lacking is an understanding of how and why what they are doing works. Therefore, the most pressing staff development need here is for an organizational development effort utilizing team building techniques.

These techniques have been described as follows:

In order to facilitate team efforts a new social technology called team building has evolved, which aims to allow group members to work on how they are working together. In the course of their work, groups develop regular patterns of behavior. For example, group members often have a tacit agreement about who will really make their decisions and how

conflict is to be handled. Sometimes such regularities in individual member and group behavior are functional; for example, people may feel at ease in a work group because they know what to expect from other members. Too often, however, routine procedures are unwittingly dysfunctional and cause team efforts to fail.*

Team building, then, is a social technology for altering dysfunctional member and group behavior and for developing team potential that could be a significant developmental tool for the further implementation of the joint office concept.

It is recommended that the project administration and the staff of the Northwest Quadrant Office jointly begin a program of organizational development utilizing team building techniques.

The situation in the Northeast Quadrant Office is very different. Although the services individually offered by the probation counselors and the Youth Services counselor are of high quality, the implementation of the joint office concept is at a very primitive stage, at best. Contact between the Youth Services counselor and the probation counselors is irregular and inconsistent, and no real effort has been made to formalize mutual involvement. It could even be said that the YSOC counselor is isolated from the rest of the office staff. The atmosphere is noticeably strained. The YSOC counselor does not participate in the regular weekly staff meetings, nor does he regularly assist in the probation counselors' case staffings. It should be noted that this office is at an earlier developmental stage because of a turnover in the YSOC counselor about five months ago. All concerned seem to feel that the situation is improving, with more effort currently being expended to share experience and information and make use of YSOC

* W. Warner Burke and Harvey A. Hornstein, *The Social Technology of Organization Development* (Fairfax, Va.: NTL Learning Corporation, 1972), p. 55.

services. The Northeast Office is clearly also in need of organizational development training, but it is probable that it is too soon to begin the kind of team building effort recommended for the Northwest Office.

It is recommended that the project administration and the staff of the Northeast Quadrant Office begin immediately a program of intensive human relations development training. When the situation has developed to the point where the probation staff and Youth Services staff can work together in a more productive, joint fashion, then a program of team building should be begun.

One final area of long-range relevance to the joint office concept should be mentioned, although it is really outside the purview of this assessment. When fully developed, the joint office concept should lend itself quite readily to gradual but steady increases in the expenditure of time and effort on community development activities rather than remedial activities. Moving in this direction is strongly encouraged by the assessment team.

Basically, remediation techniques are aimed at correcting damage that has already been done and focuses on the individual youth in trouble. Traditional probation casework is largely a remedial technique. Community development techniques, on the other hand, are efforts to create the positive conditions that promote the welfare and best interests of all youth. To the extent that they are successful, they result in youth not being in need of remediation. A fuller discussion illustrating the contrasts between these two approaches will be found in Appendix B of this report.

STAFF MEETINGS

Although the progress of the Neighborhood Office Project has been steady throughout the first year, and we have tried to view this year basically as a developmental one, we would point out that the development and training of the staff have been somewhat neglected. Of course, newly hired staff have consistently participated in the training and orientation normally required of new personnel of either the Juvenile Bureau or Youth Services. But no real attention was paid to staff training and/or development of the Neighborhood Office Project staff specifically geared to the objectives of the new project and to working together. It appears that neighborhood office personnel were hired for or transferred to the project, and set to work, without a clear understanding of precisely what they were supposed to do.

Two joint project staff meetings were held during the first year, one of which was for the purpose of clarifying project objectives and planning for project implementation. A later one provided feedback on the operation to that point. But two meetings separated in time by several months do not constitute a staff development effort.

Although it is now too far along in time to undo the initial implementation of the project, a regular series of combined staff meetings concerned with further development of the project concept, project implementation, and organizational development would be helpful. The two offices are at different points in their development, with each having something to offer the other from its experience. These meetings should be as frequent as feasible for the next several months until the project is operating smoothly; frequency could be reduced thereafter but regular contact continued for sharing of ideas, problem-solving, etc.

It is recommended that combined staff meetings of the project administration and Juvenile Bureau and Youth Services counselors and secretaries from both offices be held at least monthly for the immediate future, with frequency reduced by mutual agreement when the need is diminished.

The staff meeting situation within offices differs between the two. The Northwest Quadrant Office holds weekly staff meetings with full participation by all staff in that office. The Northeast Quadrant Office also holds weekly staff meetings, but participation is limited to the Juvenile Bureau staff (it includes the one Northeast Quadrant probation counselor who is not housed in the Northeast Office.) The Youth Services counselor does not participate in these meetings because they are held at the same time that the full Youth Services staff holds its weekly staff meetings at its downtown office. This situation cannot help but inhibit the development and implementation of the joint project concept in the Northeast Quadrant.

It is recommended that the Northeast Quadrant Office staff change the scheduling of its weekly staff meetings to a time when regular participation of all office staff (including the Youth Services counselor) is possible.

PROBATION SERVICES IN THE NEIGHBORHOOD OFFICES

Based on the impressions gained from interviews with probation counselors, their clients, and with ancillary agencies having contact with them, we found the quality of probation services in the Northeast and Northwest Quadrants to be high. The counselors are enthusiastic and dedicated, the caseloads appear to be manageable, and it shows in their work. To generalize, the probation counselors have responsibilities for services of two basic types: predispositional evaluation of cases with the purpose being to recommend appropriate dispositions, and casework with adjudicated clients who are placed on probation by the court at disposition.

Ultimately, the probation services provided through the neighborhood offices are similar to those provided in the other two quadrants, but the existence of the satellite offices seems to have offered opportunities for experimentation that should not be underestimated. Individual methods of handling a caseload vary dramatically from one counselor to another, and it is our impression that the freer, more informal atmosphere in the satellite offices has contributed materially to the willingness to experiment. For example, some counselors prefer to do in-office counseling whenever possible, some prefer to see clients at school, and some prefer to go to the homes. We asked some of the counselors to estimate the percentage of their counseling time they spend in the office. Estimates ranged from 10 percent to 80 percent.

The neighborhood offices also seem to have had a material effect on the development of a sense of teamwork and team responsibility by the quadrant workers. Traditionally, the assistant supervisor of probation services for the Juvenile Bureau has assigned new cases to individual counselors. The staff of the Northeast Quadrant, however, has developed a system of team responsibility for this task whereby they are notified of a new case, hold their own

staffing on it, decide among themselves to which counselor it will be assigned, and then notify downtown of their decision. This method seems to work very well for them. In particular, it builds a sense of mutual involvement in the quadrant, the community in which they work, and in each other's work. Since each team member thus has some familiarity with each case, the sharing of information and resources is facilitated.

It is recommended that the staff of the Northeast Quadrant share their ideas on case assignment with the staffs of the other quadrants, and that the staffs of the other quadrants consider developing similar systems for themselves.

The most dramatic example of experimentation to come out of the satellite offices, however, is the process proposal developed by the staff of the Northwest Quadrant Office. It was mentioned above in connection with the joint office concept, but is discussed more fully here because of the impact that it will have on the delivery of court services.

Its focal point is the predispositional period, with emphasis on intensive services designed to minimize the child's penetration into the juvenile justice system. It reorganizes the quadrant staff to allow two of the five probation counselors to specialize in case evaluation and intervention at the predispositional period of all new cases assigned to the quadrant. The remaining three counselors are to specialize in the provision of long-term services for those youths for whom probation is deemed to be the best service plan. Dispositions are to be recommended from these available alternatives, in order of priority:

- (1) dismiss
- (2) dismiss with referral to community agency
- (3) recommend dispositional hearing to be continued
- (4) placement
- (5) probation (minimum supervision)
- (6) probation
- (7) commitment to DISRS

The assessment team strongly encourages the implementation of this plan.

It is recommended that the Northwest Quadrant Office staff continue with careful implementation of their process proposal, with attention to careful evaluation of its use during the first year.

It is recommended that the Juvenile Bureau consider this implementation to be a "pilot project" for the entire county, and that if successful it be expanded to use for the other quadrants. If and when that time comes, the Northwest Quadrant staff could be used as a technical assistance team to train the other quadrants' staffs.

YOUTH SERVICES IN THE NEIGHBORHOOD OFFICES

On the basis of our interviews with counselors, clients, other staff, and ancillary agencies, we can conclude that the quality of services provided by Youth Services counselors in the neighborhoods is high. In addition, some significant benefits seem to have accrued to YSOC from involvement in the neighborhood offices. Although it is doubtful whether the type of Juvenile Bureau/Youth Services interaction foreseen in the grant application (such as referrals of siblings) has occurred to any significant degree, the opportunity to reach further out into the north side of the county has been utilized by YSOC.

The services provided by Youth Services counselors include short-term counseling of a crisis-intervention nature, and resource finding, referral, and followup services. Clients include children referred by police or Juvenile Bureau (at intake, preadjudication, or predisposition stages) who are therefore already formally involved in the juvenile justice system to some degree, and children with problems referred by schools, other community agencies, parents, or themselves, who are not formally involved in the system but whose problems might lead to such involvement in the future. Services are thus basically remedial, but are diversionary and preventive.

The Youth Services counselors in the neighborhood offices provide such services in an outreach setting, but remain an integral part of YSOC as a whole. They meet weekly with the full YSOC staff downtown, have a monthly inservice training session with a professional consultant who volunteers his time to this, and have twice monthly case staffings with volunteer consultants. A case-by-case followup procedure is utilized to determine the level of consumer satisfaction with services. Finally, YSOC is in the process of implementing a Management-by-Objectives system.



In addition, a well-structured volunteer program is run by YSOC. After extensive screening and training, volunteers are assigned to Youth Services clients on a one-to-one basis. The volunteer is required to see his client at least once a week and to participate in a mandatory weekly group consultation and case staffing with a psychologist. There are some volunteers working with clients in the Northwest Office, but to date the volunteer program is not implemented in the Northeast Office.

Interviews with Juvenile Bureau intake counselors and probation counselors and with representatives of schools and other ancillary agencies revealed a much greater willingness to refer cases to YSOC because of the proximity of the neighborhood offices to the child's home. In the case of court intake, workers indicated strongly that they are referring to YSOC in the neighborhood cases on which they previously would have filed formal court petitions. Typically, minor delinquencies and status offenses are the types of cases referred to Youth Services. Occasionally, they also refer cases to YSOC for crisis intervention which may eventually end up in court but need immediate attention to solve a particular problem. They indicated a willingness to refer to Youth Services the cases of children whom they feel will utilize this now more accessible service but whom they would have considered unlikely to go to YSOC downtown. This means that YSOC has increased its usefulness as a diversionary resource. Similarly, school counselors, particularly in schools in outlying areas, indicated that they are much more aware of YSOC now; that they previously had no real contact because it was too far and too inconvenient to send a child downtown for counseling.

Concrete evidence of such an effect is hard come by, but YSOC's referral statistics in the neighborhood offices do indicate some changes during the course of the year. The table on the next page shows the sources of referrals to Youth Services counselors in

REFERRAL SOURCES, YOUTH SERVICES NEIGHBORHOOD OFFICES
1975

	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Juvenile Court		3	7	5	5	5	5	14	9	7	8
Juvenile Probation						1	1		5	1	
Police			1	4	2	1	1	2	2	1	
Schools	1	2	3	5				3	9	10	3
Community Agency		1	1	1	1	1			4	3	
DISRS					1				1	1	
Friend				1		2	1	4	1	1	
Self			1		1		1	1		1	1
TOTAL	1	6	13	16	10	10	9	24	31	25	12

the neighborhood offices, and the pattern is one of fairly steady increases in the number of referrals coming from the juvenile court, schools, and community agencies. While this is not conclusive evidence, it does buttress the impression we obtained from our interviews that the existence of Youth Services in the outreach offices is having an impact.

The Youth Services counselors in the neighborhood offices are still in the process of building the program. But, given the nature of client services (either short-term crisis intervention, or intake, referral, and followup), there is still room for an increase in the number of referrals as the offices' visibility in the community heightens -- particularly if volunteers are utilized to a greater extent.

Much of this first year has been spent in developing this awareness and in "building caseloads." It is our impression that very little time has been spent on community development activities to date. In the coming year, more time might be more productively spent in assertive activities designed to create positive conditions for all youth in the community, not just for those few formally referred to YSOC. One clear arena awaiting such activity is the school system. Again, the reader is referred to Appendix B of this report for a fuller discussion of what we mean by Community Development activities.

RELATIONSHIPS WITH SCHOOLS AND ANCILLARY AGENCIES

In the course of our two-day site visit, in addition to interviewing project staff and clients and other Juvenile Bureau and Youth Services staff, we also interviewed representatives of several high schools and middle schools and of other agencies in the community that have substantial referral contact with the project. (For a complete list of interviewees, see Appendix A of this report.) The purpose of these interviews was to get an impression of the visibility of the project in the community, the opinions of outsiders on the quality of services, and an impression of the way the project is viewed in the community.

The overwhelming findings of this effort are twofold: (1) the services provided by probation counselors and Youth Services counselors in the northeast and northwest quadrants are held in high esteem by the schools and ancillary agencies with whom we talked; and (2) there is very little awareness of the project as a joint venture of the Juvenile Bureau and Youth Services.

The contact of probation counselors with schools appears mainly to consist of their visits there to see individual clients. Some school personnel indicated that they felt probation counselors visited the schools less frequently now than they did before. If true, this is probably because of an increase in use of the neighborhood offices for counseling over the former willingness to do in-office counseling at the courthouse. At any rate, school personnel expressed a high opinion of the quality of probation services, and they like the fact (frequently mentioned) that the counselors come in to chat with them when they do come to the schools.

Similarly, school personnel uniformly expressed high opinions of the quality and usefulness of Youth Services. They utilize YSOC as an informational consultant on community resources and as a resource for direct services. They indicated that YSOC's

credibility among both students and faculty is strong. In general, school counselors said that they do not make direct referrals to YSOC; they normally tell the child and/or the parent that this service is available and that they recommend their seeking it. They also do not normally make a direct followup, but appreciate getting indirect verbal feedback from YSOC. One counselor did suggest that more formalized feedback from YSOC on their referrals would be useful.

Counselors seem to consider YSOC to be the number-one referral agency for family problems; other typical problems referred to YSOC include truancy and drugs. Among the strengths of the program in their minds are the availability of free professional help of high quality and the possibility of immediate action when it is needed. In addition, they noted that children are almost never referred to court by the schools, and that they feel particularly comfortable with YSOC because they can assure both the child and his family that YSOC is not connected to the court.

Equally high opinions of probation services and Youth Services were expressed by the representatives of community agencies we interviewed, although few were well informed about the program. In particular, there is very little awareness of the project as a joint venture. Interviewees included representatives of the Oklahoma City Psychiatric Clinic, the Parent-Child Development Center, the Sunbeam Home and Family Service, the Community Action Program, and Vocational Rehabilitation, all of which are generally receivers of referrals from either probation or YSOC or both, rather than referral sources.

One area mentioned several times that needs some attention by the project staff is that of communication with these agencies. The agencies all expressed interest in the program and wished to know more about it, but noted that they had never had the opportunity for formal orientation.

It is recommended that periodic get-togethers with representatives of community agencies be held to offer more formal orientation to the Neighborhood Project, and that the possibilities of conjoint training aimed at program development be explored.

PHYSICAL FACILITIES

The Northwest Quadrant Office is located at 4334 Northwest Expressway, Suite #100, in a new low-rise office and professional services complex. This is a rather heavily traveled four-lane divided thoroughfare, and adjacent free parking is adequate. There is no public transportation available, so clients must provide their own transportation.

The Northwest Quadrant office itself is located on the ground floor in a suite which has seven separated offices and a reception/secretarial area. One of the offices is currently being used as a staff room. The offices are new and well-furnished, carpeted throughout, and quite attractive. The offices are small, but adequate for an interview to be held with two or three persons from the same family and a counselor. The most inadequate spacing is in the waiting and reception area. Generally, though, the office is small enough to demand a rather friendly intimacy among all employees.

Some concern has been expressed over the fact that the office's location in the midst of a complex of other offices may result in some difficulty to clients in locating it, and there is some feeling among staff that this has been the case. If this is seen to be a problem, the office site should be carefully reviewed.

It is recommended that the staff of the Northwest Office consider conducting an informal survey of clients to determine if it is in fact difficult to locate the office. If that is found to be the case, then moving to a more accessible location should be considered because easy availability is a primary purpose of the office.

The Northeast Quadrant Office is located at 1242 N.E. 34th in a one-story office building owned by and shared with a local real estate business. The location is easily accessible by car and there

is ample free parking in front, but public transportation is lacking. Although clients must thus provide their own transportation, it appears that a large number of clients live within walking distance. Counselors provide transportation for those of their clients who need it.

The immediate neighborhood is residential lower-middle-class black; in addition, there are low-income public housing complexes within a block, and there is a large high school about two blocks away. Overall, the office location appears to be a good choice.

The reception area of the office is immediately accessible to the building entrance. The rest of the office is divided into four major rooms with one office shared by the two women probation counselors; one office shared by the three men probation counselors; one private office housing the Youth Services counselor; and one room which was originally used as a conference room now housing the Oklahoma University practicum students and instructor. There is another conference room in the building which the building management makes available to the staff when they need it.

While there appears to be adequate floor space in the office, it is unfortunate that the space was already partitioned in its present arrangement when it was rented. The sharing of offices is not conducive to in-office counseling, or even to telephone contacts. The amount of floor space would be sufficient for small private offices were it partitioned differently.

It is recommended that the staff of the Northeast Office explore the possibility of redividing the office space with the building management, so as to provide for private offices for all counselors.

A second problem is the housing of one of the probation counselors assigned to the Northeast Quadrant who works out of a courthouse office rather than the neighborhood office. Although the geographic area from which he draws his caseload is not particularly closer to the neighborhood office than it is to the courthouse, he is organizationally a member of the Northeast Quadrant team.

It is recommended that office space be made available at the Northeast Office for the one quadrant probation counselor still housed at the courthouse.

CONCLUSION

In summary, we would repeat that our assessment of the first year of the Neighborhood Office Project is highly positive toward the concept itself, the staff, and the quality of services. In particular, the services provided by project staff are held in very high esteem by the community representatives we interviewed, and this says much for them.

This assessment has been a subjective, qualitative view of the project and we emphasize that it is not an "evaluation" based on hard facts or extensive, long-term data collection. While this approach has its obvious limitations, we hope that the assessment will be useful for planning the future of the program. We would particularly emphasize the need for further implementation of the joint office concept in terms of the two cooperating agency staffs working more closely together in the future, and thus the need for team building and further organizational development.

Finally, we repeat this summary of our findings: We find the project's first year to be a successful developmental one, and we recommend that the project be continued and reassessed at the end of the second year with an expectation of finding solid accomplishment at that time.

APPENDIX A

LIST OF PERSONS INTERVIEWED DURING SITE VISITS

January 12 and 13, 1976

PROJECT ADMINISTRATION

Thomas D. Stanfill, Project Director and Director, Oklahoma
County Juvenile Bureau

Douglas M. Gibson, Project Coordinator and Executive Director,
Youth Services for Oklahoma County, Inc.

Michael S. Harris, Project Coordinator and Supervisor of
Probation Services, Oklahoma County Juvenile Bureau

NORTHWEST QUADRANT

Probation Counselors, Oklahoma County Juvenile Bureau

Nola Harrison

Jay Lyon

Christi Williams

Thomas Yowell

Counselor, Youth Services for Oklahoma County, Inc.

Susan Baumberger

Secretary

Pat Cales

Undergraduate Interns, Central State University of Oklahoma

Carla Knight

Celeste Reinauer

Emily Ware

NORTHEAST QUADRANT

Probation Counselors, Oklahoma County Juvenile Bureau

Joe Adkins

Velma Craig

Willis Harris

Mark Litke

Royce Nelson

Vaneria Rogers

Counselor, Youth Services for Oklahoma County, Inc.
Michael Richards

Secretary
Lena Wyatt

Practicum Instructor, Oklahoma University School of Social Work
Mildred Swift

OKLAHOMA COUNTY JUVENILE BUREAU

Lena Threatt, Assistant Supervisor of Probation Services

June Logan, Coordinator of Volunteer Services

Doris Cornish, Intake Counselor, Northeast Quadrant

Charles Danley, Intake Counselor, Northwest Quadrant

Ann Shaw, Intake Counselor, Northwest Quadrant

Richard Unkiewicz, Intake Counselor, Northeast Quadrant

YOUTH SERVICES FOR OKLAHOMA COUNTY, INC.

Dick Wegener, Board of Directors (outgoing president)

Loralyn Wright, Board of Directors (incoming president)

Sharon Wiggins, Coordinator of Volunteer Services

Virginia Geddie, Volunteer

Nancy Sullins, Volunteer

LeRoy Waggoner, Volunteer

SCHOOLS

Villa Rae Carter, Coordinator of Middle School and High
School Guidance, Oklahoma City Public School System

Ann Hart, Roberta Lowe, Jack McHam, and Danny Smith,
Counselors, Hefner Junior High School

Thomasene Cudgoe, Henrietta Chaney, and Max Netherton,
Counselors, Eisenhower Middle School

Judith Cunningham and Willie Starr, Counselors, Rogers Middle School

Jack Dees, Vice Principal, and Kay Heusel, Counselor, Putnam City West High School

Charles Epperley, Vice Principal, and Nancy Gallop and Midge Teter, Counselors, Putnam City High School

Harold Merideth, Assistant Principal, Grant High School

Stephen Brown, Jr., Assistant Principal, Northwest Classen High School

OTHER PERSONS INTERACTING WITH PROJECT

Bud Clark, Statistician, Association of Central Oklahoma Governments (ACOG)

Jerry M. Deibel, Counselor, Vocational Rehabilitation (liaison to Juvenile Bureau)

Dr. Ronald Seaborne, Oklahoma City Psychiatric Clinic

Dr. Robert Phillips, Oklahoma City Psychiatric Clinic

Dr. Al Friedman, Parent-Child Development Center

Enid Bashford, Senior Social Worker and Supervisor of Training, Sunbeam Home and Family Service

Garland E. Patillar, Chief Counselor of Youth Development Department, Community Action Program of Oklahoma City and County

Chief J. D. Sharpe, Bethany Police Department

Capt. B. J. Schmidt, Bethany Police Department

CLIENTS AND FAMILIES

A randomly selected group of eight families with client youth members from both neighborhood offices; the groups included clients of both Youth Services and the Juvenile Bureau.

APPENDIX B

A COMPARISON OF COMMUNITY DEVELOPMENT AND REMEDIATION AS APPROACHES TO PROBLEM SOLVING*

In order to illustrate more fully what we mean by Community Development activities as alternatives to traditional remedial, medical-model activities in the treatment of juvenile delinquency, the following general statements are presented. These are intended as *generalizations* about the two different processes for the purpose of stimulating thought and discussion. As with any generalization, when pressed to its limits, each statement will need further clarification, refinement, or possibly revision.

This approach is taken because those concerned with crime and delinquency have placed almost total emphasis in the area of remediation and have historically given little or no consideration to community development, particularly as it relates to "prevention."

Unfortunately, many, if not most, community programs that have been and are being initiated are being cast in the same remedial mold of past programs. There is a real danger that these opportunities will come and go, and nothing more will have been accomplished than a few more youth will have received services of undemonstratable value.

It must be emphasized that each of the following paired descriptive statements *must be viewed on a continuum and should not be considered mutually exclusive*. While neither community development nor remediation is presented as including "answers" to community problems,

* The source of this material is an article of the same title by William A. Lofquist of the National Center for Youth Development published in *SOUNDINGS ON YOUTH*, vol. 1, no. 6 (Nov.-Dec. 1974).

they have been presented in this way to provoke a consideration of new approaches and alternatives for problem solving.

We see the issues raised by this comparison as being important for a continuing consideration of what delinquency prevention within the community is all about. The National Center for Youth Development recommends that this comparison be used as a discussion stimulant.

COMMUNITY DEVELOPMENT

Community Development is an effort to create the conditions that promote the welfare and best interests of youth.

Community Development is active, assertive.

Community Development deals with causes.

Community Development focuses on the community, the system, the institution, the neighborhood, on decision processes.

Roles appropriate to Community Development are consultant, planner, trainer, community organizer, organizational development specialist, community assessment specialist, public information specialist.

Relationships generated through Community Development can be described as collaborative, resource people working together, team problem solving (these generally are subject-subject type relationships).

REMEDIATION

Remediation is a corrective effort to overcome the results of damaging circumstances.

Remediation is reactive, responsive.

Remediation deals with effects.

Remediation focuses on the individual, the small group, the family, the peer group.

Roles appropriate to Remediation are diagnostician, therapist (counselor, caseworker, etc.), group worker, consultant (to others responsible for remediation).

Relationships generated through Remediation can be described as therapist-patient, worker-client, counselor-counselee, probation officer-probationer (these are subject-object relationships; a giver-a recipient).

In Community Development people (even those with the problem that is of concern) are seen as resources.

In Community Development people in the community are engaged in a problem solving process that can benefit large numbers of persons, as well as select individuals.

In Community Development there is generally in the community a fear of and a resistance to the change being sought. Therefore, Community Development is a "high risk" approach.

Community Development tends to foster participation and positive labeling.

Community Development promotes utilization of an expanding array of disciplines, insights, vantage points and "people experience" as it seeks out problem solving potential.

Evaluation is difficult in Community Development in that the essence of it is a community change process. The products of community change, such as changes in decisionmaking processes, may best be monitored on an inter-agency basis, with a number of programs and organizations participating by providing data and data analysis.

In Remediation the person is seen as a recipient of remedial services, as having the problem.

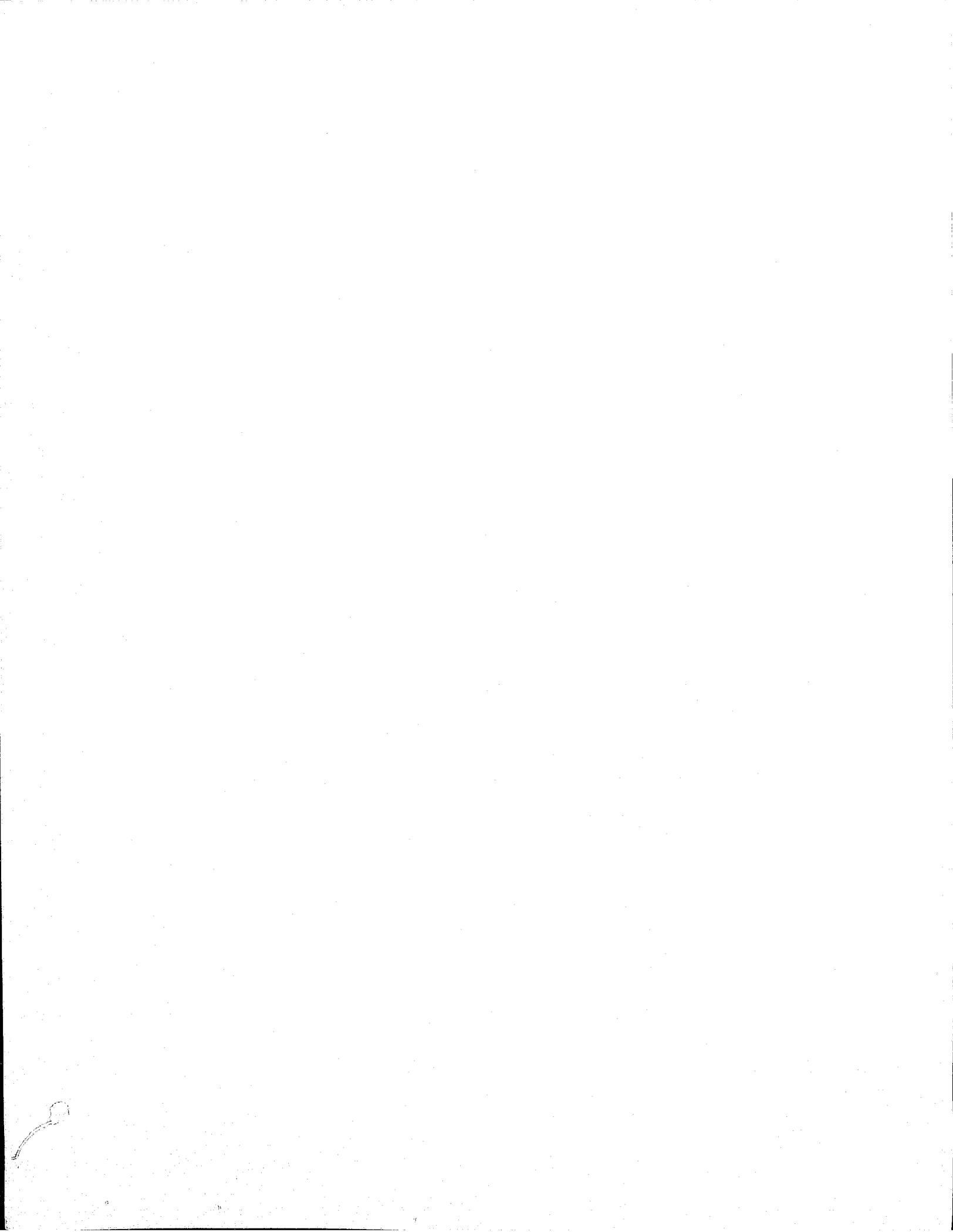
In Remediation a private relationship exists that benefits one or a small number of persons.

There is a high toleration for Remediation in the community. It is safer, particularly when it takes place in an office. It is acceptable. Therefore, Remediation is a "low risk" approach.

Remediation tends to foster alienation and negative labeling.

Remediation tends to depend upon a tried and tested cadre of disciplines, skills, and insights, usually narrowly defined.

Evaluation to the extent of monitoring and outcome description is somewhat easy in Remediation. However, measuring effectiveness of Remediation efforts is extremely difficult.



END