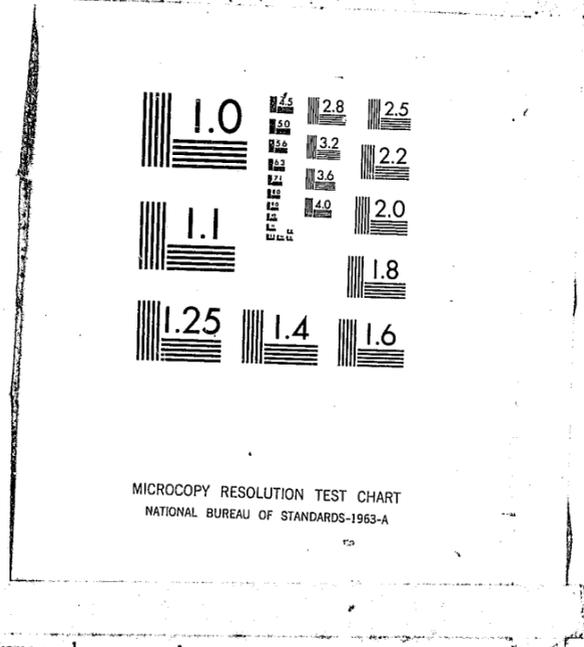


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--National Project on Juvenile Justice--

Final Report

November 14, 1977 to February 28, 1981

WCJ # 80094

Prepared by:
John Badger
Program Director for Juvenile Justice
Boys Clubs of America
771 First Avenue
New York, NY 10017

July 31, 1981

U.S. Department of Justice
National Institute of Justice

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Briefing Paper

NATIONAL PROJECT ON JUVENILE JUSTICE

-SUMMARY OF RESULTS-

The project was designed to demonstrate that youth development principles, i.e. improving the personal senses of belonging, usefulness, competency, and influence, when systematically applied to a Boys Club program improves the effectiveness of a Club in preventing juvenile delinquency.

Results in the nine demonstration sites:

- After one year, juvenile arrest rates were reduced by 16%.
- After three years, juvenile arrest rates were reduced 31%.
- In one year alone 1647 arrests were prevented, saving taxpayers over \$3 million.

Results in the thirty participating sites:

- Independent evaluation proves the hypothesis that a Boys Club youth development approach positively influences the attitudes and behavior of youth.
- 6412 hard to serve youth received direct project services.
- 4224 hard to reach youth were recruited through outreach.
- 60% of the participants were minority.
- 20% of the participants were Hispanic.
- 1224 teenagers received leadership and job training.
- 600 teenagers obtained jobs through the efforts of the project.
- A replication/utilization phase is continuing to provide essential training and consultation on juvenile justice to local Clubs.
- 41,712 Youth served.

BOYS CLUBS OF AMERICA NATIONAL PROJECT ON JUVENILE JUSTICE

TABLE I: SUMMARY OF CLUBS AND MEMBERS SERVED:

| | <u>Clubs</u> | <u>Youth Served</u> |
|-----------------------------------|--------------|------------------------------------|
| Demonstration Sites | 9 | 4209 |
| Mini Sites | 9 | 950 |
| Cluster Sites | 12 | <u>1253</u> |
| | | Youth served directly.....6,412 |
| Cluster Sites Youth Membership | 12 | 13900 |
| Area Councils (3) | 34 | <u>21400</u> |
| | | Youth served indirectly.....35,300 |
| | | Total youth served.....41,712 |
| Training provided to: | | 756 Local Club Staff |
| Consultation provided to: | | 236 Local Clubs |
| Technical assistance provided to: | | 10 Area Councils |

TABLE II: SUMMARY OF JUVENILE ARREST RATE REDUCTIONS IN DEMONSTRATION SITES:

| <u>City:</u> | <u>Percentage of Decrease</u> |
|-----------------|-------------------------------|
| Asbury Park, NJ | 25.75% |
| Binghamton, NY | 35.36% |
| Bridgeport, CN | 19.89% |
| Hollywood, CA | 23.69% |
| Omaha, NB | 37.62% |
| Richmond, CA | 37.24% |
| Waco, TX | 37.51% |
| Las Cruces, NM | 27.92% |
| | 30.62% Average |

Independent Evaluation and Data Sources:

- National Council on Crime and Delinquency
- Federal Bureau of Investigation
- Mira Associates
- Monitoring Reports, Office of Juvenile Justice and Delinquency Prevention

RESULTS AFTER THREE YEARS STUDY: BCA'S JUVENILE JUSTICE PROJECT

The Boys Club Movement has built an impressive record of combating juvenile crime and in measuring results -- some of the research dates back to the 1920's and 30's when the Boys Clubs in New York participated in the Thatcher Studies. This investment in research continued into the 1940's and 50's with the benchmark Louisville Study which showed a reduction in juvenile crime over a ten year period; a series of evaluations in the 1960's and 70's continued to verify the importance of our delinquency prevention work which is built on a framework of Boys Club youth development. Independent studies in Vista, CA ; Phoenix, AZ; Passaic, NJ; and Salt Lake City, UT demonstrated consistent reductions in juvenile arrest rates.

These studies improved as the methods of evaluation became more reliable and are peaking this year with the early results of Boys Clubs of America's \$1 million National Juvenile Justice Project sponsored by the U.S. Department of Justice, which showed a 16% juvenile arrest reduction after one year and a 31% reduction after three years. This data is based upon independent evaluation by Mira Associates, headquartered in Boulder, CO. Mira Associates has four additional major conclusions to this study:

- The project successfully recruited hard-to-reach and hard-to-serve youth through effective peer outreach.
- Traditional Boys Club services were most meaningful to the youth participants when they emphasized a multi-service approach and taught peer leadership skills. Effective multi-services included outreach activities, youth employment with supervised work experience, community service, counseling, wilderness stress/challenge, inter-agency collaboration and referral, police-Boys Club liaison, youth planned community crime prevention and diversion.
- The project's learnings are being widely utilized in Boys Clubs as a result of extensive training and technical assistance provided by Boys Clubs of America.
- Impact studies at each site support the fact that Boys Club youth development programs reduce juvenile delinquency.

Interim findings of the National Council on Crime and Delinquency which is evaluating 165 local and national programs, including the Boys Clubs of America project, provide additional insight into effective prevention programs. The general conclusions are that effective delinquency prevention programs require:

- A philosophical framework with theoretical assumptions that can be tested and measured through program demonstrations.
- A highly coordinated and unifying training and technical assistance effort based on sound theory and practical program application through a national organization support system.
- A qualified, competent, and trained staff of local agency professionals providing program direction and stability from year to year.
- An on-going, multi-service program approach with quality and in-depth programs of a varied nature.

- A combined public and voluntary base of financial support to assure program quality and continuity.

In essence, Boys Clubs of America learned in the course of this project that "the Boys Club is the model" for delinquency prevention. This clearly does not mean that all Boys Clubs are equally effective in preventing delinquency. It does mean, however, that those Clubs meeting national standards, with qualified staff, solid youth development programs, collaborative and multi-service approaches, and adequate financial support can bring about a substantial reduction in juvenile delinquency in their communities.

These findings have meaning at different levels.

To Kids it means. . .

- Positive program experiences that produce increased self-esteem.
- Their self-esteem can be steadily reinforced by qualified staff in a Club setting through a variety of daily activities.
- They learn from their total Boys Club experience positive values and useful skills to more safely cope with the dangers of the streets.

To Communities it means. . .

Youth better prepared for responsible and contributing citizenship, safer streets, less crime against business, and the savings of tax dollars which could be directed away from a costly juvenile justice system. Crime cost this nation \$35 billion last year alone, and every neighborhood bore its share -- this can be changed and prevention is the cornerstone of such a change.

To Clubs it means. . .

Challenge. Challenge to offer the best programs -- programs that are as sound in theory as they are in practicality and attractiveness, bringing about the greatest personal growth in Club members. It means challenge to recruit, train, and retain the highest caliber of staff, both paid and volunteer. It means Clubs must challenge the problem of crime through youth development opportunities in every day Club programs. In every activity there is the teachable moment and the chance for increased youth participation in either Club or community service. For example, the La Familia Group Club members at the Madison Square Boys Club in South Bronx used their Boys Club skills to work with community leaders to restore housing for hundreds of families.

To Boys Clubs of America, it means. . .

Providing juvenile justice technical assistance and training as a vital service to Clubs -- because we know that some independent youth agencies participating in the U.S. Department of Justice prevention initiative failed because they lacked national standards and access to a network of support services similar to those provided by Boys Clubs of America. Our current juvenile justice technical assistance is focusing on State-level collaboration especially in South Carolina, New Mexico, Michigan, California and Louisiana and these States are eager to work more closely with Boys Clubs.

Boys Clubs of America particularly recognizes the 30 local Boys Clubs and the Area Councils in Louisiana, New Mexico, Michigan, and Orange County, CA which collectively influence the lives of over 34,000 Boys Club members and contributed to this project's success.

Major Accomplishments at Demonstration Sites:

Nine sites were funded for periods of up to three years with total individual grants ranging from \$42,000 to \$62,000. Impact studies were conducted at these sites which also received the highest levels of on-going technical assistance.

• Los Angeles, California: The Hollywood Boys Club successfully operated an outward bound adaptive program that received 80% of its youth from police referrals. The Wilderness Challenge program worked with delinquents as well as status offenders, and increased the esteem levels of participants in the shortest periods of time:

- 23.69% arrest rate reduction
- 264 youth served

• Richmond, California: The Club's outreach program centered on recruiting and working with members of the Black Lords, a well defined delinquent youth gang. After services were intensified in the second year of the project, the gang was redirected and now is a certified Keystone Club of Boys Clubs of America and has a growing track record in Club and community service. The Keystone Club operates a day care program and a big brother type program under the direction of Club professionals:

- 37.24% arrest rate reduction
- 712 youth served

• Bridgeport, Connecticut: A "Learn and Earn" approach taught job and leadership skills to Hispanic youth, provided in-club work experience opportunities, and education evaluation. "Learn and Earn" is linked with a formal counselling program at the Club and status offending youth are the primary clients:

- 19.89% arrest rate reduction
- 351 youth served

• Omaha, Nebraska: Over 500 youth received skills training, stipend work experience and supervised community service. Extensive use of Youth Effectiveness Training and Parent Effectiveness Training reduced parental rejection levels and taught skills to strengthen family life:

- 37.62% arrest rate reduction
- 1,073 youth served

• Asbury Park, New Jersey: The Monmouth Boys Club offered the most formalized counselling and treatment approach among the impact sites. The formal counselling aspects of the program were overshadowed by the success the project had in recruiting first time offenders into regular Club programs. A community network to increase first offender intervention was introduced by the Boys Club and resulted in a community wide effort at the secondary prevention level. Counselling services for youth in the Club's Residential Group Home were most effective.

- 25.75% arrest rate reduction
- 261 youth served

• Las Cruces, New Mexico: Program emphasis on working with the families of Club members resulted in regular staff visits to the homes of Club members and the sponsorship of family night activities at the Club. Family activities were also offered collaboratively with People Ole, a multi-service coordinating effort, and the local schools. Parenting education was a major and successful component.

- 27.92% arrest rate reduction
- 416 youth served

• Binghamton, New York: A youth development outreach approach was built around three service outposts; the specialized nature of these outposts posed serious labelling problems and the Club requested technical assistance to restructure its project. Recruitment and outreach remained central to the program, but direct services emphasized skills development and subsidized work experience. Today, the program operates as a successful youth employment project and continues to target first time offenders.

- 35.36% arrest rate reduction
- 416 youth served

• Schenectady, New York: The Craig Street Branch Boys Club developed and implemented Project: Connections, a multi-service program approach that involved over a dozen local community agencies also serving the Hamilton Hill neighborhood. Peer leadership training and stipended work experience augmented regular Club activities and provided essential manpower for extensive outreach and recruitment within the target area.

- arrest rate N/A
- 411 youth served

• Waco, Texas: Project FUTURES achieved its three main goals in working with youth at risk by providing transportation services to three newly built public housing projects where juvenile crime was increasing dramatically; by providing leadership skills training and part-time work experience for court referred youth; and by piloting a motivational program especially designed for minority youth. As a result of the project's three year experience the board of directors explored the possibility of totally realigning services along the youth development lines. The plan was recently accepted by the board and the local united way:

- 37.51% arrest rate reduction
- 249 youth served

Justice Programs

PROGRAM ELEMENTS WHICH ACHIEVE DELINQUENCY PREVENTION

During the three year delinquency prevention project several approaches were tested in nine primary demonstration sites. The external evaluation identified ten elements that achieve delinquency prevention:

1. The local Club must design a program with an explicit goal to prevent delinquency. A general intention to prevent delinquency, without a prevention goal, is inadequate.
2. The program design must reflect a philosophy which connects the causes of delinquency, needs of youth, program interventions, and the proposed results of activities. The primary prevention is accomplished through core programs which emphasize personal growth and citizenship and leadership education.
3. The Club's membership profile must include unserved youth and school and juvenile justice system referrals, achieved through outreach activities.
4. The Club must utilize state of the art resources to implement prevention services including: the youth development strategy; delinquency prevention principles; and applicable/adaptable program models.
5. Inter-agency coordination/collaboration must be used for assessing needs, planning, and when feasible, for providing direct service.
6. On-going staff development activities must include attention to youth development, prevention principles and models, and collaboration.
7. The local Board of Directors must address policy issues related to juvenile justice and delinquency prevention including the provision of adequate resources to assure overall program quality and staff continuity.
8. After a Club establishes an effective program in primary prevention, it expands services to include activities such as: gang prevention/intervention; alternative education; group homes, etc.
9. The Club must evaluate its prevention efforts.
10. The Club must use Boys Clubs of America services for program resources and consultation.

The Mira evaluation clearly states that Boys Clubs which follow these guidelines are effective in preventing delinquency. That "not all Boys Clubs are effective in preventing delinquency. Good ones are."

THEORETICAL MODEL

Causes:

1. Lack of Social Control and Social Bonding
2. Negative Labelling
3. Lack of Opportunity and Resultant Strain

Strategy:

To develop legitimate roles and social stakes, and to increase self-esteem by developing stronger senses of usefulness, belonging, influence, and competence.

Interventions:

Personal Adjustment Services/Counseling
 Citizenship and Leadership Development Services
 Cultural Enrichment Services
 Health and Physical Education Services
 Social Recreation Services
 Outdoor and Environmental Education Services

Methodology:

Individual Services/Assistance
 Structured Small Groups
 Large Group (Drop-In Activities or Unstructured)

Outcomes Expected Among Participants:

Measurable decrease in police contacts
 Measurable increase in self-esteem
 Measurable decrease in truancy
 Measurable change in attitude towards delinquency
 Decrease in delinquent acts on self report basis

DELINQUENCY PREVENTION PRINCIPLES

1. Plan the activities as part of your normal program planning process, not as a specialized or short term approach to the delinquency problem.
2. Promote the activities on the basis of its youth development merits, not as a prevention program for troubled youth.
3. Operate the activities as part of your regular Boys' Club services, and in as many program departments as possible; not as a separate program for pre-delinquents.
4. Recruit youth on the basis of uniform criteria linked to external-environmental conditions such as school tracking and unemployment; do not recruit individual youths on the basis that they have been negatively labelled as pre-delinquents.
5. Recruit and serve a mix of youth so that as individual participants, they will be seen as regular club members, not as youth in need of prevention services.
6. Promote among adults and youth a powerful and widely shared expectation that the youth participants have something to contribute and will perform productively with appropriate support.
7. Design your programs in order to exploit every legitimate opportunity to increase the self-esteem of the participants; and to improve the participants standing with his peers, family, school by managing a flow of good news about the youths involved.
8. Maximize the opportunities for youth to work on mutually agreed upon tasks/projects with other youth and adults.
9. Provide credible, useful and portable credentials such as completion certificates or letters of introduction that list competencies, such portable credentials open opportunities in the future as well as in other settings.
10. Special support services such as formal counseling, referral, and remediation for individual participants must be approached with caution, but may be provided if there is a reason to believe such support is needed and will be helpful. Some such services raise problems of isolation and negative labelling, so specific efforts should be made to regulate the effects of such services on the image of the program and on the standing of the young persons served.

YOUTH DEVELOPMENT STRATEGY

The purpose of the youth development strategy is to promote and bring about institutional and organizational change aimed at increasing an organizations capacity to better enhance in individual youth...

The personal sense of...

Usefulness: an opportunity to do something of value for others, such as community service, cross-age helping, taking care of family or work.

Competency: being able to do something well, particularly in relationship to work, which is reorganized by significant others.

Belonging: in the family, the Boys' Club, the school and other settings where an individual knows he has a place, where he knows he fits.

Influence: wanting to be heard, listened to, cared about, and a participant in the governance process in those institutions to which he is attached, including peer groups.

Resulting in...

The opportunity to develop a meaningful life role and a social stake and interest in the Boys' Club, family, school, community and work setting that is so highly valued as to discourage deviant behavior which could jeopardize this interest.

The opportunities to enhance self-esteem which insulates a youth from the negative forces that often derail youth from positive social development tracks.

AVENUE Justice Programs

YOUTH DEVELOPMENT WORKSHOP

Activity Name:

Objective:

Rationale:

How Will This Activity Enhance:

1. BELONGING...
2. USEFULNESS...
3. INFLUENCE...
4. COMPETENCE...

Principles Applicable:

1 2 3 4 5 6 7 8 9 10

AVENUE Justice Programs

SYSTEMATIC APPROACH

TAKE SEVEN GIANT STEPS

The right planning method can help you get the funds you need.

Does your Club want to help you do more to prevent delinquency in your community?

Yes, you say, if only you had the money you'd have the programs!

Well, Boys' Clubs' Executives across the country are finding that sound planning not only produces good programs but also greatly improves chances for adequate funding.

The Key to Club planning is an assessment of community needs. Executives report that once a program is based on current research of local community needs and is aimed at a pressing social problem, the potential of finding a funding agent is increased dramatically.

A well structured program is highly "marketable." Planning has moved it into a different dimension. No longer are you "just keeping kids off the street." Instead, a logical approach to the problem of delinquency has put your Club ahead of the pack.

A marketable package has many audiences. You can move into the state or regional funding process confident that you are on the right track; you can respond to the smaller sums of money infrequently available from the national voluntary organization through special emphasis grants; you can approach the local United Way or a private foundation or corporation - not with just another study, but with a study, a strategy, and a program.

And of course, now that prevention is such a major priority within your own Boys' Club, why not take the package to your board? Your board could go out and raise the extra funds, or consider shifting its own spending priorities in light of these community needs.

Juvenile Justice Programs

The Seven Steps are:

1. DO YOUR HOMEWORK: Understand the theories of the many causes of juvenile delinquency, and their relationship to prevention strategies.
2. LOCALIZE YOUR APPROACH. Study your own community and judge what causes delinquency there. What are the needs of the kids? of the community?
3. DEVELOP A LONG RANGE PREVENTION STRATEGY. Base the strategy on your understanding of local needs and upon your view of the local causes of delinquency
4. DEVELOP PROGRAMS THAT FIT THE STRATEGY. Models can be both "invented" and "discovered." Modifications of tested program models can be very successful, especially when adapted on the basis of proven principles.
5. SEARCH FOR FUNDING.
6. EVALUATE. For impact. For scope. For cost effectiveness.
7. SHARE YOUR SUCCESS. Your program may be highly replicable.

Boys' Club professionals will have an opportunity for in-depth training in the assessment and evaluation of delinquency prevention causes, strategies, and programs at workshops this year. The first were held in May at Orange County, California; Lake Charles, Louisiana; and Raleigh, North Carolina. Details on the Fall workshops will be mailed to each Club.

For more information contact:

John D. Badger, Project Director
Boys' Clubs of America
National Project on Juvenile Justice
771 First Avenue
New York, NY 10017

(212) 557-7750

JUVENILE JUSTICE: A GOAL

For years the juvenile justice system has been accused of ineffectiveness, costliness, and bureaucracy - - and now the process of reform has been engaged. How often we simply forget that juvenile justice is not just a system in need of reform, but juvenile justice is a goal to be reached in the 1980's. Boys Clubs of America has historically endorsed this goal through our support of legislation and the federal and state offices that carry out the mission, goals, and programs funded by the Juvenile Justice and Delinquency Prevention Act. Today it is apparent that the greater implementation effort is shifting to the states in an energetic attempt at cost effectiveness - - an effort we understand and accept.

However, Boys Clubs of America clearly recognizes the need for a federal focal point in juvenile justice and delinquency prevention. Such a focal point gives national leadership to a national problem, allows for economical coordination of all public efforts to avoid costly duplication, and provides a mechanism for attracting national attention to program demonstrations as a means of improving the state of the art. Therefore, we endorse...

- The continuation of the National Advisory Committee on juvenile justice and delinquency prevention, as mandated by the JJDP Act, and recognize the value of its leadership in guiding and interpreting the implementation of juvenile justice legislation.

- The need to further the concentration of federal effort through the Federal Coordinating Council which has the capacity to eliminate the costly duplication of services.

- The improvement of national technical assistance programs which will support the expanding role of state governments, and be responsive to the important role of national and local youth serving agencies.

- The adequate funding and support of national special emphasis programs that demonstrate better ways to address the serious and chronic problems in juvenile justice, so that the learnings of these demonstrations are utilized locally and that the return on the tax dollar invested in each program is realized. These successful demonstrations, with their high degree of private sector leadership, must be seriously considered by states for replication as additional funds come under their control; otherwise the momentum of juvenile justice legislation will be lost and the goal of juvenile justice set back. Voluntary agencies, including Boys Clubs of America, have performed superbly in demonstrations which have had significant, measurable success. For example, Boys Clubs of America showed a juvenile arrest rate reduction of 16% and a resulting savings to tax payers of 3.5 dollars for every dollar spent in its demonstration efforts.

Boys Clubs of America: Juvenile Justice Program Assumptions

Boys Clubs of America's mission, focused on boys from lower socio economic backgrounds, has naturally led to a historical concern with delinquency prevention. Consultation with experts has led to the development of a position paper, established a framework for a recent highly successful national program demonstration which has resulted in the formation of a set of assumptions which guides our current juvenile justice initiative. These assumptions are...

. Boys Clubs of America is a recognized spokesman for youth, and thoughtfully exercises its responsibility in speaking for and against environmental and institutional conditions, as well as legislation.

. Prevention is the foundation of crime control, and delinquency prevention through positive youth development is an effective and affordable strategy.

. Non-delinquent and status offending youth should not be institutionalized and may be effectively served through community based alternatives.

. Children and adults must be separated in all aspects of criminal justice processing and detention, and that the legal principle of Parens Patria remains the cornerstone of contemporary juvenile justice thinking.

. A small yet difficult to isolate segment of juvenile delinquents, who cannot be adequately controlled or treated through community based alternatives, requires the special attention of the juvenile justice system in order to curb a growing wave of violence. Removing the truly non-delinquent from the system should give the police more time for serious criminals, help unclog the courts, and ultimately help the taxpayer who is footing the bill.

Juvenile Justice Priorities for the 1980's

The 1980's bring unprecedented opportunities to achieve the goal of juvenile justice, to prevent delinquency, and to combat violence in our streets. These opportunities must be seen and embraced by an emerging partnership between government and the voluntary agencies. Inter-agency public and private collaboration, particularly at the state level, promises to be the most effective mechanism to deal with the serious and chronic problems of juvenile justice including...

. The urgent need to remove the estimated 475,000 children jailed annually in adult jails and police lock-ups: this group has an in-jail suicide rate which is seven times greater than the average rate for young people of the same age, and is a warning of the deplorable and unconscionable conditions juveniles face in adult jails.

. The trend of growing violence by youth, particularly caused by juvenile groups and gangs: in a recent year in Los Angeles alone, 44% of all arrests for youth violence was gang related.

. The soaring cost of crime and vandalism is estimated at \$35 billion annually, with juveniles responsible for nearly \$10 billion of the total. The cost of crimes against business now exceeds \$34 billion annually, and to this we must add an additional \$20 billion to operate the expanding criminal/juvenile justice system.

In conclusion, we particularly urge: a.) the continuation of a federal focus for juvenile justice, b.) the expansion and full utilization of prevention as the most reasonable and long term approach to these serious problems, c.) the provision of program guidance and technical assistance to states which can be provided in part by the national voluntary organizations with the practical expertise developed by the earlier QJJD demonstrations, and d.) that collaboration be recognized as the key to state level success in juvenile justice and delinquency prevention. These principles, coupled with the power of national experience and leadership, enrich the purpose of the Juvenile Justice and Delinquency Prevention Act. The Act provides the structure for continuing a necessary national momentum in the new arena of desired and expanded state involvement.

BOYS' CLUBS OF AMERICA BRIEFING PAPER



BOYS CLUBS OF AMERICA
NATIONAL PROJECT ON JUVENILE JUSTICE

AN EFFECTIVE DEMONSTRATION

The Boys Clubs of America National Project on Juvenile Justice is completing three years of effective program demonstration, but this impressive delinquency prevention approach is not yet sufficiently built into the Boys Club Movement to institutionalize the program. We need to continue this initiative while enthusiasm is keen, resources are in place, and momentum exists; otherwise there is danger of losing much of what has been accomplished to date.

National Demonstration Effective:

Thirty local Boys Clubs conducted successful delinquency prevention programs with a grant from the Office of Juvenile Justice and Delinquency Prevention in Washington, DC. The three year national project demonstrates convincingly that local Clubs, with Boys Clubs of America support, can . . .

- Significantly reduce juvenile arrest rates.
- Identify, develop, and utilize prevention approaches that are successful in reaching hard-to-reach youth who are not served by other agencies.
- Provide youth-at-risk with meaningful services that increase self-esteem and teach skills and values for living useful, competent, and productive lives.
- Broaden neighborhood, community, state, and regional support for prevention.

Boys Clubs of America mounted the initiative in a manner which has increased its own capacity, and that of its local Clubs, to be more effective in delinquency prevention; we systematically developed program resources, conducted training events, and consulted with Clubs to strengthen programs and encourage collaborative planning.

BCA's Position in the Prevention Field:

Boys Clubs of America is the only major national youth agency which has traditionally and is currently placing its greatest emphasis on providing life-enhancing services to young people from disadvantaged economic, social and family circumstances. We seek out youngsters whom other agencies have failed to serve because the risks are too great, the potential for failure too overwhelming, the economic conditions too difficult. The Boys Clubs of America approach, with its emphasis on positive youth development, has a proven track record in attracting and sustaining the interest of the most vulnerable youth. Over 6,400 high risk youth have been recruited by the Boys Club national project, and sixty per cent are minority youth.

| | |
|---|-------|
| • 2% American Indian and Vietnamese | 178 |
| • 20% Hispanic | 1,250 |
| • 38% Black | 2,415 |
| • 40% White | 2,569 |

Nationally we have nearly 1,000 Clubs situated in communities of great need, and our membership of 1,000,000 is comprised of large numbers of young people whose ethnic, socio-economic, and educational backgrounds places them among the nation's most vulnerable.

- 27% are fourteen years of age and over
- 44% come from families with incomes of \$8,000 or less
- 72% come from families of four or more children
- 46% come from single-parent families
- 30% of household heads are on public assistance.

The Impact of Networking:

- 16% average reduction in juvenile arrests in demonstration sites.
- 60% of youth recruited through outreach are minority.

Our project's success in reducing juvenile arrest rates is made possible by the support from the Office of Juvenile Justice and Delinquency Prevention through grants, technical assistance, and resource materials. OJJDP's support has placed BCA in a pivotal position allowing us to begin to emerge as a national leader in delinquency prevention; and, provided the opportunity for us to develop local, state, and national linkages with the most informed delinquency prevention organizations and specialists.

Our involvement with the following organizations is an example of networking that has had an impressive pay off in these ways:

- The Center for Action Research directed the curriculum design for our delinquency prevention workshops, and prepared 12 National Training Associates to facilitate workshops.
- The Westinghouse National Issues Center consulted on the development of a You-Can-Do-It Guide on delinquency prevention through youth development that is the basis of utilizing delinquency prevention principles in Boys Clubs.
- The Social Science Research Center, University of Southern California, provided expertise in developing an action-research model dealing with Boys Clubs and delinquent groups.
- The Behavioral Research Institute has provided guidance in use of self-report instruments that provide a research basis to external evaluation conducted by Mira Associates.

Boys Clubs of America is an important link connecting theory, research, and evaluation with the realities of program implementation. This networking is integral to the success Boys Clubs have had in prevention.

A Team Approach and Innovation Saves Money and Gets Results:

Bureaucratic superstructures don't have the viability to get results. But the BCA team approach connects local Clubs and the national project in a most cost efficient manner that maximizes local community accountability and control. For example, 90% of OJJDP grant dollars to BCA have been directed to the local level for direct services, training,

consultant services, and resource materials. Considering the cost of law enforcement, court processing, probation, and incarceration, Boys Club prevention service is the bargain in the juvenile justice market. The cost benefit is striking when you consider Boys Clubs are reaching youth in the most stressful target neighborhoods. Rarely has OJJDP received such a return on its grants investment.

- 90% of grant dollars directed to local Clubs.
- \$46 per year client cost to OJJDP.
- \$180 local match per client each year

Coordination for Innovation:

All evidence indicates that ineptly conceived programs and novelty short term service approaches have done little to reduce juvenile delinquency. The key to successful innovation is the creative blending of resources that get results . . . and that is the Boys Clubs approach . . . creative blending of proven principles, use of knowledgeable professionals, development of attitudes that bring about positive change, and the utilization of workable program ideas. The BCA Juvenile Justice program models have a philosophical basis in youth development and the behavioral sciences and are understandable, adaptable, and workable. The key program elements are . . .

- | | | |
|-----------------------------|----------------------|------------------------|
| • Prevention Principles | • Youth Development | • Training |
| • Utilization of Learnings | • Climate for Change | • Technical Assistance |
| • Systemic by Design | • Support System | • Evaluation |
| • Successful Demonstrations | • Program Models | • Results Oriented |

We Have a Proven Track Record:

The Boys Clubs of America's National Project on Juvenile Justice has consistently built a record on specific and measurable impacts of its chart of work as funded by OJJDP. We get the job done. This is evidenced by the facts that:

- 600 youth have been trained and used as peer counselors in local Boys Club test sites.
- 756 community volunteers and club staff have been trained in prevention workshops.
- 175 community leaders have been recruited and trained as program aides and project advisory council members.
- 150 youth serve the program as co-planners and co-implementors along with adults in their Clubs.
- 5 urban areas have developed prevention collaborations with Boys Club leadership involving a total of 15 Clubs serving a total of 13,600 youth at risk.
- 3 states have initiated state Boys Club collaborations for prevention involving a total of 36 Clubs serving a total of 21,400 youth.

- 12 National Training Associates have been trained and used as volunteer instructors in the project's training program.
- 30 clubs have agreed to written standards for youth participation in local decision making.

Interim Evaluation Findings:

Mira Associates has conducted an independent evaluation of Boys Clubs of America's prevention initiative, and has utilized an informative evaluation model that measures impact and provides evaluation feedback to program operators to assure that programs are finely tuned. Mira Associates reports that . . .

- The pre and post test data from the youth served and from control groups supports the hypothesis that local Boys Clubs have reduced delinquency.
- For the youth themselves, the most meaningful program services have been traditional Boys Club services emphasizing peer leadership roles.
- Boys Clubs of America has established a significant capability to train local staff and community volunteers in prevention techniques.
- A well organized, conscientious program to facilitate utilization of the products of the demonstration is effectively underway.

Boys Clubs Tackle the Hard Problems and Provide Service Where it Counts Most:

Boys Clubs recognize the magnitude of this nation's juvenile delinquency crisis and is committed to the approaches that make the differences by:

- Improving individual youth's attitude, behavior, and self image.
- Enhancing family life.
- Upgrading Club prevention programs and staff.
- Providing meaningful community service.
- Collaborating with Boys Clubs and other agencies at the state level.
- Supporting national efforts in juvenile justice.

Boys Clubs know about the tough issues and work towards changing the conditions that cause delinquency.

- | | | |
|-------------------------|------------------------|-----------------------|
| • Juvenile arrest rates | • Probation case loads | • Poor nutrition |
| • Chronic offenders | • Delinquent gangs | • Learning problems |
| • Youth unemployment | • Family crisis | • Lack of opportunity |
| • Youth alienation | • Low self esteem | • Negative labelling |



Briefing Paper

SIGNIFICANT ACHIEVEMENTS PAVE WAY FOR CONTINUATION

The Boys Clubs of America National Project on Juvenile Justice is completing three years of effective program demonstration, but this impressive delinquency prevention approach is not yet sufficiently built into the Boys Club Movement to institutionalize the program. We need to continue this initiative while enthusiasm is keen, resources are in place, and momentum exists; otherwise, there is danger of losing much of what has been accomplished to date.

National Demonstration Effective:

Thirty local Boys Clubs conducted successful delinquency prevention programs with a grant from the Office of Juvenile Justice and Delinquency Prevention in Washington, D.C. The three year national project demonstrates convincingly that local Clubs, with Boys Clubs of America support, can . . .

- Significantly reduce juvenile arrest rates; a 16% reduction was achieved.
- Identify, develop, and utilize prevention approaches that are successful in reaching hard-to-reach youth who are not served by other agencies.
- Provide youth-at-risk with meaningful services that increase self-esteem and teach skills and values for living useful, competent, and productive lives.
- Broaden neighborhood, community, state, and regional support for prevention.

Boys Clubs of America mounted the initiative in a manner which has increased its own capacity, and that of its local Clubs, to be more effective in delinquency prevention; we systematically developed program resources, conducted training events, and consulted with Clubs to strengthen programs and encourage collaborative planning.

1981 Juvenile Justice Plans:

- National Gang Study: A request of \$96,997 has been requested from the W.T. Grant Foundation. Street gang activity has had a major resurgence, yet there is little information available to guide the development of adequate prevention and intervention programs to alleviate the current crisis. Boys Clubs of America seeks to undertake national study of the problem toward the development of a theoretically based and operationally sound approach toward the prevention and reduction of delinquent gang activity.

A thorough research effort will be followed by the preparation and publication of a major statement on the policy and program implications of effective prevention and intervention strategies. With this as a foundation, Boys Clubs of America will develop and deliver appropriate technical assistance to more than 1,000 local Boys Club facilities in some 700 communities so that these Clubs can provide essential leadership and resources behalf of the community and towards the elimination of the problem.

National Gang Study

This initiative marks the first effort of any major youth serving agency to conduct action research in this area. It holds the promise of providing fresh and useful information not only to Boys Clubs, but to law enforcement agencies, schools, and numerous national and local organizations concerned with the growing problem of gang delinquency.

- Michigan Delinquency Prevention Project: The Michigan Area Council of Boys Clubs of America is requesting \$1 million from the Michigan Office of Criminal Justice to plan and implement a state-wide prevention effort. This effort will be based upon Boys Clubs of America's delinquency prevention success in cities throughout America. Each Michigan Boys Club will develop a program model based upon its local youth needs and proven prevention principles. Boys Clubs of America will hire a state project director and will provide guidance to the Area Council in program implementation and evaluation. Negotiation with representatives of state government were highlighted on January 14th, when the state tentatively committed an initial \$1 million for the three year project.

- Removal of Juveniles from Adult Jails: The U.S. Department of Justice has recently agreed to provide support to Boys Clubs of America to develop a national demonstration project which will remove the non-serious juvenile offender from adult jails. We view the placement of juvenile offenders in adult facilities as a morally tragic and unacceptable practice. . .

- . 88% of the 480,000 juveniles confined each year in adult jails pose no threat to their communities.

- . A 12.3 per 100,000 suicide rate among these jailed youth is many times higher than the rate for the general juvenile population, and is a sinister warning on the deplorable conditions youth face in jail.

- . Staff and facility limitations often cause juveniles to be held in isolation and without supervision.

A six months program of technical assistance, provided to Boys Clubs of America by the U.S. Department of Justice, will be followed by a national demonstration budgeted at \$400,000 per year for three years. The demonstration efforts will show Boys Clubs of America's capacity to intervene and remove a youth from jail while providing essential support services to the youth and his family. Services proposed include: 24-hour intake, emergency shelter care, and supervision by a Boys Club professional or qualified volunteer to assure that the youth's family, school, job, and community contacts are maintained and strengthened.

JUVENILE JUSTICE AND DELINQUENCY PREVENTION PLANS: July 1981 - June 1982

The juvenile justice initiative will continue in its utilization phase for the next twelve months with emphasis on state level Boys Club collaboration, the provision of technical assistance to Area Councils desiring to establish juvenile justice projects, consultation with local Clubs, and the training of staff.

Programmatic thrust will include primary prevention through youth development, strengthening local Clubs working relationships with law enforcement and juvenile courts, and assistance to Clubs and communities with youth gang activities.

Overview of State Activity:

- The Michigan Area Council has been granted \$87,000 for a delinquency prevention planning grant from the Michigan Office of Criminal Justice.
- The Oregon Council has received technical assistance in planning a \$200,000 project for the next two years. Funding is anticipated from two local foundations.
- Indiana and Kentucky has plans to establish juvenile justice task forces this fall, and the Area Councils will work closely with the two state governments.
- Plans to establish a juvenile justice project in South Carolina are in the developmental stage.
- An additional 10 states have been targetted and plans are being coordinated between BCA divisions to facilitate technical assistance.

Training:

The two day delinquency prevention workshop, developed and field tested last year, will be sponsored four times this year, with over 120 local professionals participating.

Local Clubs and Area Councils will receive an additional four workshops tailored to their respective needs and interests in prevention services.

National Gang Study Update:

Staff continue to work with the W. T. Grant foundation to secure a major grant to develop a national gang prevention/intervention project. In addition, staff have worked with the California Youth Authority and the California Attorney General's Office on the utilization of recent findings in the "Report on Youth Gang Violence in California."

Juvenile Justice Programs

-EVALUATION METHODS-

Two independent evaluators approved by the National Institute of the Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice, examined the BCA Juvenile Justice Project. The National Council on Crime and Delinquency evaluated 165 funded projects nationwide, including BCA's project. Mira Associates, a national evaluation firm, focused solely on the Boys Club project evaluation.

Mira was directed to address fifteen evaluation questions, including "What impact did the local demonstrations have on delinquency?" Three methods were designed to answer the questions:

Method #1: Local juvenile arrest rates were tracked in each pilot site community and verified by the Federal Bureau of Investigation. The arrest rates were matched with the age groups served by the projects. Current methods cannot scientifically demonstrate a pure cause and effect relationship, but the evaluation indicates that Boys Clubs are a key variable in the decline.

Method #2: Scientific instruments were used for pre and post testing to measure changes in the attitudes and behavior of participants. For validation, control groups were used at four sites.

Method #3: Case studies were developed for each site. Data was collected through on site observation and interviews with staff, board members, parents, and youth.

The combination of the three methods assures reliability and validity of the evaluation design and findings.

U.S. Department of Justice
Law Enforcement Assistance Administration

Equipment Disposition Report

This attachment to the Year End Report is a statement of the disposition of equipment purchased with funds under Grant Number 78-JS-AX-001 for the period of November 15, 1977 to February 28, 1981 by Boys' Clubs of America and its sub-grantees.

Boys' Clubs of America

| <u>Purchase Date</u> | <u>Item</u> | <u>Serial No.</u> | <u>Cost</u> |
|----------------------|---|-------------------|--------------------|
| 11/77 | (2) IBM Selectric Typewriters #1855284 #1855285 | | \$760.00 760.00 |
| | International Business Machines Good Condition | | |
| 2/10/78 | (1) 2 drawer file cabinet | | 116.00 |
| 3/6/78 | (1) Sony Tape Recorder Model #Tc44 Beta Business Products Good Condition | | 140.00 |
| 3/9/78 | (1) Edisette Dictator (1) Edisette Transcriber | #459522 451845 | 738.00 |
| | Linear Business Products Good Condition | | |
| 4/3/78 | (1) Swivel Arm chair (1) Arm chair | 8810 K200 | 206.70 113.30 |
| | Kramer Office Furniture Good Condition | | |
| 7/21/78 | (1) 12" Fan - oscillating | 154C | 31.89 |
| | Kramer Office Furniture Good Condition | | |

| <u>Purchase Date</u> | <u>Item</u> | <u>Serial Number</u> | <u>Cost</u> |
|----------------------|---|----------------------|-------------|
| 1/78 | Sanyo Desk Calculator | #11709841 | |
| | Sotis Office Supply Good Condition | | |
| 1/78 | Panasonic Pencil Sharpener | 829B | |
| | Sotis Office Supply | | |
| | The above items are inventoried and in use at the office of the Juvenile Justice Project. | | |
| 5/18 | Tape recorder Located at the Boys' Club of Richmond. To be returned to BCA at the termination of grant | | 155.49 |

Site Equipment Disposition

| <u>Purchase Date</u> | <u>Item</u> | <u>Serial Number</u> | <u>Cost</u> |
|----------------------|--|----------------------|-------------|
| | Richmond Boys' Club | | |
| 3/78 | (1) Smith Carona 2200 Typewriter original cost \$349.00 - New | | \$300.00 |
| | Office Mart, Richmond, CA Good Condition | | |
| 6/78 | (1) File cabinet New | | 91.06 |
| | Office Mart, Richmond, CA Good Condition | | |
| 10/20/78 | (1) Rex Rotary Duplicator used when purchased | 861194 | 361.10 |
| | Ubec County Business Machine Good Condition | | |
| | The above items are in use at the | | |
| | Richmond Boys' Club 263 South 20th Street Richmond, CA 94802 | | |

Waco Boys' Club

| <u>Purchase Date</u> | <u>Item</u> | <u>Serial Number</u> | <u>Cost</u> |
|----------------------|--|----------------------|-------------|
| 5/24/78 | (2) Deluxe Motor Saws New at purchase from Institutional Purchasing Service, Boys' Clubs of America. Located at main unit at 1311 Clay Street | 572 | \$135.00 |
| 12/12/78 | (2) Hockey Pong Games New from Sears Roebuck One located at Games Room Memorial Unit, 2020 Richter St., Waco, TX One Stolen | | 53.98 |
| 3/9/78 | (1) Table Tennis TT3 New Institutional Purchasing Service, Boys' Clubs of America. inc. shipping (1) Pool Table | | 383.46 |
| 7/29/78 | (1) IBM Typewriter D Reconditioned Good Condition - main office | | 500.00 |
| 7/29/78 | (1) IBM Desk Model Calculator Stolen | | 25.00 |
| 7/29/78 | (3) File cabinets Model 234P Main Office Good Condition | | 280.00 |
| 10/15/78 | (1) Pool Table 4' x 8' Billiard Supply Waco, TX | | 627.00 |

Hollywood Boys' Club

Wilderness Challenge Equipment was purchased from:
Recreation Equipment Corporation and The Adventure
16 Camping Equipment Company. The dates of purchase
and amounts are:

| | |
|----------|------------------|
| 10/10/77 | \$183.90 |
| 11/10/77 | 177.93 |
| 3/31/78 | 229.33 |
| 10/ 3/78 | 867.82 |
| 1/20/78 | 557.14 |
| | <u>\$2016.12</u> |

Equipment Inventory

| | |
|---------------------------------|-------------------|
| (13) Sleeping bags | \$ 65.00 ea. |
| (13) Backpacks | 45.00 ea. |
| (12) Ponchos | 12.00 ea. |
| (10) Sleeping pads | 8.00 ea. |
| (20) Stuff sacks | 4.00 ea. |
| (15) Water bottles | 2.00 ea. |
| (12) Mess Kits | 3.00 ea. |
| (12) Compasses | 6.00 ea. |
| (4) Stoves | 46.00 ea. |
| (2) Cooking sets | 24.00 ea. |
| (4) Tents | 140.00 ea. |
| (4) Mountain Climbing Ropes | 2@ 90.00 2@ 60.00 |
| Climbing Equipment Hardware | 200.00 |
| Miscellaneous Camping Equipment | 567.14 |

The above equipment is in use and because of its nature and
quality is rated in fair to good condition.

Monmouth Boys' Club

| <u>Purchase Date</u> | <u>Item</u> | <u>Serial Number</u> | <u>Cost</u> |
|----------------------|---|----------------------|-------------|
| 5/78 | Furniture (1) Sofa (2) Chairs (1) Coffee Table | | \$865.00 |

New at time of purchase from Rustin Office Supply . Items are located in S.T.R. Project Room.. Condition: Three items are good. One chair is in poor condition.

Schenectady Boys' Club

| <u>Purchase Date</u> | <u>Item</u> | <u>Serial Number</u> | <u>Cost</u> |
|----------------------|---------------------------------------|----------------------|-------------|
| 11/77 | (1) IBM Typewriter Factory renewed | | \$500.00 |
| | (1) Pocket Calculator | | 25.00 |
| | (1) File cabinet 4 drawer | #234P | 240.00 |
| 10/78 | (4) Office Chairs | | 140.00 |
| | (2) Coat racks | | 20.00 |
| | (2) Metal conference tables | | 70.00 |
| | (1) Sofa | | 50.00 |
| | (2) File boxes | | 10.00 |

The above items are used by Project Connections
Craig Street Boys' Club
401 Craig Street
Schenectady, NY

January 30, 1981

Mr. Robert C. Goffus, Comptroller
U. S. Department of Justice
Office of Justice Assistance, Research
and Statistics
Control Desk, Office of Comptroller
633 Indiana Avenue NW
Washington, D. C. 20531

Dear Mr. Goffus:

Enclosed is an original and two copies of our financial status report (H-1) for the period ending December 31, 1980.

I have attached a copy of our previous report for the period ending September 30, 1980 because the turn around document did not reflect the figures in the column marked previously reported.

If you have any questions, please contact me.

Sincerely yours,

MS:rdv

Marie Santorelli
Controller

FINANCIAL STATUS REPORT (H-1)

U.S. DEPARTMENT OF JUSTICE, CIARS

ADDRESS: 79-15-AX-139
 NAME AND ADDRESS OF GRANTOR
 CIVIL RIGHTS LEADERSHIP
 771 FIRST AVENUE

AGILATEE ACCT. NO. *EMPLOYER ID NO.

* BASIS OF REPORT * FINAL REPORT

* CASE ACCRUAL * YES NO

* REPORT PERIOD

FROM 10/01/80 TO 12/31/80

| STATUS OF FUNDS | PREVIOUSLY REPORTED (6TH ENDING) | CURRENT PERIOD |
|---|--------------------------------------|----------------|
| A. TOTAL UTILAYS PREVIOUSLY REPORTED | 0.00 | 182,373.58 |
| B. TOTAL UTILAYS THIS PERIOD | 0.00 | 49,465.74 |
| C. CURE CREDITS THIS PERIOD | 0.00 | -0- |
| D. NET UTILAYS THIS PERIOD (LINE B - C) | 0.00 | 49,465.74 |
| E. TOTAL UTILAYS TO DATE (LINE A + D) | 0.00 | 231,839.32 |
| F. LESS MONETED SHARE OF UTILAYS | 0.00 | 3,736.32 |
| G. FEDERAL SHARE OF UTILAYS (LINE E - F) | 0.00 | 228,103.00 |
| H. TOTAL UNPAID OBLIGATIONS | 0.00 | -0- |
| I. LESS MONETED SHARE OF UNPAID OBLIGATIONS | 0.00 | -0- |
| J. NET UNPAID OBLIGATIONS (LINE H - I) | 0.00 | -0- |
| K. TOTAL FEDERAL SHARE OF UTILAYS AND UNPAID OBLIGATIONS (LINE G + J) | 0.00 | 228,103.00 |
| L. TOTAL FEDERAL FUNDS ALLOCATED | 0.00 | 228,103.00 |
| M. UNDISBURSED BAL. FED FUNDS (LINE L - K) | 0.00 | -0- |

TOTAL FEDERAL FUNDS OBLIGATED: \$

| PROVISIONS * | TYPE OF RATE | AMOUNT ** | OFFICE ACTION GRANTS | PASS THROUGH |
|--------------|--------------|-----------|----------------------|--------------|
| 11.16 | 117,013 | | | |
| 8.8 | 8,334 | | | |
| 14,064.05 | 10,327.73 | | | |

I CERTIFY THAT TO THE BEST OF MY KNOWLEDGE AND BELIEF THIS REPORT IS CORRECT AND COMPLETE AND THAT ALL UTILAYS AND UNPAID OBLIGATIONS ARE FOR THE PURPOSES SET FORTH IN THE ATTACHED DOCUMENTS.

Signature: Marie Santorelli Controller
 DATE: 1/29/81 TELEPHONE: 212 - 557 - 8562

END