freshdirections volume II

community**programs**
**supported by the San Francisco
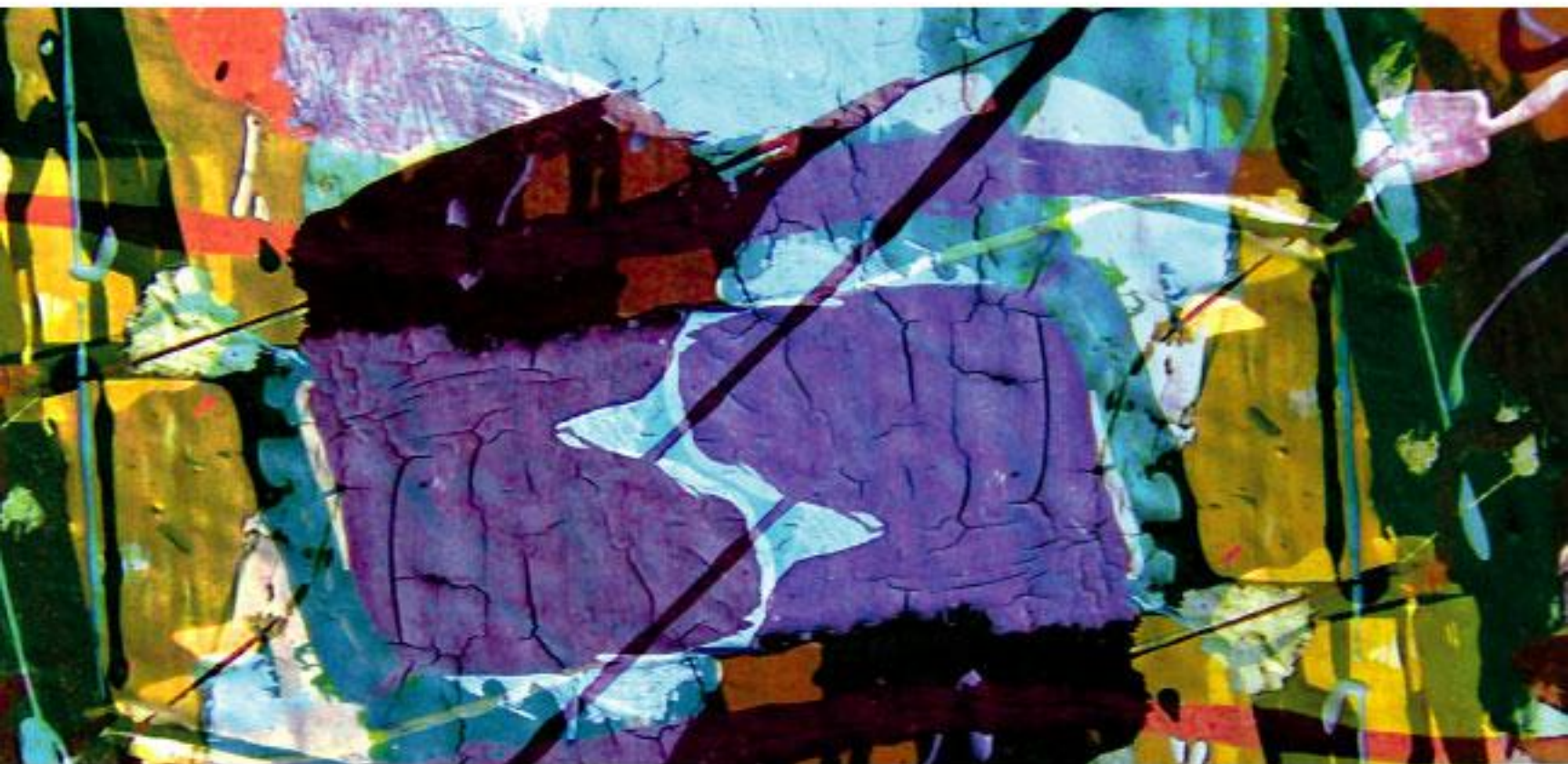Juvenile Probation Department**

june 2005

Fresh Directions volume II

Community Programs Supported by the San Francisco Juvenile Probation Department

June 2005

Prepared by:
LaFrance Associates, LLC
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Michael Lee

LFA contributes to the health and well-being of communities
by providing applied research, evaluation and technical assistance services
that advance the work of organizations in the nonprofit, philanthropic, and public sectors.

Executive Summary: Fresh Directions volume II
Community Programs Supported by the San Francisco Juvenile Probation Department

Fresh Directions volume II is the second comprehensive report on community-based services funded by the San Francisco Juvenile Probation Department's (SFJPD) Community Programs Division. This report is cumulative over two years; it covers the contract years 2003-2004, and 2004-2005. The Community Programs Division (CPD) allocates and manages approximately $5 million annually from different funding streams: General Fund, Temporary Assistance for Needy Families (TANF), Juvenile Justice Crime Prevention Act, and Children Services Prop J dollars.[1] CPD funding decisions are approved by the Juvenile Probation Commission and made in concert with the Juvenile Justice Coordinating Council (JJCC) in San Francisco, which includes representatives from the Juvenile Probation Department, the Mayor's Office of Criminal Justice, all other youth-serving City Departments, local law enforcement agencies, and community-based providers. With the goal of preventing or reducing youths' involvement with the juvenile justice system, the SFJPD/CPD supports a variety of youth development promotion and delinquency prevention strategies, from education and life skills programs, to services specifically geared toward girls, to services for families. For each type of service, the Division partners with one or more community-based organizations, so that young people receive services provided from a *community* orientation, rather than a probation orientation, right in their home neighborhoods.

> ### What Will I Find in *Fresh Directions*?
>
> - **Background, history, and context of the Community Programs Division** of the San Francisco Juvenile Probation Department
>
> - A **literature review** that summarizes the demonstrated connection between youth development-oriented delinquency prevention strategies with reduced juvenile justice system involvement
>
> - Descriptions of **eight types of SFJPD/CPD-funded programs**, such as Girls Services, Intensive Home Based Supervision, and Education, Life Skills, and Employment Programs
>
> - A descriptive profile and evidence of effectiveness for **community-based organizations supported by the SFJPD Community Programs Division**
>
> - Maps of San Francisco that pinpoint service locations in relation to geographic patterns of juvenile crime
>
> - General **conclusions** and a set of **recommendations** for future evaluation

Fresh Directions volume II was prepared by LaFrance Associates, LLC (LFA), a San Francisco-based evaluation consulting firm the Community Programs Division has contracted with to manage the PrIDE (Program Information for Development and Evaluation) system since July 2002. About two-thirds of the programs that are funded by the Community Programs Division take part in this ongoing evaluation project. While this report highlights data from PrIDE, it also includes service delivery and utilization information across all funded programs.

The Executive Summary answers these questions:
1. What organizations and programs does the Community Programs Division support?
2. What youth are being served by SFJPD/CPD-funded programs?
3. What services do SFJPD/CPD-funded programs offer to young people?
4. What changes do young people who participate in these programs experience?
5. How satisfied are youth participants with the services these programs provide?

The following provides an overview of responses to each of these questions. The full report contains details about individual programs, grouped by type of service. The full report also opens with a review of the literature about the known effectiveness of prevention programs and delinquency reduction, as well as an extensive set of recommendations for future areas of focus in assessing the effectiveness of the community programs model.

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[1] This pertains to the two contract years 2003-2004 and 2004-2005.

1. What organizations and programs does the Community Programs Division support?

During the 2003-2004 and 2004-2005 fiscal years, the Community Programs Division (CPD) of the San Francisco Juvenile Probation Department funded over 40 different programs for youth who are involved or at risk of involvement in the juvenile justice system. For the purposes of this report, they have been grouped into eight different clusters: anger management; case management; education, life skills, and employment; family support; girls services; intensive home based supervision; alternatives to secure detention; and shelter services.

The SFJPD/CPD has selected a diverse set of providers that offer age- and culturally-appropriate services and that provide a range of offerings to youth living in different areas of the city who have varied needs. A full list of providers is provided in the box to the right.

2. What youth are being served by SFJPD/CPD-funded programs?

Between July 2003 and February 2005, over 1,700 youth participated in SFJPD/CPD-funded programs. Some youth participated in more than one SFJPD/CPD-funded program in this contract year (10%, n=1,759).

Youth served by SFJPD/CPD-funded programs mirror the diversity of San Francisco. Programs serve slightly more boys than girls, and they serve youth from as young as six years old to over 18 years old. On average, participants are 16 years old. They are from neighborhoods across San Francisco, with the largest concentration of youth coming from Bayview-Hunters Point, the Western Addition, the Mission, and Visitacion Valley. The population of participating youth is quite ethnically diverse, although most of the youth served are either African-American (49%) or Latino/a (23%).

Programs are reaching youth with a range of risk factors that make them prone to becoming involved with or remaining involved in the juvenile justice system: about two-thirds acknowledge hanging out with gang members; youth live in families with parents, siblings, and other relatives who have been arrested; and, among the sample for whom these data were available, about one-fifth had sustained petitions prior to program entry.

SFJPD/CPD- Funded Programs 2003-05

- Ark of Refuge, Spirit Life Chaplaincy Program
- Asian American Recovery Services, Straight Forward Club
- Bayview Hunters Point Foundation, IHBS
- Bernal Heights Neighborhood Center, OMCSN
- Brothers Against Guns, IHBS
- CARECEN, Second Chance Tattoo Removal
- CYWD, Girls' Detention Advocacy Project and Sister Circle
- CJCJ, Detention Diversion Advocacy Project
- Community Works, ROOTS and Young Women's Internship Program
- Community Youth Center, IHBS
- Edgewood Children's Center, Kinship Support Network
- Ella Hill Hutch Community Center, UJIMA Co-Ed Mentorship Program (2003-2004 only)
- Family Restoration House, X-Cell at Work
- Huckleberry Youth Programs, Status Offender Program
- Hunters Point Family, Girls 2000 Family Services Program
- Girls Justice Initiative, Detention-Based Case Management, Inside Mentoring and After-Care Case Management
- Instituto Familiar de la Raza, Intensive Case Management and IHBS
- Mission Neighborhood Center, Home Detention Program and Young Queens on the Rise
- Morrisania West, Inc., IHBS
- Office of Samoan Affairs, IHBS (2003-2004 only)
- Parenting Skills Program (2003-2004 only)
- Performing Arts Workshop, Impact Community High School
- Potrero Hill Neighborhood House, Omega Peer Counseling Program and IHBS (Peer Counseling Program 2003-2004 only)
- SAGE Project, Inc., Survivor Services for Girls
- Samoan Community Development Center, CLC – Anger Management and IHBS
- SLUG/DPW, Saturday Community Service (2003-2004 only)
- Solutions Program (2003-2004 only)
- Special Services for Groups, OTTP
- The San Francisco Boys and Girls Home, Pre-Placement Shelter
- University of San Francisco, Street Law (2003-2004 only)
- Urban Services YMCA, Bayview Beacon Center Truancy Program
- Vietnamese Youth Development Center, IHBS
- California Community Dispute Services, Youth Accountability Boards (2003-2004 only)
- Youth Guidance Center Improvement, Focus I, Focus II, GED Plus
- YWCA, Girls Mentorship and FITS

Exhibit 1
Target Populations Served by SFJPD/CPD-Funded Programs[2]

SFJPD/CPD- Funded Program		Primary Target Population: Demographic Characteristics				Primary Target Population: Risk Factors				
Organization	Program	Age-specified	Gender-specified	Neighborhood-specified	Race/Ethnicity-specified	On probation	Used/abused drugs	Truant	Gang affiliated	Other
Ark of Refuge	Spirit Life Center Chaplaincy Services	12-18	No	No	No	✓				Juvenile Hall detainees
Asian American Recovery Services	Straight Forward Club	10-18	No	No	No	✓	✓		✓	Youth at risk of system involvement
Bayview Hunters Point Foundation	IHBS	No	No	Bayview-Hunters Point	No	✓	✓	✓	✓	Youth at risk of system involvement
Bernal Heights Neighborhood Center	OMCSN	12-17	No	Outer Mission	Latino/a African American	✓			✓	Youth at risk of system involvement
Brothers Against Guns	IHBS	12-18	Boys	Bayview-Hunters Point	African American Pacific Islander	✓	✓	✓	✓	Youth at risk of system involvement
CARECEN	Second Chance Tattoo Removal	12-24	No	Misson (Citywide)	Latino/a All	✓	✓	✓	✓	Youth at risk of system involvement
CYWD	Girls Detention Advocacy Project and Sister Circle	16-24	Girls	No	Youth of color	✓	✓	✓	✓	Youth at risk of system involvement
Community Works	ROOTS	12-14	No	No	No					Children w/incarcerated parents experiencing behavior problems
Community Works	Young Women's Internship Program	13-17	Girls	No	No	✓				
Community Youth Center	IHBS	15-16	Male	No	Chinese Filipino Vietnamese	✓	✓	✓	✓	Youth at risk of system involvement
Edgewood Children's Center	Kinship Support Network	11-19	No	No	No	✓				All youth live with kin caregivers and are at risk of system involvement
Family Restoration House	X-Cell at Work	14-21	No	Bayview-Hunters Point	African American			✓		Youth at risk of system involvement
Girls Justice Initiative	Detention-Based Case Management	12-18	Girls	No	No	✓	✓		✓	Detained youth
Girls Justice Initiative	Inside Mentoring	12-18	Girls	No	No	✓	✓			Detained youth
Girls Justice Initiative	After-Care Case Management	13-18	Girls	No	Youth of color	✓	✓			Youth at risk of system involvement
Hunters Point Family	Girls 2000 Family Services Project	10-18	Girls	Bayview-Hunters Point	African American	✓	✓	✓	✓	Youth in public housing, at risk of system involvement

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[2] The following programs are not included in this exhibit because all relevant data were not available: Ella Hill Hutch Community Center, UJIMA Co-Ed Mentorship Program; Office of Samoan Affairs, IHBS; CJCJ, Detention Diversion Advocacy Project; Potrero Hill Neighborhood House, Peer Counseling Program, and SLUG/DPW, Saturday Community Service.

SFJPD/CPD- Funded Program		Primary Target Population: Demographic Characteristics				Primary Target Population: Risk Factors				
Organization	Program	Age-specified	Gender-specified	Neighborhood-specified	Race/Ethnicity-specified	On probation	Used/abused drugs	Truant	Gang affiliated	Other
Huckleberry Youth Programs	Status Offender	11-17	No	No	No		✓	✓		Youth who have run away, status offenders, and youth at risk of system involvement
Instituto Familiar de la Raza	IHBS	13-18	No	Mission (Citywide)	Latino/a	✓	✓	✓	✓	Youth at risk of system involvement
	Intensive Case Management	13-18	No	Mission	Latino	✓	✓	✓	✓	Youth at risk of system involvement
Mission Neighborhood Center	Home Detention Program	No	No	Bayview Mission	Latino African-American	✓	✓	✓	✓	Court-ordered, youth at risk of system involvement
	Young Queens on the Rise	14-18	Girls	Mission Bayview	Latina African-American	✓	✓	✓	✓	Youth at risk of system involvement
Morrisania West, Inc.	IHBS	No	No	No	No	✓	✓	✓	✓	Youth at risk of system involvement, and youth who are 554s
Performing Arts Workshop	Impact High School	14-18	No	No	No	✓	✓	✓	✓	
Potrero Hill Neighborhood House	IHBS	No	No	No	No	✓	✓	✓	✓	Youth at risk of system involvement
SAGE Project, Inc.	Survivor Services for Girls	11-18	Girls	No	No	✓	✓	✓	✓	Girls involved in sexual exploitation, youth at risk of system involvement
Samoan Community Development Center	CLC – Anger Management	12-17	No	No	No	✓				Youth at risk of system involvement
	IHBS	13-18				✓	✓	✓	✓	Youth at risk of system involvement
Solutions Program	Solutions Program	12-18	Girls	No	African American Latina	✓				Detained youth
Special Services for Groups	Ida B. Wells H. S. Occupational Therapy	14-21	No	No	No	✓	✓	✓		Classified "at risk" special education youth, youth at risk of system involvement
The San Francisco Boys and Girls Home	Pre-Placement Shelter	13-18	No	No	No	✓	✓	✓	✓	Youth at risk of system involvement
Urban Services YMCA	Bayview Beacon Center Truancy Program	No	No	Bayview-Hunters Point	No			✓		High-risk families Youth offenders or pre-adjudicated youth
Vietnamese Youth Development Center	IHBS	12-18	No	No	Southeast Asian	✓	✓	✓	✓	Youth at risk of system involvement
Youth Guidance Center Improvement	Focus I Focus II GED Plus	16-18	No	No	African-American Latino	✓	✓	✓	✓	High school drop outs Group home/foster home
YWCA	Girls Mentorship Program and FITS	11-18	Girls	No	No	✓				Youth at risk of system involvement

3. What services do SFJPD/CPD-Funded programs offer to young people?

As described above, the SFJPD/CPD funds community-based providers to offer a variety of offerings to young people who are at risk of involvement or already involved in the juvenile justice system. These providers were asked to indicate which types of services they provide to the youth they serve. Exhibit 2 provides an overview of the number of programs who are providing each type of service.

Exhibit 2
Types of Services Provided by SFJPD/CPD-Funded Programs

Types of Services Provided	Number of Programs* (n=30)
Case Management	27
Tutoring/Help with Homework	25
Extra-Curricular/After-School Activities	20
Mentoring	17
Job Readiness/Employment Training	16
Mental Health Counseling	16
Health Education Services	16
Substance Use Counseling	13
Practical Assistance (Transportation, Meals, etc.)	12
Anger Management Services	11
GED Services	8
Intensive Home Based Supervision	8
Housing Services/Assistance	7
Other Services	20

*Programs could select more than one response. This information was provided on
CBO Questionnaires, which were submitted by 30 programs.

Programs provide a range of "Other Services," including: arts education, leadership training, bereavement counseling, independent-living skills, and parent groups, etc.

4. What changes do young people who participate in these programs experience?

Programs have significant positive effects on the youth they serve. Youth with sustained petitions show lower rates of juvenile justice system involvement after they have participated in community-based programs.

Further, we have distilled findings for five core outcome areas: education, work and job readiness, building positive relationships, skill-development, risk behavior reduction, and service satisfaction. Depending on youth responses to a number of different survey questions, we rated programs' effectiveness.

Exhibit 3
Outcomes Across SFJPD/CPD-Funded Programs That Participate in PrIDE[3]

Organization and Program Name		Key Outcome Areas						
ORGANIZATION	PROGRAM	EDUCATION[4]	WORK AND JOB READINESS	BUILDING POSITIVE RELATIONSHIPS[5]	SKILL-DEVELOPMENT[6]	RISK BEHAVIOR REDUCTION[7]	INVOLVEMENT IN JUVENILE JUSTICE SYSTEM[8]	SERVICE SATISFACTION
Various Providers[9]	IHBS	+	+/-	+	+	+	-	☐
Bernal Heights Neighborhood Center	OMCSN	+	NS	+	+	+	NA	+
Brothers Against Guns	IHBS	+	+	+	+	+	+	☐
CARECEN	Second Chance Tattoo Removal	+/-	+/-	+	+	+	NA	☐
Center for Young Women's Development	Girls' Detention Advocacy Project/Sister Circle	+	+	+	+	+	+	☐
Community Works	Young Women's Internship Project	+/-	+	+	+/-	NS	+/-	+
Community Works	ROOTS	+	+	+	+	NS	NS	+
Community Youth Center	IHBS	+	+/-	+/-	+	+	+/-	☐
Edgewood Center for Children and Families	Kinship Support Network	+	NS	+	+	NS	+	+
Family Restoration House	X-Cell at Work	+	+/-	+	+	-	NA	+/☐
Hunters Point Family	Girls 2000 Family Services Project	+/-	NS	+	NS	-	NA	+/☐
Mission Neighborhood Center	Home Detention Program	+	NS	+	+	+	+/-	☐
Mission Neighborhood Center	Young Queens on the Rise	+	NS	+	+	+	+	+/☐
Performing Arts Workshop	Impact Community High School	+	NS	+	+	+	+/-	☐

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[3] This information is only available for programs that participate in PrIDE and submitted both Baseline and Follow-up data by March 15, 2004. Some SFJPD/CPD-funded programs are not included in the PrIDE system because: 1) they participate in other evaluations (including the DCYF evaluation); their interventions are short-term and therefore are not appropriate to evaluate using the standard PrIDE data collection forms; 3) they did not submit Baseline and/or Follow-up PrIDE surveys for the youth they serve.
[4] Based on data provided about school attendance, behavior, and/or future orientation toward school.
[5] Based on data regarding perceived skills gained and relationships with peers, adults, and/or program staff.
[6] Based on responses to a set of questions regarding self-care and social development skills and/or anger management skills.
[7] Based on questions regarding substance use and gang affiliation.
[8] Based on JJJIS sustained petition data.
[9] Data were aggregated five of the eight IHBS programs, and Instituto Familiar de la Raza's Case Management Program. This summary indicators includes data from the following organizations: Instituto Familiar de la Raza, Morrisania West, Inc., Potrero Hill Neighborhood House, Samoan Community Development Cetner and Vietnamese Youth Development Center.

Organization and Program Name		Key Outcome Areas						
ORGANIZATION	PROGRAM	EDUCATION[4]	WORK AND JOB READINESS	BUILDING POSITIVE RELATIONSHIPS[5]	SKILL-DEVELOPMENT[6]	RISK BEHAVIOR REDUCTION[7]	INVOLVEMENT IN JUVENILE JUSTICE SYSTEM[8]	SERVICE SATISFACTION
Samoan Community Development Center	CLC – Anger Management	+	NS	+	+	NS	+/-	☐
Special Services for Groups	Ida B. Wells H. S. OTTP	+	+/-	+	+/-	NS	+	Majority had "no opinion"
The San Francisco Boys and Girls Home	Pre-Placement Shelter	+	+/-	+	+/-	+	+	☐
Youth Guidance Center Improvement	Focus I Focus II GED Plus	+	+/-	+	+	+	+	☐
YWCA	Girls Mentorship Program	+/-	NS	+	+/-	+	+/-	Majority had "no opinion"
Exhibit Codes		**+** = maintain or improve positive behavior **+/-** = no clear positive or negative change in behavior **-** = negative change in behavior NS = Not specified as an outcome area for this program; NA = Not available.						+ = Over 75% were "satisfied or "very satisfied" with all areas. ☐ = 50% - 74% were "satisfied" or "very satisfied" with all areas.

Data Source: PrIDE

5. How satisfied are youth participants with the services these programs provide?

Youth expressed fairly high levels of satisfaction with all aspects of the SFJPD/CPD-funded programs they participate in. A majority of youth indicated a high level of satisfaction with every program area about which they were asked, from the type of services provided to the respect shown for their cultural and ethnic background; and 89% of respondents said they would recommend the program to a friend. Further, youth are building strong relationships with staff members in the SFJPD/CPD-funded programs; two thirds said that if they were in trouble and needed to talk, they would talk to a staff member at the program.

Conclusion

The portfolio of SFJPD/CPD-funded programs is eclectic, addressing diverse needs, in neighborhoods across the city, and generally in the areas where they are most needed as indicated by neighborhood-based geographic patterns of juvenile crime. This means that the Division has a broad reach on many dimensions through the work of its community partners. In general, SFJPD/CPD-funded programs demonstrate that they do what they set out to do and they are doing it well.

Unfortunately, it is likely that the fiscal challenges facing the Department and community-based providers will continue. Given this context, we urge decision-makers within the Juvenile Probation Commission, the Juvenile Justice Coordinating Council, and the Community Programs Division to carefully consider all data available – on types of services provided, profiles of youth served, contract compliance, and program effectiveness – because they each tell a different though equally important part of the overall story. Information-based decision making, rather than political and turf-based interests, is particularly important in times of scarcity in order to achieve the ultimate goal of preventing youth from becoming or remaining involved in the juvenile justice system.

Fresh Directions volume II
Community Programs Supported by the San Francisco Juvenile Probation Department

June 2005

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        Key Findings Regarding the Effectiveness of CPD-Funded Community-Based Organizations
        Recommendations Regarding the PrIDE Evaluation System
        Recommendations for Future Areas of Evaluation Focus within SFJPD and Beyond
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        Key Informant Protocol for Focus Group with Juvenile Court Justices
        PrIDE Instruments: Youth Evaluation Survey, Baseline Survey, Follow-up Survey, and Exit Form

Chapter 1
An Introduction to Community Programs and Understanding Their Effectiveness

Introduction and Report Overview

Fresh Directions, volume II is the second annual evaluation report on community-based services funded by the San Francisco Juvenile Probation Department's (SFJPD) Community Programs Division (CPD). These programs aim to prevent or reduce youths' involvement with the juvenile justice system by promoting positive youth development.

This report includes cumulative evaluation data over an approximate two-year time period for organizations funded during the 2003-04 and 2004-05 fiscal years. In this report we build on the 2003-04 evaluation report, *Fresh Directions*.

The purpose of this report is to systematically answer the following questions for programs funded by the Community Programs Division:

1. What organizations and programs does the Community Programs Division support?

2. Whom are these programs serving?

3. What services are these programs offering to young people?

4. What changes do young people who participate in these programs experience?

5. How satisfied are youth participants with the services these programs provide?

The answers to these questions will help us understand the overall effect of funding from the Community Programs Division, and inform the Division's and other agencies' future planning. It is also our hope that the information promotes reflection and ongoing improvement within the community-based organizations that we discuss in this report.

What Will I Find in this Report?

Fresh Directions, volume II contains the following information:

- **Background, history, and context of the Community Programs Division** of the San Francisco Juvenile Probation Department

- A **literature review** that summarizes the demonstrated connection between youth development-oriented delinquency prevention strategies with reduced juvenile justice system involvement

- Descriptions of **eight types of CPD-funded programs**, such as Girls Services, Intensive Home Based Supervision, and Education, Life Skills, and Employment Programs

- A descriptive profile and evidence of effectiveness for **community-based organizations supported by the SFJPD Community Programs Division**

- Maps of San Francisco that pinpoint youth service referrals in relation to geographic patterns of juvenile crime

- General **conclusions** and a set of **recommendations** for future evaluation

---

This report was prepared by LaFrance Associates, LLC (LFA), a San Francisco-based evaluation consulting firm the Community Programs Division has contracted with to manage the PrIDE (Program Information for Development and Evaluation) system since July 2002. About two-thirds of the programs that are funded by the Community Programs Division take part in this ongoing evaluation project. While this report highlights data from PrIDE, it also includes service delivery and utilization information across all funded programs.

How This Report Is Organized

We open this report by providing a brief history of the Community Programs Division, in turn setting up a context for understanding this model. This fundamental context-setting is continued with a description of the Division's logic model and a review of the literature that provides evidence of the connection between youth development-oriented delinquency prevention programs and reduced involvement in the juvenile justice system. Next we provide a basic overview of the evaluation research methods employed for this study of Community Programs, for which more detail is provided in the Appendix.

Having laid this groundwork, we begin to provide findings from the evaluation. In the first section of findings, we look at the *overall set* of programs funded by the Division, to provide information about the complete scope of services supported by the Division and the effectiveness of the Division's funding strategy in serving young people who are at risk of involvement or already involved in the juvenile justice system.

For a more in-depth look at each program, we then examine on a *program-by-program* basis who is being served and, when such data are available, how youth change after program involvement. Programs are grouped into eight types according to service strategy or target population. These categories are:

- Anger Management Programs;
- Case Management programs;
- Education, Life Skills, and Employment Programs;
- Family Support Programs;
- Girls Services Programs;
- Intensive Home-Based Supervision Programs;
- Alternatives to Secure Detention Programs; and
- Shelter Programs.

We anticipate that there are many different audiences for whom information about the Community Programs Division and individual programs may be relevant. These audiences include:

- Staff of the San Francisco Juvenile Probation Department in general and staff of the Community Programs Division, specifically;
- Members of the San Francisco Juvenile Probation Commission;
- Staff of contractors/grantees that are funded by the Division;
- Policymakers; and
- Members of the public.

The challenge in writing for such diverse audiences is that people have varying levels of familiarity and comfort with reading this type of report which inevitably relies on evaluation terms and methods. Moreover, each audience type will have its own set of questions and interests in looking at this

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Sneak Preview: Overall Evaluation Findings

In general, this evaluation reveals that most community-based organizations funded by SFJPD's Community Programs Division **show positive impacts on youth development outcomes**. While at times these impacts are modest, the results are positive. Moreover, according to our analysis of juvenile crime data, **community programs generally work to reduce juvenile justice system involvement**. Read on for more details!

Simplifying the Evaluation System

In the last year, LFA made several significant modifications to the PrIDE evaluation system to simplify it even further than we had in the 2003-04 year. Specifically, we:

- Reduced the number of youth surveys to a single, post-program involvement assessment;
- Worked with a database developer, CitySpan, to integrate the PrIDE system into the web-based Contract Management System (CMS).

The purposes in simplifying and automating the system are 1) to reduce the amount of burden on community-based providers to participate in the evaluation, and 2) to facilitate and reduce the cost of ongoing maintenance of the system for SFJPD/CPD.

information. Therefore, we have tried, to the extent possible, to use everyday terms and language that require no specific knowledge of statistics or research to understand this report.

Each program chapter contains as much information as was available for that program, based on the various data sources, which are described in detail in the Appendix. The table below provides an overview of the contents of each program chapter. Virtually all programs have "Description" and "Contractual Compliance" components; however, we generally have only "Effectiveness" data (which is presented in the **Program Outcomes** section of each chapter) for those programs participating in the PrIDE system.

Exhibit 1–1
Overview of Program Chapter Contents

Section	Information Provided
Program Description	▪ What is the general approach this program takes to serving young people with its funding from the Community Programs Division? ▪ How many youth are being served? ▪ What are the different characteristics of youth participants? ▪ What specific activities and services are offered?
Contractual Compliance	▪ Are programs offering young people the services that they were funded for? ▪ Are they serving the number and type of youth for whom they were funded? ▪ Are they complying with the requirements and specifications of their contract with the JPD?
Program Outcomes	▪ What changes do youth who participate in these programs experience? ▪ Do youth who participate in these programs experience positive change in terms of the outcomes that are appropriate for this type of program?

Questions about program effectiveness are the most important and challenging to answer. As will be seen in the logic model presented below, the Community Programs Division funds a variety of programs for youth, all of which ultimately share the common goal of preventing them from becoming involved or getting further involved with the juvenile justice system. At the same time, these programs also have more immediate goals related to developing participants as young people: building their life skills, strengthening their self-esteem, and providing them with opportunities to participate in positive, structured activities. Other programs are primarily designed as short-term interventions for youth-in-crisis situations. While measuring whether programs reduce involvement with the juvenile justice system is an important indicator of success, it is not the only one. This is why our report includes information on a variety of other outcomes that are linked to youth development and delinquency prevention.

The SFJPD Community Programs Division

Brief Background

In 1991, the Community Programs Division was established as a component of the San Francisco Juvenile Probation Department. The Community Programs concept marked a significant innovation: allocating juvenile probation funds for community-based organizations to provide programs and services that would help prevent involvement and further entrenchment in the juvenile justice system among troubled youth. When in 1993 the City first began allocating funds through the Division, then-Director Cheyenne Bell developed the first programs: mentoring and intensive supervision.

Today, the Community Programs Division allocates and manages approximately $5 million annually from a variety of funding streams: General Fund, Temporary Assistance for Needy Families (TANF), Juvenile Justice Crime Prevention Act, and Children Services Prop J dollars.[1] The youth development / delinquency prevention strategies funded by the Division span a broad spectrum, ranging from education

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[1] This information pertains to each of the most recent fiscal years: July 2003-June 2004 and July 2004 to June 2005.

and life skills programs, to services specifically geared toward girls, to family support, to name a few. For each type of service, the Division partners with a community-based organization, so that young people receive services provided from a *community* orientation, rather than a detention orientation, right in their home neighborhoods.

An Alternative Model

While the concept of juvenile probation departments partnering with community-based organizations is not unique to San Francisco, the degree and quality of community partnership are relatively distinctive to our City and County. While, according to our knowledge, other California counties and jurisdictions have divisions such as "Community Probation" or "Community Services" that coordinate programs, in actuality, these programs tend to be more probation-driven than community-focused. What's the difference? San Francisco's Community Programs Division partners with community-based organizations already providing youth development and other needed services, so that the programs youth participate in are designed *by* the community and provided *within* the community. Therefore, while these programs work with so-called "system" or "probation" youth, they are not directly a part of that system. As a result, young people receive support to re-integrate into their communities as healthy, positive, and contributing members, rather than continue on paths that mark them as troublemakers for life.

The Community Programs Youth Evaluation System: Overview and Logic Model

As a first step in redesigning the Community Programs Division's evaluation system (PrIDE), LFA worked with SFJPD/CPD staff to develop a logic model. Logic models are graphic representations that link program inputs (resources, staffing, etc), activities (programs and services), outcomes (expected changes), and anticipated long-term impact.

The PrIDE logic model was developed for the system of programs that are funded by the Community Programs Division as a whole, rather than on a program-by-program basis. This means that none of the programs provide all of the services that are noted under activities; furthermore, some programs may have more of an effect on some outcome areas than others. The outcomes listed in the logic model represent those identified by CPD staff as key outcomes for community programs: the areas in which these programs are working to create positive change for San Francisco youth.

Exhibit 1–2
The Community Programs-Youth Evaluation System Logic Model:
How Community Programs are Linked to Reduced Delinquency

Inputs
Resources, Program Interventions, and Services

→ JPD funding for CBO programs   → PO linkages to CBO services   → CBO services

Outputs

How Inputs are Used

Participating youth may get:

→ Intensive supervision
→ After-school activities
→ Coordinated case plans (case management)
→ Vocational training and support
→ Educational enrichment
→ Tattoo removal
→ Community service participation
→ Life skills training
→ Family support
→ Emergency shelter

Outcomes

Changes Experienced by Youth

Education
→ School attendance will increase
→ School performance will increase
→ School behavioral problems will decrease
→ School attachment will improve
→ Future orientation will increase
→ Engagement in positive after-school activities will increase

Work/Career
→ Job readiness will increase
→ Employment will increase

Relationships
→ Positive peer relationships will increase
→ Positive parental/guardian relationships will increase
→ Positive relationships with community service providers will increase

Life Skills
→ Social development skills will increase
→ Self care skills will increase
→ Anger management skills will improve

Risk Behavior
→ Substance use will decrease
→ Gang affiliation will decrease
→ Involvement with the juvenile justice system will decrease

Service Satisfaction
→ A majority of youth served will be satisfied or very satisfied with programs and services
→ Assessment and referrals for youths' service needs

Impacts

System-Level and Long-Term Changes

→ Prevent at-risk youth from becoming involved with the juvenile justice system
→ Reduce recidivism among youth with a history of involvement with the juvenile justice system

Community Programs are an Effective Approach to Reducing Juvenile Delinquency: Evidence from the Literature

Youth participating in CPD-funded programs receive a variety of services, including participation in anger management, case management, community service, counseling, cultural activities, educational enrichment, family support, life skills training, and vocational training. The goal of such programs is to reduce aggression, behavioral problems, gang affiliation, risky behavior, and substance abuse, as well as to promote pro-social behaviors such as increased school attachment, academic achievement, job readiness and employment, and positive peer and adult relationships.

Positive behavioral changes such as these are expected to lead to the longer-term impact of preventing involvement in the juvenile justice system for at-risk youth, and reducing future involvement for those who have already had involvement with the system. Community programs accomplish this through two types of processes: *reducing risk factors* and *increasing protective factors*. Risk factors are those characteristics of the individual, peer group, family, school, and community that put youth at heightened risk for delinquency. Protective factors are characteristics or processes that lower the likelihood of delinquency in the face of those risk factors.

> ### The High Cost of Justice System Involvement: Community Programs' Immense Costs Savings to Society
>
> According to a recent study published in the *Journal of Counseling and Development*, "It is estimated that **failing to prevent one youth** from leaving high school for a 'life of crime' and drug abuse **costs society $1.7 to $2.3 million dollars**."
>
> In this report, we present findings that the prevalence of **sustained petitions** declines among youth participating in CPD-funded programs.
>
> In the long run, the community program model of youth development-based prevention and intervention could save San Francisco taxpayers untold millions of dollars.
>
> Source: Calhoun et al 2001.

This report addresses the question of whether youth participating in community programs show the types of positive behavioral change outlined in the logic model above, and, where appropriate and possible, reduced involvement with the juvenile justice system. There is ample empirical evidence from the literature to support the link between reduced risk factors and increased protective factors on the one hand, and reduced involvement with the justice system on the other. While *any* program accomplishing these goals can lead to reduced delinquency, it is also the case that where a study evaluates a program, this program is typically community-based.

In addition, some studies look at youth with an arrest history (as opposed to at-risk youth with no previous involvement in the justice system), and highlight the fact that community-based prevention programs often do better than probation programs alone in reducing recidivism.[2] The summary table below reviews recent evidence from the psychology, criminology, and public health literatures, identifying risk factors and **demonstrating that prevention programs aimed at reducing risk factors and increasing protective factors lead to reduced delinquency**.

---

[2] LaFrance et al, 2001; Lattimore et al, 1998; Scott et al, 2002.

Exhibit 1–3
Prevention of Delinquency:
Literature Demonstrating that Reducing Risk Factors and
Increasing Protective Factors Lead to Reduced Likelihood of Delinquent Behavior

Risk Factor Area	Prevention Processes that Lead to *DECREASED DELINQUENT BEHAVIOR*		Sources
	Reducing Risk Factors	**Increasing Protective Factors**	
Poor Social Competence, Lack of "Life Skills"	Enhancing problem-solving skills		Bogenschneider 1996; Hawkins 1999; Calhoun et al 2001
	Enhancing self-esteem, self-efficacy, and personal responsibility		Bogenschneider 1996; Kuperminc & Allen 2001
	Developing social and interpersonal skills		Bogenschneider 1996; Hawkins 1999; Calhoun et al 2001
Rebellious Behavior; Disciplinary Problems in School	Opportunities for pro-social involvement		Hawkins 1999; LaFrance et al 2001
		Healthy beliefs and clear expectations in family, school, and community that criminal behavior is not acceptable	Hawkins 1999; Ellickson & McGuigan
		Enhancing self-esteem, self-efficacy, personal responsibility, and interpersonal skills	Bogenschneider 1996
Poor Academic Skills	Increased academic achievement		Simcha-Fagan et al; Patterson et al 1991; Thornberry et al 1985; Ellickson & McGuigan 2000; Garmezy 1993; Lattimore et al 1998
		Challenging activities leading to self-perception of success	Schmidt 2003
Lack of School Attachment	Support systems through individual teachers or at school		Hawkins and Lam 1987; Garmezy 1993
	Programs aimed at increasing attendance		Hellman & Beaton 1986
		Bonding with school teachers	Hawkins 1999
Poor Family Functioning	Family interventions		Borduin et al 1995; Dishion & Andrews 1995; Hawkins et al 1999
		Bonding with other adults	Hawkins 1999
Involvement with Delinquent Peers		Good friend not engaging in delinquent activities	Bogenschneider 1996; Henggeler 1989
		Bonding with school teachers	Hawkins 1999
		Opportunities for pro-social involvement	Hawkins 1999
Substance Use	Programs aimed at lowering substance use		Kuperminc & Allen 2001; Ellickson & McGuigan 2000
Low Socioeconomic Status	Career counseling		Greenwood 1994; Munson & Strauss 1993
		Belonging to a supportive community	Bogenschneider 1996; Garmezy 1993

Information Sources for This Report

LFA developed new data collection methods and utilized existing data in order to gather a robust amount of information across all programs that are funded by the Community Programs Division. The table below provides a brief overview of all data sources for this report.

Exhibit 1–4
Data Sources for this Report

Method	Information Provider	When Collected
Participant Tracking Spreadsheets	Contractors/Grantees	Ongoing
CBO Questionnaire	Contractors/Grantees	March-April 2005
Senior Analyst Site Visit Questionnaire	Community Programs Division Staff	April-May 2005
Juvenile Court Justice Focus Group	Juvenile Court Justices	March 2005
PrIDE System/Youth Survey Data	Youth Program Participants	Ongoing
Juvenile Justice Information System (JJIS)	SFJPD IT Department	Ongoing

The Appendix includes a more detailed description of each of these data sources and the data available for this report.

Strengths & Limitations

Strengths

LFA utilized a variety of data sources in this report. By gathering different types of information and information from different sources and people (juvenile court justices, youth participants, CBO staff, community programs division staff, and JJIS), we are able to provide a rich description of the programs that are funded by the Community Programs Division as well as to contextualize and validate findings from one data source against another. We looked for opportunities to collect data that would complement rather than duplicate information available from other sources, and to determine the best way to collect information from each.

Limitations

In this report, PrIDE data represents the main source for information on program effectiveness. PrIDE is an ongoing evaluation system that collects individual-level data. There are some limitations to these data, however, the most significant of which is that the PrIDE dataset does not include all youth served and there are only matched datasets (data from time of program entry and data collected after a specified period of time in the program) for a subset of youth (for youth served in the July 1, 2003 to December 31, 2004 time period). The PrIDE dataset does not include all youth for a number of reasons, but primarily because: participation is voluntary (a parent/guardian can decline his/her child's participation in the evaluation); some programs did not ask all youth to complete the evaluation survey(s); some funded programs are not required to participate in PrIDE because they participate in other evaluations; and other programs' interventions take place in such a way that the method of collecting PrIDE data is unworkable. To address this issue, we drew upon multiple data sources described above, and in the Appendix.

Neighborhood Concentrations of Participants Served and Juvenile Law Violation Referrals
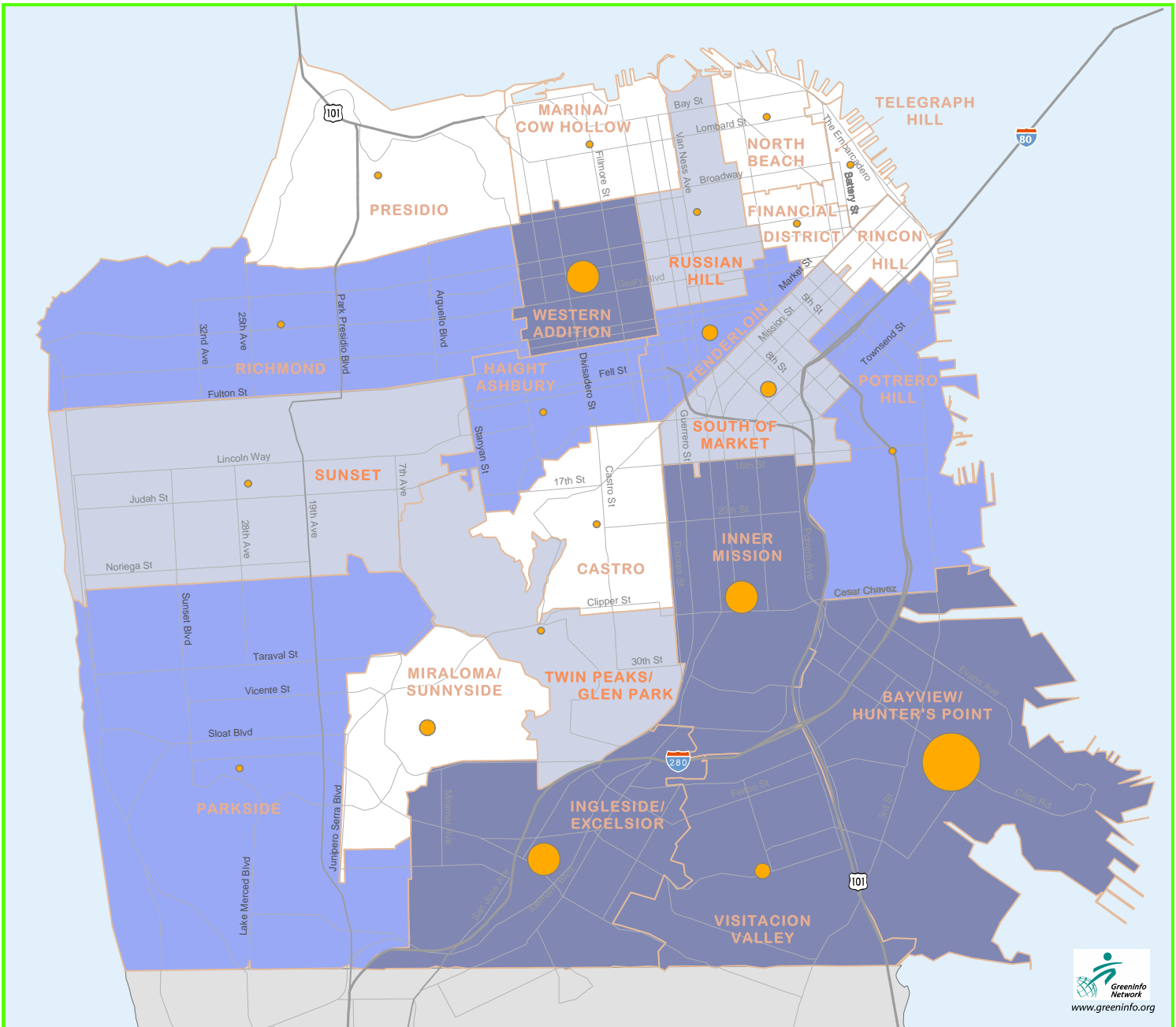
Percentage of Community Programs Participants By Home Neighborhood

- . .1 - 3%
- 3 - 10%
- 10 - 20%
- 20% or more
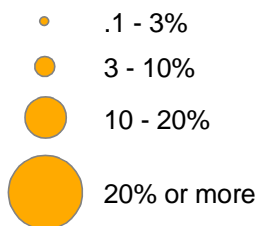
Number of Juvenile Law Violation Referrals Participants By Home Neighborhood

- 1 - 25
- 26 - 75
- 76 - 200
- 201 - 550
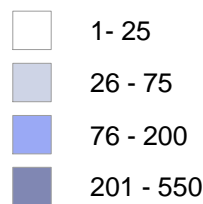
Program Participant data provided by programs funded by the Community Programs participating in the PriDE evaluation.

Juvenile law violation referral data provided by the San Francisco Juvenile Probation Department: Annual Statistical Reports, 2002 & 2003.

Chapter 2
Findings across All Programs

Overview

The Community Programs Division (CPD) of the San Francisco Juvenile Probation Department funded over 40 different programs for youth who are involved in, or at risk of involvement in, the juvenile justice system. The CPD has selected a diverse set of providers that offer age- and culturally- appropriate services and that provide a range of offerings to youth with different needs.

The Community Programs Division's funding decisions are made in concert with the Juvenile Justice Coordinating Council (JJCC) in San Francisco, which includes representatives from the Juvenile Probation Department, the Mayor's Office of Criminal Justice, all other youth-serving City Departments, local law enforcement agencies, and community-based providers. The purpose of the JJCC is to reduce duplication in services and fill gaps in the service system so that funds support a diverse network of programs that offer the most appropriate intervention for youth depending on their needs and level of involvement with the juvenile justice system. The Community Programs Division recognizes that one size *does not* fit all youth who are at risk of or are already involved in the justice system. For this reason, they have funded a rather eclectic group of programs; nonetheless, all share care and concern for positive development of young people.

> **In this chapter you will find:**
>
> - A description of the programs funded by the Community Programs Division and the youth they serve.
>
> - Findings from the PrIDE evaluation on youth outcomes related to education, work and job readiness, building positive relationships, and reduction in risk factors.
>
> - Findings from JJIS on youths' involvement with the juvenile justice system.
>
> - Youth satisfaction data and comments from youth on what they learned while enrolled in CPD-funded programs.
>
> - Information on program completion.

The Community Programs Division has funding from four discrete sources: TANF (Temporary Assistance for Needy Families), DCYF (San Francisco Department of Children, Youth and Their Families), San Francisco General Fund, and JJCPA (Juvenile Justice and Crime Prevention Act). Together, CPD has provided about $5 million in funding to community-based programs during each of the contract years July 2003-June 2004 and July 2004-June 2005.

The purpose of this chapter is to provide a broad overview of the types of programs that are funded, the populations that they reach, the services they offer, and their effectiveness. One of the challenges in compiling this information across such a diverse set of programs is that they are all truly unique. While it is useful to group them into generic clusters for the purpose of aggregating information and providing a portrait of the group as a whole, we know that this strategy is akin to pounding proverbial square pegs into round holes. For this reason, we urge you to read the individual program chapters as well as this overview so that you can understand each program better, based on how its staff have chosen to describe it and based on the unique circumstances in which it operates.

Highlights

- Over 1,700 youth have participated in CPD-funded programs during the evaluation period (July 2003-February 2005).[1] Some youth were served by more than one CPD-funded program during these two contract years (10%, n=1,759).

- Youth served by CPD-funded programs mirror the diversity of San Francisco. Programs serve slightly more boys than girls, and they serve youth as young as six years old and over 18 years old. On average, participants are 16 years old. They are from neighborhoods across San Francisco, with the largest concentration of youth coming from Bayview Hunters Point, the Western Addition, the Mission, and Visitacion Valley.

- Programs are reaching youth with a range of risk factors at program entry that make them prone to becoming involved with or remaining involved in the juvenile justice system: 60% acknowledge hanging out with gang members (n=478); youth live in families with parents, siblings, and other relatives who have been arrested; and 18% had sustained petitions (n=1,599).

- Those youth who participate in programs that focus on youths' educational attainment and attitudes toward school have positive outcomes on a variety of education indicators: they have high rates of staying in school or a GED program; about half of those who were not enrolled became enrolled during the time they spent in the program; they show modest improvement in the areas of school attendance and attachment; they get in trouble at school less often; and they join after-school activities (aside from the program itself).

- Vocational and employment-related programs did not appear to have a strong effect on youth in terms of helping them to get an idea of the type of job they might like to have, or in helping them to cultivate a belief that they can get a job. Only about one-third reported that the programs had helped them in this way. However, of those who were employed after having entered the program, 82% of them reported that the program had helped them to find or keep a job.

- Programs helped youth to build positive relationships. Most of the youth reported having friends and adults that they trusted and felt close to, and of those acknowledging that they had hung out with gangs prior to program entry, over half no longer hung out with them after having participated in the program. Many youth credited the program with helping them to get along better with friends and relatives, and about two-thirds said that they would talk to a staff member if they were "in trouble and needed to talk."

- Youth showed modest but positive improvement in the areas of social development and anger management skills.

- Youth show improvement in substance use: on average, they smoke, drink, or use drugs less often than they did prior to program entry.

- A comparison of recidivism rates post-program entry with recidivism rates overall shows that program participation is associated with decreased involvement in the juvenile justice system.

- Of the youth for whom we have exit data, 61% successfully completed their programs.

- Youth show high levels of satisfaction: 89% said they would recommend their program to a friend.

---

[1] Participant tracking spreadsheet data collected from participating programs contain names for 1599 youth. This undercounts the number of youth who actually participate for two reasons: (1) some programs did not submit any participant tracking forms; (2) for most programs, participant tracking forms are not available for the period encompassing March-June 2004.

Data Sources

With the goal of providing information across all CPD funded programs, we drew upon a variety of data sources, including:

- **CBO Questionnaires:** Information provided by staff of funded programs
- **Participant Tracking Spreadsheets:** Administrative data provided by staff of funded programs about all youth served. For the 2004 *Fresh Directions* report, we used participant tracking spreadsheets that covered the period from July 2003-February 2004. Most CBOs did not submit participant tracking spreadsheets during the remainder of the contract year (from March to July 2004). We began actively collecting these forms for the 2004-2005 contract year, and the spreadsheets available for that contract year again cover the July to February period. Therefore, we refer to the "evaluation period" to indicate July 2003-February 2005, and we alert the reader when data are missing for the March-July 2004 period.
- **Site Visit Forms:** Site visit documentation provided by Senior Analysts within the Community Programs Division
- **Youth Surveys:** Data collected from youth on PrIDE surveys
- **Exit Forms:** Exit forms that CBO staff fill out for each of the youth who exit their programs.
- **The Juvenile Justice Information System Database (JJIS):** Information about youths' contacts with the juvenile justice system.

**Exhibit 2-1
How to Read the Data**

We have used tables to present data throughout this report.

Here's an example:

Characteristic at Program Entry		% of Respondents
Race/Ethnicity (n=12)	African American	58.3%
	Latino/a	16.7%
	Asian American and Pacific Islander	8.3%
	Samoan	8.3%
	White	8.3%

⇩	⇩	⇩
The (n=12) means that 12 participants answered questions about their race/ethnicity.	Participants were grouped into five categories according to their race/ethnicity.	The percentage tells you the proportion of respondents in each race/ethnicity. As you can see, most of the respondents (58.3%) are African American.

In the text, we might describe youths' race/ethnicity in this way:

"Most of the youth served are African American and Latino (58.3% and 16.7%, n=12)."

The 58.3% refers to the percentage of youth who are African American; the 16.7% refers to the percentage of respondents who are Latino/a. The (n=12) refers to the number of respondents who provided information about their race/ethnicity.

Description of Funded Programs[2]

What are the characteristics of the youth served?

As shown in Exhibit 2-2 below, participants range in age from 6 to 25, with an average age of 16 years. Male participation in these programs is slightly higher than female participation. Participants live in many different neighborhoods throughout San Francisco, with the largest concentrations of participants appearing in Bayview Hunters Point, Western Addition, Mission, and Visitacion Valley. The population of participating youth is quite ethnically diverse, although most of the youth served are either African-American (49%) or Latino/a (23%). This roughly reflects the population of youth involved in the Juvenile Justice System.

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[2] The following data are taken from participant tracking spreadsheets, CBO questionnaires, and PrIDE surveys; only organizations that submitted these data are included in our analysis.

Fresh Directions volume II: Community Programs Supported by the San Francisco Juvenile Probation Department
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Exhibit 2-2
Youth Characteristics
Across CPD Funded Programs That Participate in PrIDE

Characteristic at Program Entry		% of Participants
Age◆ (n=1509)	Under 13 years old	10%
	13-15 years old	40%
	16-18 years old	44%
	19 years and over	5%
Gender◆ (n=1,635)	Male	54%
	Female	46%
Race/Ethnicity◆ (n=1,607)	African American	49%
	Latino/a	23%
	Chinese	5%
	White	4%
	Filipino	3%
	Samoan	3%
	Other Asian American	2%
	Vietnamese	1%
	Laotian	1%
	Cambodian	1%
	Other	8%
Neighborhood✧* (n=1,104)	Bayview Hunters Point	23%
	Western Addition	12%
	Mission	12%
	Visitacion Valley	10%
	Excelsior	6%
	Downtown/Tenderloin	5%
	South of Market	5%
	Hayes Valley	4%
	Diamond Heights	4%
	Sunset	2%
	Outer Mission	2%
	Outer Mission Ingleside	2%
	Potrero Hill	2%
	Richmond	1%
	Haight	1%
	Bernal	1%
	Ingleside	1%
	Crocker	1%
	Parkside	1%
	Other	4%

*This is a duplicated count; youth who were enrolled in more than one program were counted more than once.
Data Source: ◆ = Participant tracking spreadsheets; ✧CBO Questionnaire

Most of the youth are in homes where English is the primary language; however, some funded programs also serve youth whose primary home language is Samoan, Cantonese, Spanish, Vietnamese and Russian.

The largest percentage of youth lives in single-parent households, while about one-third of the youth report living with both parents. Other common living situations include living in group homes, with family (other than parents), and with guardians.

Youth were asked to indicate all of the ways that they heard about the program in which they enrolled. Confirming the strong link between the Juvenile Probation Department and these community programs, the largest percentage of youth were referred by the Department, the Juvenile Court, or their Probation Officer.

Exhibit 2-3
Demographic Information
Across CPD Funded Programs That Participate in PrIDE

Characteristics at Program Entry		% of Respondents
Language Spoken at Home (n=552)	English	75%
	Samoan	7%
	Cantonese	5%
	Spanish	4%
	Russian	3%
	Vietnamese	2%
	Other	3%
Living Situation (n=565)	One parent	43%
	Two parents	34%
	Group home	9%
	Family but not parents	8%
	Guardian	5%
	Other	3%
Referral to Program* (n=502)	JPD/YGC/PO	46%
	School	23%
	Friend	19%
	Referred by another organization	7%
	Family	3%
	Police	1%
	It's in my neighborhood	3%

*Percentages may add to more than 100% because participants could provide more than one response.
Data Source: PrIDE

What are participants' major risk factors?

Information about risk factors in youths' environments and the high-risk behavior that youth engage in is important to program planning. It provides a portrait of youths' needs at time of program entry, which helps funded programs to reflect on youths' environments and behaviors so that they can plan interventions accordingly. The Community Programs Division can also use this information to assess whether they should fund new programs (for example, those that specifically deal with youths' substance use issues or gang involvement) to address youths' needs.

The youth who participate in these programs live in extremely stressful environments and face difficult life circumstances. To begin with, participants engage in high-risk behavior: almost two-thirds have tried drugs or alcohol, and almost one-third admit to having been arrested. These youth also choose peer groups that reinforce these behaviors: at program entry, two-thirds acknowledge that they hang out with gang members; and almost half report that their friends have been arrested.

Youth live in families where their siblings or parents have been arrested (19%, 17%, n=629). These are all indicators that these youth are at risk of involvement or further involvement with the juvenile justice system. The neighborhoods in which these youth live are also difficult. Almost three-quarters of the youth live in neighborhoods where they have heard gunshots in the last year, with two-thirds of those reporting that they hear gunshots "many times." One in seven of the youth report knowing having a neighbor who has been arrested, and one in five say that they know a neighbor who has died. Despite these indicators of a stressful neighborhood environment, a little over two-thirds feel safe. This should not be cause for celebration, however: if one-third of youth feel *un*safe, that is too many. In addition, the reason that a majority do feel safe probably indicates the "normalization" of violence in the lives of these youth.

Based on a records check of the Juvenile Justice Information System, within the sample for whom these data were available, about one-fifth of participants (288 youth) had pre-program sustained petitions.[3]

Overview of Risk Factors

- Three-quarters of youth live in neighborhoods where they have *heard gunshots*; two-thirds of these youth say they hear them frequently.

- Sixty percent of youth say they *hang out with gang members*.

- Youth live in households with *siblings, parents, or other relatives who have been arrested*.

- About two-thirds of youth say they *have tried drugs or alcohol*.

- About one-fifth had *sustained petitions* prior to entering a program.

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[3] More information about how to interpret JJIS data and the challenges in linking program data to JJIS data is discussed in the Data Sources section of the Appendix.

Exhibit 2-4
Risk Factors
Across CPD Funded Programs That Participate in PrIDE

Risk Factors at Program Entry		% of Respondents
Frequency Youth Hears Gunshots at Home★ (n=478)	Never	29%
	Once or Twice	25%
	Many Times	47%
Feels Unsafe in Neighborhood★ (n=461)	Yes (unsafe)	30%
Acknowledges S/Hhe Hangs Out With Gang Members★ (n=478)		60%
Has Ever Tried Drugs or Alcohol★ (n=496)		64%
Knows Someone Who Was Arrested★ (n=629)	Knows at least one person who was arrested (n=510)	88%
	Participant's friend was arrested*	48%
	Participant was arrested*	30%
	Participant's sibling was arrested*	19%
	Participant's neighbor was arrested*	14%
	Participant's parent was arrested*	17%
	Other*	12%
Knows Someone Who Died★ (n=374)	Knows at least one person who has died (n=488)	86%
	Participant's friend died*	63%
	Participant's sibling died*	9%
	Participant's parent died*	10%
	Participant's neighbor died*	21%
Pre-Program Sustained Petitions♩ (n=1599)	Has a sustained petition	18%

*Percentages may add to more than 100% because participants could provide more than one response.
Data Source: ★=PrIDE; ♩ = JJIS

Program Outcomes

The Community Programs Division funds a diverse set of programs that develop youths' assets and address youths' risk factors. Each program has its own approach, and focuses on a different mix of outcomes. To tailor the assessment of each program, we analyze results only for the outcomes that program staff select from a list of developed for the Community Programs Division overall. This list is presented in Exhibit 2-5 below.

Exhibit 2-5
Program Outcome Measures
Across CPD Funded Programs That Participate in PrIDE

Outcome Area	Indicators
Education	▪ School attendance will increase ▪ School behavioral problems will decrease ▪ Orientation toward the future will increase ▪ Engagement in positive after-school activities will increase
Work and Job Readiness	▪ Job readiness will increase ▪ Employment will increase
Building Positive Relationships	▪ Positive peer relationships will increase ▪ Positive parental/guardian relationships will increase ▪ Positive relationships with service providers will increase
Skill-Building	▪ Anger management skills will improve ▪ Self-care and social development skills will improve
Risk Factors	▪ Substance use will decrease ▪ Gang affiliation will decrease ▪ Involvement with the juvenile justice system will decrease
Service Satisfaction	▪ Youth served will be satisfied or very satisfied with the types of programs and services offered, program staff, respect shown for cultural/ethnic background, and program overall. ▪ Program assess, addresses, and provides referrals for youths' needed services.

In the section that follows, we present findings on effectiveness for those for programs that participate in the PrIDE evaluation. In presenting results for a given outcome, we include *only* those programs where staff have identified a particular outcome as *primary*. For example, only programs that identified "employment will increase" as a primary outcome were included in our analysis of whether programs promoted youth employment. Results report on ***improvement***: the degree to which students have shown positive change in each outcome area since having participated in the program.[4]

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[4] See the section in the Appendix: **Changes in Survey Data nd Survey Analysis** for information on how this way of reporting results represents a change from the 2004 *Fresh Directions* report.

How to Read the Tables Reporting on Program Outcomes

- The PrIDE survey asks participants a range of questions regarding each program outcome. Youth report on whether there has been a change since participating in the program, and whether the change has been negative or positive.

- **Positive change scores** range from **+1 to +3**, and **negative change scores** range from **-1 to -3**. If a participant reports **no change**, the score for that item is **zero**.

The following table summarizes the data for a program outcome:

Indicators of Attendance and School Attachment	Degree to which School Performance and Attitudes have Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program…
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
Number of school days missed during a month (n=23)	9%	55%	36%	**+.4**	**Yes/No**	Youth **missed fewer days** during a given month.

	⇩	⇩	⇩	⇩	⇩	⇩
	This is the percentage of respondents who had a **negative change**	This is the percentage of respondents who reported a **zero change**	This is the percentage of respondents who had a **positive change**	This is the **average score of all respondents**	This box indicates whether the average score indicates **improvement overall among respondents**	This is a **narrative summary** of the data

Education

Because education is so critical for young people, and because dropping out of school prior to earning a high school diploma or GED is associated with further involvement with criminal activities, many CPD-funded programs are working with young people on finishing school or earning their GED. It appears that these programs are making positive contributions in this area: both helping to enroll students, and keeping students enrolled. Ninety-five percent of respondents were enrolled in school before program entry (n=488). Of these, 94% (n=414) stayed enrolled during their time in the programs. Of those who were *not* enrolled when they began their programs, 55% (n=20) had become enrolled sometime after program entry.

The survey also asked youth about the certainty they felt about graduating from high school or getting a GED. Respondents showed modest improvement in this area, with about two-fifths of them saying that they felt *more* certain that they would graduate from high school than they had when they entered the program.

Exhibit 2–7
Orientation toward Future Educational Attainment
Across CPD Funded Programs That Participate in PrIDE

Attitudes about the Future of Youths' Schooling	Degree to which Attitude about the Future of the Youths' Schooling have Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program…
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
Feelings youth has about whether she will graduate from High School or get a GED (n=316)	9%	53%	39%	**+.7**	**Yes**	Youth were **more certain** they would graduate from High School.

Data Source: PrIDE

Large majorities of youth report that the program has helped them stay in school or get their GEDs (78%, n=430), and that it has helped them to feel better about their scholastic abilities (79%, n=173).

Exhibit 2–8
Youth Perceptions of How the Program Promotes School Attachment
Across CPD Funded Programs That Participate in PrIDE

Indicators of School Attachment	Percent of Respondents
The program helped participants to stay in school or get their GED. (n=430)	78%
The program made participants feel more comfortable about their abilities in school or a GED program. (n=173)	79%

Data Source: PrIDE

The survey also asked specifically about attendance, for those students enrolled in school. The survey also asked items that indicate school *attachment*: improvement in grades and increased enjoyment of school. School attachment is important to school attendance: with greater attachment, students are more likely to remain in school. The exhibit below shows these results. Participants showed improvement in school attendance, with fewer days (on average) missed during a month of school. Youth showed modest improvement in both grades and enjoyment of school: 40% (n=377) reported that their grades had improved, and 32% (n=479) reported that they were enjoying school more after program participation.

Exhibit 2–9
School Attendance/Attachment
Across CPD Funded Programs That Participate in PrIDE

Indicators of Attendance and School Attachment	Degree to which School Performance and Attitudes have Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program…
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
Number of school days missed during a month (n=377)	11%	49%	39%	**+.6**	**Yes**	Youth **missed fewer days** during a given month.
Grades (n=377)	20%	41%	40%	**+.4**	**Yes**	Youth got **better grades**
Enjoyment of school (n=479)	17%	52%	32%	**+.3**	**Yes**	Youth **enjoyed school** more

Data Source: PrIDE

Many of the youth that participate in CPD-funded programs have histories of truancy or have had behavior issues in school, which can lead to suspension and/or expulsion. Several programs focus specifically on reducing youths' problem behavior at school, and their efforts appear to be working. The survey asked youth whether there had been improvement in how often they got into trouble at school.[5] Youth reported great improvement in this area, with three-quarters saying they get into less trouble after having participated in the program.

Exhibit 2–10
Change in Behavior Problems in School
Across CPD Funded Programs That Participate in PrIDE

School Behavior	Degree to which School Behavior Has Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program…
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
Frequency of Getting in Trouble at School (n=189)	6%	19%	75%	**+1.6**	**Yes**	Youth get into **less trouble** at school

Data Source: PrIDE

After school hours are typically a "dangerous" time for youth in that this is often an unsupervised time between when school ends and when their parents come home from work – a time during which they may be tempted to engage in risky behaviors or delinquent activity. If youth are engaged in structured, supervised activities during these hours, this alone can go a long way toward helping youth decrease risky behaviors. Program participation in and of itself often means, of course, that youth are increasingly engaged in positive after-school activities. However, program participation also seems to be associated with youth getting involved in other activities, in *addition* to the program itself. A little over a third of participants report that they spend more time in extra-curricular activities than they did prior to entering the program.

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[5] These data are available only for year two.

Exhibit 2–11
After-School Activities
Across CPD Funded Programs That Participate in PrIDE

Engagement in After-School Activities	Degree to which Engagement in After-School Activities have Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program…
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
Spending time in extra-curricular activities (n=341)	17%	48%	35%	**+.3**	**Yes/No**	Youth spent **more time** in extra-curricular activities.

Data Source: PrIDE

In addition, when asking youth about particular things they do after school, youth report engaging in a wide-range of positive after-school activities, with 80% (n=239) saying that they have joined at least one activity (in addition to the program itself).

Exhibit 2–12
After-School Activities
Across CPD Funded Programs That Participate in PrIDE

Activity	Percent of Youth who Have Joined the Following After-School Activities since Beginning the Program
Joined at least one activity: (n=239)	80%
Going to a neighborhood or community center (n=263)	28%
Participating in a youth group or club (n=275)	31%
Volunteering (n=270)	22%
Working for pay (n=281)	19%
Playing team sports (n=277)	17%
Playing a musical instrument (n=274)	14%
Participating in a religious group or club (n=271)	16%
Practicing martial arts (n=270)	13%
Other activity (n=192)	17%

Data Source: PrIDE

Work and Job Readiness

The CPD funds several programs that help youth find employment, as well as a number of others that help youth develop skills and consider career options. These skill-building activities do not necessarily translate into immediate job opportunities for youth, but they may promote their long-term potential to be productive members in their communities.

Among programs whose staff chose job readiness as a primary outcome, a third of respondents (33%, n=229) say that the program had helped them to cultivate a belief that they could get a job, and a little more than a third (36%, n=225) say that the program had helped them to formulate ideas about what kind of job they would like to get. It seems that this is one area in which program might improve, since these percentages are relatively low.

However, it does appear that programs are able to give youth practical help in employment: of those employed after having entered the program, 82% (n=56) said that participating in the program had helped them to find or keep a job.

Building Positive Relationships

The PrIDE survey assesses youths' relationships with three groups: peers, family members, and service providers.

An important component of the health of peer relationships is the extent to which youth are associating with gang members. It appears that youth are making more positive choices about their peers after program participation. Almost two-thirds (64%, n=398)[6] of youth acknowledge hanging out with gang members when they enter programs. Of those who hang out with gang members at program entry, however, only 41% of them (n=207) hang out with them after program participation. This is a dramatic difference.

Youth also report positive relationships with their peers. 90% (n=428) say that they have a friend "who really cares about me;" 85% (n=430) say they have someone to go to when they have problems; and 89% (n=425) say that they have a friend who helps them when they are having a hard time. It appears, however, that these close peer relationships do not necessarily develop with other youth in their programs; only about one-fifth of youth said that they had found other youth within their program to talk to if "[they] were in trouble and needed to talk" (21%, n=443).

Youth also indicated that they have positive relationships with adults. Almost nine out of ten (87%, n=316) report that there is an adult in their life who listens to them; 93% report that there is an adult who believes that they will be a success; and 90% (n=331) report that there is an adult who expects them to follow the rules. One of the goals of community-based programs is to provide the youth with a positive, trusting relationship with an adult, and about two-thirds of youth report that "if [they] were in trouble and needed to talk, [they] would talk to a staff member" at their program (66%, n=370). Although this proportion is lower than the proportion of youth who report positive adult relationships, these results still indicate that this group of youth sees staff as a resource to help them through difficult times.

> **Exhibit 2-13**
> **Youth Responses to the Question: "How did the program help you get along better with friends and/or relatives?"**
>
> *"Making me a better person."*
> - Community Works, ROOTS participant
>
> *"Give respect if you want to receive it."*
> - Mission Neighborhood Center, Young Queens on the Rise participant
>
> *"I know how to do more things fairly and no more violence."*
> - SCDC, Anger Management participant
>
> *"To be patient."*
> - Family Restoration House, X-Cell at Work participant
>
> *"I've learned to be more calm in an intense situation."*
> - Edgewood Center, Kinship Support Network participant
>
> *"Relationship skills, healthy relationships."*
> - Girls Justice Initiative, After-Care Case Management participant

Finally, two-thirds of respondents attributed building strengthening relationships directly to program participation, saying that their program "helped [them] get along better with my friends and/or relatives" (67%, n=254).

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[6] This percentage differs from the percentage reported in the beginning of the chapter in the risk factor section. This is due to the fact here we report on the subset of youth who participate in programs which identified "improved peer relationships" as a primary program outcome. In the risk factor section, we report on the full sample.

Skill-Building

CPD-funded programs support youths' skill development in a variety of areas, from anger management to leadership skills. While only one program focuses specifically on teaching youth better anger management skills, a number of others include anger management training as part of an array of services offered to youth.

Results in Exhibit 2-14 below show that youth report modest improvement for a broad set of anger management skills. For each indicator, between about 4 and 5 out of 10 say that they have gotten better at resisting impulses such as acting out when upset, yelling at others, or breaking objects on purpose when they are angry. It may be discouraging that similar percentages report no change, and that significant minorities report that their skills have actually deteriorated. However, ingrained habits of handling anger are difficult to change, and the fact that nearly half say they have improved is an encouraging sign.

Exhibit 2–14
Anger Management
Across CPD Funded Programs That Participate in PrIDE

Anger Management Skills	Degree to which Anger Management Skills have Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program…
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
Getting mad easily (n=200)	18%	45%	38%	**+.3**	**Yes**	Youth get **mad less easily**
Doing whatever s/he feels like doing when angry or upset (n=197)	12%	45%	43%	**+.6**	**Yes**	Youth **less often does whatever s/he feels like doing** when angry
Believing it is okay to physically fight to get what you want (n=196)	15%	46%	39%	**+.5**	**Yes**	Youth are **less prone to believing it's okay to fight** to get what you want
Yelling at people when angry (n=192)	12%	47%	41%	**+.6**	**Yes**	Youth **yell less when angry**
Breaking things on purpose (n=177)	9%	50%	42%	**+.7**	**Yes**	Youth **break things** on purpose **less often**
Hitting people on purpose (n=180)	11%	42%	47%	**+.8**	**Yes**	Youth **hit people** on purpose **less often**

Data Source: PrIDE

Beyond working on specific skills like anger management, most CPD-funded programs are also trying to promote resiliency and self-reliance among their participants. Findings reported in Exhibit 2-15 below show that youth report modest improvement on a range of social development indicators. For example, a little over one third say that they are better able to take criticism without feeling defensive, and almost half

say they are better able to respect the feelings of others. Again, it may be discouraging that similar percentages report that they have stayed the same in these areas, while some report actual declines in these skills. But just as with anger management, ingrained habits such as these are difficult to change, and the improvement reported by a sizeable minority of youth is a positive sign.

Exhibit 2–15
Social Development and Self-Care Skills
Across CPD Funded Programs That Participate in PrIDE

Social Development and Self-Care Skills	Degree to which Social Development and Self-Care Skills have Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program…
	Worsened	Stayed Same	Improved	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
Ability to name places to get help if s/he feels unsafe (n=348)	12%	48%	40%	**+.5**	**Yes**	Youth are **more able to name places to get help** when feeling unsafe
Ability to ask for help when s/he needs it (n=361)	10%	48%	43%	**+.6**	**Yes**	Youth are **more able to ask for help** when they need it
Ability to take criticism without feeling defensive (n=343)	15%	50%	35%	**+.4**	**Yes**	Youth are **able to take criticism** less defensively
Ability to take pride in cultural background (n=357)	9%	54%	38%	**+.6**	**Yes**	Youth are **more able to take pride** in their cultural background
Ability to respect feelings of others (n=354)	11%	49%	40%	**+.6**	**Yes**	Youth are **more able to respect the feelings** of others
Ability to think about how his/her choices affect his/her future (n=350)	14%	47%	39%	**+.5**	**Yes**	Youth are **more able to think about how choices** affect the future

Data Source: PrIDE

Substance Use

The number of youth who admitted to substance use prior to program entry *and* who attended programs whose staff chose "decreased substance use" as a primary outcome is quite small. However, this group does show improvement in substance use: on average, they smoke, drink, or use drugs less often than they did prior to program entry.

Exhibit 2–16
Substance Use
Across CPD Funded Programs That Participate in PrIDE

Substance Use	Degree to which Substance Use has Changed since Attending the Program				Improvement Shown on Average?	Since Attending the Program…
	More Frequent	Stayed Same	Less Frequent	On Average		
	(-3 to -1)	(0)	(+1 to +3)			
Smoking Cigarettes (n=61)	20%	38%	43%	**+.8**	**Yes**	Youth **smoke fewer** cigarettes
Drinking Alcohol (n=68)	38%	25%	37%	**+.4**	**Yes**	Youth **drink less** alcohol
Smoking Marijuana (n=70)	30%	21%	49%	**+1.0**	**Yes**	Youth **smoke less** marijuana
Using street drugs (e.g. speed or ecstasy) (n=12)	0%	33%	67%	**+2.0**	**Yes**	Youth **use fewer** street drugs

Data Source: PrIDE

Involvement with the Juvenile Justice System

The Community Programs Division funds programs that intervene on behalf of youth who are at risk of involvement with the juvenile justice system or that prevent and reduce recidivism among youth with prior juvenile records. This evaluation drew upon data that is available through JJIS to assess an individual's change in their level of involvement with the juvenile justice system.

The table below shows recidivism rates for all youth clients for whom a record was found in the JJIS database recording sustained petitions.[7] Recidivism is based on sustained petitions, and we include two types of rates. The first is the *true* recidivism rate: the percentage of youth who have had at least one additional sustained petition after the first one. To see if participation in a program is associated with decreased involvement with the juvenile justice system, we also include a *post-program entry* recidivism rate. This rate applies to the group of youth who have had at least one sustained petition before program entry, and it is the percentage of them who have had at least one additional sustained petition after program entry.

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[7] In using JJIS, the goal is to find JJIS data for every client of a CBO funded by CPD who has been involved in the Juvenile Justice system. We "match" JJIS data to a complete list of clients that is derived from the participant tracking spreadsheets, using name and date of birth. Ideally, this matching process would allow us to correctly identify those clients who have records in the JJIS. However, dates of birth are not always entered correctly into the participant tracking spreadsheets, and names are not always spelled the same way in the JJIS and participant tracking spreadsheets. Therefore, in this matching process we do not in fact pick up every youth who has records in the JJIS. (For more information on this process and some suggestions for how to improve the process in the future, see **Data Sources** section in the Appendix.)

This table shows that at six months after a first sustained petition, 24% had had at least one more sustained petition. Compare this to the rate for post-program entry recidivism: in the six month period following program entry, only 15% had recidivated. Likewise, there are lower rates at the 12-month, 18-month, and 24-month marks. (For more detailed information on how these rates were calculated, please refer to the section **How Recidivism Results were Calculated** in the Appendix.)

These results show a substantial association between program participation and reduced recidivism rates after program entry. Since one of the most important goals of the community programs is to reduce youth involvement with the juvenile justice system, this is an extremely positive finding.[8]

Exhibit 2–17
Recidivism
Across CPD Funded Programs That Participate in PrIDE

| Number of Months Elapsed (Since First Sustained Petition *or* Program Entry) | Percentage of Youth with at Least One Sustained Petition Since…. | | | |
| | First Sustained Petition | | Program Entry* | |
	Rate	N	Rate	N
6	24%	320	15%	223
12	39%	233	24%	166
18	48%	176	31%	110
24	51%	109	44%	36

*This includes only those youth who had at least one sustained petition *before* program entry.

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[8] It would also be useful to understand how many youth *without* sustained petitions before program entry had no sustained petitions after program entry. We did not do this analysis because of the issue of differences in name spellings and recorded birthdates between the participant tracking spreadsheets and the data in the JJIS database. If our analysis showed that a youth had *no* sustained petitions, it is possible that the youth actually *had* had a sustained petition, but did not show up in the match due to the fact that the name was spelled a different way, or the birthdate did not match. Until these data issues are dealt with satisfactorily, it does not make sense to undertake this analysis to assess how well the programs prevent contact with the juvenile justice system.

What new things did youth say they learn or do in CPD-funded programs?

Because they were exposed to such a varied array of programs and services, it is no surprise that their responses were very diverse. The following are some examples of youth responses to this question.

- "*I've learned that the world does not revolve around me. I've also learned how to have compassion toward other girls my age.*" - SF Boys and Girls Home, Pre-Placement Shelter participant

- "*I've learned about staying in school and not skip school and about education.*" - Samoan Community Development Center, Anger Management participant

- "*I've learned a lot of things in this program. Getting a job, keeping a job, how to handle my anger and a lot of things.*"- Special Services for Groups/Ida B. Wells, OTTP participant

- "*Not fight, go to school.*" – Edgewood Center, Kinship Support Network participant

- "*Help with community activities. Become a leader.*" - Potrero Hill, Intensive Home-Based Supervision participant

- "*Going to performances, [for example] African drummers, Taiwanese drummers.*" – YWCA, Come Into The Sun participant

- "*Went to the gay parade, to a café, to watch a movie.*" – Mission Neighborhood Center, Young Queens on the Rise participant

- "*I learned in this program to stop…my behavior and make me think.*" – CARECEN, Second Chance Tattoo Removal participant

- "*I learned how to deal with my anger before I get mad.*" – Girls 2000, Family Services Project participant

- "*I learned that it's not worth getting mad over stupid stuff because that don't make no sense.*" – Samoan Community Development Center, Anger Management participant

- "*Responsibility, anger management, respect, importance of education, art, how to talk more.*" – Morrisania West, Intensive Home-Based Supervision participant

How satisfied are youth with the services they received?

Participants' overall levels of satisfaction with the programs they are in as well as their satisfaction with different aspects of the programs – from the types of services they offer to the respect shown for their ethnic and cultural background – are important indicators of program quality.

If youth are "satisfied" or "very satisfied" with programs, they are likely to want to continue to participate in them and they may choose to participate in program activities rather than engage in other less safe, structured, or productive activities. Therefore, it is a very positive finding that across all CPD funded programs more youth say they are "satisfied" or "very satisfied" with them than say they are "dissatisfied" or "very dissatisfied." In fact, between five and six out of ten indicated a high level of satisfaction with every program area. This is a particularly very positive result given that, for many of the youth such as those in IHBS programs, participation is mandated.

Exhibit 2-18
Participant Satisfaction
Across CPD Funded Programs That Participate in PrIDE

Percent of participants who were…	Very Dissatisfied or Dissatisfied	Very Satisfied or Satisfied	No Opinion
Satisfied with the *types of services* (n=554)	7%	**68%**	32%
Satisfied with the *staff* (n=555)	7%	**61%**	33%
Satisfied with *respect shown for participant's ethnic and cultural background* (n=556)	6%	**58%**	36%
Satisfied with the *program overall*? (n=556)	6%	**58%**	36%

Data Source: PrIDE

To what extent did youth feel connected to the program, staff and other youth?

Community programs strive to foster a sense of safety, belonging, and connection among youth participants. The fact that nearly all respondents said that they "feel safe attending" the program in which they are enrolled is very positive. If community programs do nothing other than offering youth a place where they feel safe and comfortable, they can make a vital contribution to youths' lives, particularly youth from neighborhoods where they are exposed frequently to violence and gang activity. These programs are doing more than that by connecting youth with caring adults. Nearly two-thirds of the youth say that "if [they] were in trouble and needed to talk, [they] would talk to a staff member in the program."

The fact that such high percentages of youth also say they "would recommend the program to [their] friends" and that they "want to stay in touch and help out with the program in the future" are also indicators that youth rate these programs highly and that they have a strong sense of belonging in the program.

A relatively small percentage of youth seem to be connected to other youth in their program. This may be a reflection of the fact that many programs are designed to foster one-on-one contact between youth and case managers and, therefore, little time is left for youth to develop strong relationships with each other. Another possibility is that this percentage is artificially low because of the way that youth were asked this question. Youth selected from a list of people who they would turn to for assistance – from staff members to another youth to no one in the program;" they may have chosen staff *rather* than other youth – even though they could have selected *both* responses. Regardless, particularly for the programs that are designed to introduce youth to positive peer groups, this may be an area for further attention in the future. It is possible that these programs could do more to help their youth participants' to build friendships and find positive peer support.

Exhibit 2-19
Program Attachment
Across CPD Funded Programs That Participate in PrIDE

At time of follow-up survey, % of respondents who said "Yes" to:	% of Respondents
I feel safe attending this program (n=462)	95%
I would recommend this program to my friends (n=469)	89%
I am interested in staying in touch and helping out with the program (n=97)	83%
If I were in trouble and needed to talk, I would talk to a **staff** member at this program (n=374)	66%
If I were in trouble and needed to talk, I would talk to another **youth** at this program (n=159)	21%

Data Source: PrIDE

How do YOUTH think THEY have changed as a result of participating in the program?

It is important to listen to how youth think they have changed as a result of participating in these programs. Recognizing that some program benefits may not show up immediately as changes in youths' behavior – for example, some youth may continue to have contacts with the juvenile justice system – does not mean that the program has not helped them build skills or gain insights into themselves that will help them in the long run.

The results on this score are mixed. For most of these areas, relatively low percentages say that programs helped them. However, it may also be the case that many of the youth answering that they had not gotten help in this area did not *need* help in this area. For example, not all youth are involved in gangs, nor have all youth used alcohol or drugs prior to program entry.

Exhibit 2-20
Program Benefits
Across CPD Funded Programs That Participate in PrIDE

After program involvement, percent of respondents who said the program had helped them in the following areas:	Percent of Respondents
Finding or keeping a job	42%
Homework / school / GED studies	38%
Managing anger	29%
Emotional problems	23%
Drug or alcohol use	20%
Getting away from gangs	20%
Safer sex education	20%

Data Source: PrIDE

Are youth successfully completing these programs?

Among youth who participated in programs during the evaluation period, we have records for about half of them exiting their programs (51%; n=1599). Among youth who have exited the program, and for whom we have exit data, the largest percentage have successfully completed the program: this accounts for nearly two-thirds of the youth who have exited during the evaluation period (61%, n=504). About one-fifth of youth had partially completed the program, been referred to other agencies, or moved out of the area. Another fifth had exited for negative reasons, including dropping out or new arrest.

Exhibit 2-21
Exit Reason
Across CPD Funded Programs That Participate in PrIDE

Reason for program exit (n=504)	% of Participants	Finding
Completed the program	61%	**Positive Outcome** 61%
Referred to other agencies	3%	**Neutral Outcome** 19%
Partial completion of program	12%	
Youth moved out of the area	4%	
Failure to appear at program/youth dropped out	9%	**Negative Outcome** 21%
Poor performance or behavior	3%	
New arrest/law violation	3%	
Committed to juvenile hall	3%	
Probation violation	3%	

Data Source: ♦ = Participant tracking spreadsheets

Summary

A large number of youth from a variety of different backgrounds and neighborhoods with different strengths and needs are being served by CPD-funded programs. Based on data aggregated across CPD-funded programs we know several key things about the youth who are being served, how they feel about the services and programs they have participated in, and how youth who were surveyed after program involvement compare to those surveyed at time of program entry. First, the programs are reaching youth who have a variety of risk factors, and therefore are clearly at risk of involvement or continued involvement with the juvenile justice system. Second, a majority of youth is "very satisfied" or "satisfied" with all aspects of the programs they participate in from the staff to the services provided. Further, youth noted a number of ways that they felt they had changed or grown as a result of participating in the program. Finally, with regard to program outcomes – information about whether youth change as a result of program participation – in most areas we found that program participation is associated with improvement in the areas of education, work and job readiness, building positive relationships, cultivating social development and anger management skills, and reducing risk factors.