

Girls Services



Chapter 25

Overview of Girls Services Programs

San Francisco is one of a number of communities across the country where the issue of girls in the juvenile justice system has begun to get the attention it deserves. As noted in the 1998 report “*What About Girls?*” by Kimberly J. Budnick and Ellen Shields-Fletcher, “female involvement in the juvenile justice system continues on a steady course upward – even as juvenile male involvement in delinquency declines.”¹

The San Francisco Juvenile Probation Department Community Programs Division addresses the need for gender-specific programming through Girls Services, some of which provide services to girls who are heavily involved with the juvenile justice system and others are for girls who are at-risk of involvement.

In July 2002, a new partnership between the United Way of the Bay Area and the San Francisco Juvenile Probation Department was launched to promote better coordination between and among the Juvenile Probation Department and community service providers. This partnership, the Girls Justice Initiative, was designed to provide services that are appropriate to girls, who often have different needs and backgrounds than boys in the system. For example, a reported eighty to ninety percent of female juvenile offenders are victims of rape or sexual assault in early childhood, or physical, mental, and emotional abuse;² the Community Programs Division funds programs for girls in the juvenile justice system that are designed both to hold girls accountable for their actions but also to help them heal.

For the July 2003 – June 2004 contract year, the Community Programs Division is supporting nine Girls Services programs. Exhibit 25-1 provides an overview of the Girls Services programs funded by the Community Programs Division in the current contract year. More details on specific programs can be found in the program-by-program chapters that follow.

Programs Included in this Section

- Community Works, Young Women’s Internship Program
- Center for Young Women’s Development, Girls’ Detention Diversion Advocacy Project and Sister Circle
- Girls 2000, Family Services Project
- Girls Justice Initiative, United Way, Detention-Based Case Management
- Girls Justice Initiative, United Way, Inside Mentoring
- Mission Neighborhood Center, Young Queens on the Rise
- SAGE Project, Inc., Girls Survivor Services
- Solutions Program
- YWCA, Girls Mentorship Program

¹ Source: Budnik, K. A. & Shields-Fletcher, E. (1998). *What About Girls? OJJDP Fact Sheet*. 84:1-4.

² Source: United Way of the Bay Area Web Site <http://www.theunitedway.org/uw_impact/safecomm.htm>.

**Exhibit 25-1
Overview of Girls Services Programs**

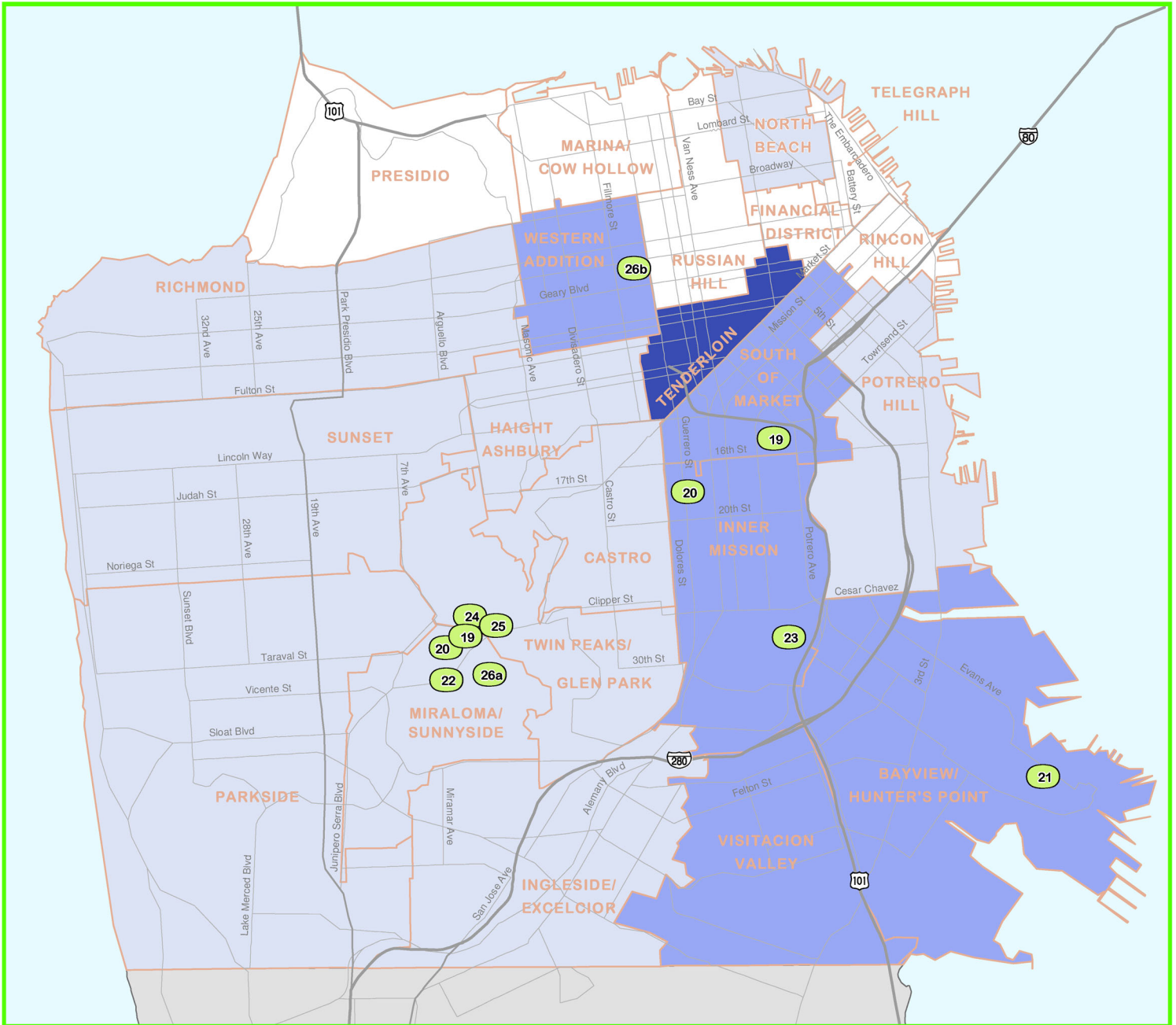
Program	Number Served July 2003 - February 2004	Description
Community Works, Young Women's Internship Program	84 total ³	The Young Women's Internship Program is a gender-specific, violence prevention and diversion program for young women on probation. The internship consists of arts and leadership training where interns participate in group-building experiential work, facilitation training, and expressive arts classes and prepare to visit community after-school programs to conduct their own expressive arts workshops.
Center for Young Women's Development, Girls Detention Diversion Advocacy Project and Sister Circle	170	The Center for Young Women's Development operates two programs that are funded by the Community Programs Division of the JPD. The Girls' Detention Advocacy Project (GDAP) works intensively with incarcerated young women in group and one-on-one settings. Sister Circle is one component of GDAP; these support groups of women exiting the system meet bi-monthly. Sister Circle is primarily focused on preventing girls from re-offending.
Family Services Project, Girls 2000	22	The Family Services Program provides ongoing intensive case management services to African American girls and their families living in Bayview, particularly in public housing.
Girls Justice Initiative/United Way, Detention-Based Case Management	140	The Girls Justice Initiative Detention-Based Case Management program provides comprehensive assessment, case management, and referral services for girls detained in the San Francisco Youth Guidance Center.
Girls Justice Initiative/United Way, Inside Mentoring	43	The Girls Justice Initiative Inside Mentoring program provides mentoring for youth who are detained at the Youth Guidance Center. The Training component to this program offers trainings to JPD Community Programs Division contractors on skill development and techniques for working with youth in the Juvenile Justice system.
Mission Neighborhood Center, Young Queens on the Rise	27	Young Queens on the Rise is a gender-specific youth development program for girls in the greater Mission area. The program provides young girls with awareness and prevention workshops targeting STDs, pregnancy, HIV, drugs and violence. Young Queens on the Rise is a project of the Mission Neighborhood Center.
SAGE Project, Girls Survivor Services	34	This program provides counseling and case management services to young women who have experienced abuse, victimization, and trauma, and who are currently incarcerated, on probation or at risk of becoming involved with the juvenile justice system.
Solutions Program	NA ⁴	Solutions is a gender-specific comprehensive expressive arts program for girls inside Youth Guidance Center and in the community; the Solutions Program provides creative writing workshops to girls in the juvenile justice system.
YWCA, Come Into the Sun (CITS) Girls Mentorship Program	65 ⁵	Come into the Sun (CITS) provides at-risk girls, and girls caught up in the juvenile justice system, a positive alternative through one-on-one mentorship with professional women, and additional services such as tutoring, counseling, community involvement, and a photo-journal project. FITS (Family Integrated Treatment Services) provides intensive case management and therapy for seriously emotionally disturbed girls in the juvenile justice system; mothers of these girls are also provided one-on-one therapy and support groups.

³ 18 girls participated in the Internship Program and 66 in the Therapeutic Arts Program.

⁴ Between July and December 2003 (50% of the fiscal year), Solutions served 75 participants.

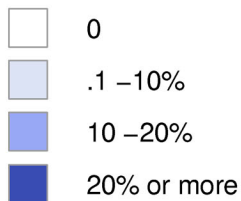
⁵ 43 youth participated in the CITS Program; and 22 participated in FITS.

Neighborhood Concentrations of Participants Served by Girls Services Programs



Percentage of Girls Services Program Participants By Home Neighborhood

Community Program Service Locations



Girls Services Programs

- | | | | |
|----|--|-----|--|
| 19 | Center for Young Women's Development: Sister Circle | 24 | SAGE Project, Inc.: Girls Survivor Project |
| 20 | Community Works: Young Women's Internship Program | 25 | Solutions Program |
| 22 | Girls Justice Initiative: Detention-based Case Management and Inside Mentoring | 26a | YWCA: FITS Girls Program |
| 23 | Mission Neighborhood Center: Young Queens on the Rise | 26b | YWCA: Girls Mentorship Program |

Data shown on this map were submitted by: Community Works' Young Women's Internship Program and Therapeutic Arts Program, Center for Young Women's Development's Sister Circle and Girls' Detention Advocacy Project, Girls 2000's Family Services Project, Girls Justice Initiative/United Way's Detention-Based Case Management, Girls Justice Initiative/United Way's Inside Mentoring and Training Program, Mission Neighborhood Center's Young Queens on the Rise, SAGE Project, Inc.'s Girls Survivor Services, Solutions Program, and YWCA's Come Into the Sun Girls Mentorship Program and Family Integrated Treatment Services

Chapter 26

Community Works

Young Women's Internship Program

Program Overview

The Young Women's Internship Program is a gender-specific, violence prevention and diversion program for young women on probation. The internship consists of arts and leadership training where interns participate in group-building experiential work, facilitation training, and expressive arts classes, and prepare to visit community after-school programs to conduct their own expressive arts workshops. The interns also participate in a series of job fairs where representatives from youth-employing community-based agencies visit the program to share their experiences and describe various employment opportunities.

Exhibit 26-1 Program At-A-Glance		
Services provided to youth:	<ul style="list-style-type: none"> ▪ Job training/readiness services 	<ul style="list-style-type: none"> ▪ Arts and leadership training
Primary neighborhoods served:	<ul style="list-style-type: none"> ▪ Bayview-Hunters Point ▪ Crocker-Amazon 	<ul style="list-style-type: none"> ▪ Visitacion Valley ▪ Western Addition
Target population served:	<ul style="list-style-type: none"> ▪ Female youth on probation (Young Women's Internship Program) ▪ Young women in custody (Therapeutic Arts Program) 	
How youth are referred:	<ul style="list-style-type: none"> ▪ Self ▪ From a friend ▪ Brother, sister, or cousin ▪ Probation Officer ▪ Case Manager ▪ Outreach Worker ▪ Social Worker ▪ Teacher or School Counselor 	
Average length of time youth spend in program:	<ul style="list-style-type: none"> ▪ More than 1 month and less than 6 months 	
Average # of youth who participate at any given time:	<ul style="list-style-type: none"> ▪ 10 	

Highlights

Young Women's Internship Program is designed to provide girls on probation with educational activities two days a week after school. Participants have the opportunity to learn about employment/internship opportunities and the craft of making videos. The program is providing girls on probation with a creative outlet and structured environment in which to develop their personal and leadership skills. At this time, it is not possible for us to comment on the program's effectiveness because no data was available for girls after they had been involved in the program.

Program Contract Compliance

This grantee is in compliance with all contractual obligations. This is based on data reported by Community Programs Division Staff.

Contract Amount as a Percentage of Total Program Budget:

- JPD's contract provides \$60,000 total for this program and the Therapeutic Arts Program. The Young Women's Internship Program has a total budget of \$35,000. It is funded by YGC and MOCJ.

Number of Youth Served in Contract Period:⁶

- Between July 2003 and February 2004, the program served a total of 18 youth. Through the Therapeutic Arts program in the Girls Unit at Juvenile Hall, the program has served another 66 youth.
- Of the 18 youth involved in the Young Women's Internship Program, 13 are continuing in the program (72.2%, n=18).
- The five who have exited the program as of the end of February 2004 exited after an average of 6 months in the program. The length of time they remained in the program ranged from 2 months to almost 2 years.

Staffing:

- The program is staffed by 2 full-time staff members. The Therapeutic Arts Program is staffed by 1 part-time staff person.

Evaluation:

- This program has participated in PrIDE evaluation data collection.

Organizational Strengths:

- Community Works staff "have worked on developing relationships with probation officers and parents this first year, which has helped to support program participation and retention."⁷
- Through group-building workshops, facilitation training and arts classes, interns are gaining skills so that they can lead other youth in these types of activities. Workshops prepare interns "to visit community after-school programs to conduct their own expressive arts workshops."⁸
- There are leadership opportunities within Community Works so that "graduates and participants of the program have been able to access."⁸

Organizational Challenges:

- Recruitment has posed a challenge for this new program. "The Young Women's Internship staff had to work on recruitment the first semester, getting the word out through probation, school wellness centers, peer resources, and the Girls Services staff."⁷

⁶ Data source: Participant Tracking Spreadsheets. Youth with entry dates and no exit dates recorded are considered "continuing" in the program.

⁷ Information provided by Community Programs Division staff.

⁸ Information provided by program.

- Community Works' Young Women's Internship Program has participated in the PrIDE evaluation system. As of March 15, 2004, the program submitted 11 Baselines, representing about two-thirds of youth served through this program (61.1%, n=18). The program has not submitted any Follow-up or Exit Forms for youth in this program. No parents/guardians declined their children's participation in the evaluation.
- Staff learned that they needed to coordinate with other diversion programs so that scheduling conflicts did not prevent girls from participating. As noted by one staff member, "One of the challenges we faced early on in the fiscal year was recruiting young women on probation for the project. Partially, this was a result of poor scheduling...we addressed this challenge during our second cycle by making sure we were clear on the schedule of other diversion or similar programs."

**Exhibit 26-2
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.

Data Sources

All data required for this report were submitted, as shown below.

**Exhibit 26-3
Data Sources
Community Works – Young Women's Internship Program**

Data Source	Available for This Report
Senior Analyst Site Visit Form	<input checked="" type="checkbox"/>

Data Source	Available for This Report
CBO Questionnaire	<input checked="" type="checkbox"/>
Participant Tracking Spreadsheets	<input checked="" type="checkbox"/>
PrIDE Data	<input checked="" type="checkbox"/>

Program Description

What are the characteristics of the youth served?

- Respondents range in age from 14 to 19; the average age of participants is 16 years old.
- Because this program is “a gender specific, violence prevention diversion program for young women on probation,” the participants are all female.
- About half of the youth are African American (55.6%, n=18), though this program also serves youth who identify as White, Latino/a, Asian American and Samoan.
- Participants live in many different neighborhoods throughout San Francisco. The largest percentages of participants live in Bayview-Hunters Point, Crocker-Amazon, Visitacion Valley, and Western Addition (22.2%, 16.6%, 16.6%, and 16.6%, n=18).

Exhibit 26–4
Youth Characteristics
Community Works – Young Women’s Internship Program

Characteristic at Program Entry		% of Participants
Age ♦ (n=18)	13-15 years old	61.1%
	16-17 years old	33.3%
	18 years old and over	5.6 %
Gender ♦ (n=18)	Female	100.0%
Race/Ethnicity ♦ (n=18)	African American	55.6%
	White	16.7%
	Latino/a	16.7%
	Asian American	5.6%
	Samoan	5.6%

Data Source: ♦ =Participant tracking spreadsheets; ◆ = CBO Questionnaire

Characteristic at Program Entry		% of Respondents
Home Neighborhood ♦ (n=18)	Bayview-Hunters Point	22.2%
	Crocker-Amazon	16.6%
	Visitacion Valley	16.6%
	Western Addition	16.6%
	Downtown/Tenderloin	11.1%
	Portola	5.5%
	Sunset	5.5%
	Areas outside San Francisco	5.5%

Data Source: ♦ =Participant tracking spreadsheets; ♦ = CBO Questionnaire

- Most of the youth are in homes where English is the primary language (80.0%, n=10), however, the program also serves youth whose primary home language is Spanish and Cantonese.
- Close to two-thirds of the youth report living in single-parent households at the time of program entry (60.0%, n=10).
- The primary referral source for this program for girls who are on probation is the JPD.

Exhibit 26–5
Demographic Information
Community Works – Young Women’s Internship Program

Characteristic at Program Entry		% of Respondents
Language Spoken at Home (n=10)	English	80.0%
	Spanish	10.0%
	Cantonese	10.0%
Living Situation (n=10)	One Parent	60.0%
	Two Parents	30.0%
	Other	10.0%
Referral to Program (n=10)	JPD/YGC	80.0%
	Another organization	10.0%
	Family	10.0%

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

Data Source: PrIDE

What are participants’ major risk factors?

- Despite the fact that youth, in general, are likely to under-report the level of their participation in risky activities (such as using alcohol and drugs and hanging out with gang members), a significant proportion of respondents acknowledge these behaviors.
- Participants are part of high-risk peer groups. At program entry, over one-third of participants acknowledge that they hang out with gang members (44.4%, n=9). When asked if they knew anyone

who had been arrested, most said that they did. Most commonly, they noted that they themselves or a friend had been arrested. As a further indication that youth are in high-risk peer groups, almost all participants say that they knew someone who died; the largest percentage of youth say that a friend had died.

- Over three-quarters of respondents say they have ever tried alcohol or other drugs (77.8%, n=9).

Exhibit 26-6
Risk Factors
Community Works – Young Women’s Internship Program

Risk Factors at Program Entry		% of Respondents
Frequency Youth Hears Gunshots at Home (n=10)	Many Times	50.0%
	Once or Twice	30.0%
	Never	20.0%
Acknowledges He/She Hangs Out With Gang Members (n=9)	No	55.6%
	Yes	44.4%
Has Ever Tried Drugs or Alcohol (n=9)	Yes	77.8%
	No	22.2%
Knows Someone Who Was Arrested (n=10)	No	30.0%
	Yes	70.0%
	Participant was arrested*	57.1%
	Participant’s friend was arrested*	57.1%
	Participant’s neighbor was arrested*	42.9%
	Participant’s parent was arrested*	42.9%
	Participant’s sibling was arrested*	28.6%
Knows Someone Who Died (n=9)	Don’t know/don’t want to answer	10.0%
	Yes	90.0%
	Participant’s friend died*	33.3%
	Participant’s sibling died*	22.2%
	Participant’s neighbor died*	11.1%

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

Program Outcomes

Program staff selected the following outcome measures for their program.

Exhibit 26–7
Program Outcome Measures
Community Works – Young Women’s Internship Program

Outcome Area	Indicators
Education	<ul style="list-style-type: none"> ▪ Orientation toward the future will increase ▪ Engagement in positive after-school activities will increase
Work and Job Readiness	<ul style="list-style-type: none"> ▪ Job readiness will increase ▪ Employment will increase
Building Positive Relationships	<ul style="list-style-type: none"> ▪ Positive peer relationships will increase ▪ Positive relationships with service providers will increase
Skill-Building	<ul style="list-style-type: none"> ▪ Social development and self care skills will increase ▪ Anger management skills will improve
Service Satisfaction	<ul style="list-style-type: none"> ▪ 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 assesses, addresses, and provides referrals for youths’ needed services.

Because the program has not submitted any Follow-up or Exit data at this time it is not possible to assess program outcomes, participant satisfaction, or completion status based on youth surveys. In the space below we have included comments submitted by program staff regarding program design elements that are likely to contribute to the outcomes they have selected for their program.

Education

- The program is designed to help young women define their goals, helping them increase their orientation to the future. At the time of program entry, all youth participants are in school and all said that they were “very sure” or “somewhat sure” they will graduate from high school (100%, n=10).
- Most of the participants are engaged in at least one structured after-school activity at program entry (80.0%, n=10). Because girls in the program meet after-school, two days per week, the program provides a positive, structured environment in which participants can grow. One day a week, girls participate in a self-empowerment workshop; on the other day, girls will participate in a skills-training video workshop.

Work and Job Readiness

- Through involvement in the program, all participants will be given information and introductions to local youth employment organizations. Furthermore, the program will support youth in pursuing internship or employment opportunities. The percentage of respondents who have a job may increase over time. At time of program entry, only one participant had a job. All but one of the other respondents said that they would be interested in getting a job.

Building Positive Relationships

- According to program staff, program participants learn leadership and communication skills through group work.

- The program also emphasizes “respectful communication and responsible follow-through.” In this way, the program aims to develop positive relationships between youth and program staff.

Skill-Building

- According to program staff, participants will learn to “use the arts as an anger management tool.” At program entry, youth were grouped in three categories based on their responses to questions about their own anger management strategies and problems. Most of the youth had minimal or moderate anger management skills, leaving room for improvement. As the program conducts surveys with girls after they have been involved in the program, it will be interesting to monitor if the young women gain skills in this area.

Exhibit 26–8
Anger Management
Community Works – Young Women’s Internship Program

	At Time of Program Entry % of Respondents (n=10)	After Program Involvement % of Respondents	Finding
Minimal anger management skills	20.0%	Not available	At program entry, most youth could benefit from increased anger management skills
Moderate anger management skills	60.0%		
Strong anger management skills	20.0%		

Data Source: PRIDE

- Based on responses to a set of questions related to self-care and social development level, at program entry, all respondents have at least a “moderate” level of self-care and social development skills. The program is designed to increase youths’ skills in this area by teaching them how to pursue internship and employment opportunities.

Exhibit 26–9
Self-Care and Social Development
Community Works – Young Women’s Internship Program

	At Time of Program Entry % of Respondents (n=10)	After Program Involvement % of Respondents	Finding
Minimal self-care and social development skills	0.0%	Not available	At program entry, all youth have at least a “moderate” level of self-care and social development skills
Moderate self-care and social development skills	37.5%		
Strong self-care and social development skills	62.5%		

- Beyond general self-care and personal development skills, the program will teach girls specific techniques in developing, writing, shooting, and editing videos. The video workshop is a vehicle for teaching participants computer skills as well as enabling them to express their creativity. Ultimately, the goal for this program is for the young women who complete the program to be able to become peer leaders or interns in other organizations; utilizing the skills they have developed in the internship program.

Chapter 27

Center for Young Women’s Development

Girls’ Detention Diversion Advocacy Project and Sister Circle

Program Overview

The Center for Young Women’s Development operates two programs that are funded by the Community Programs Division of the JPD. The Girls’ Detention Advocacy Project (GDAP) works intensively with incarcerated young women in group and one-on-one settings. The program emphasizes healing for girls who are survivors of violence as well as personal accountability. The program has a number of components: self-advocacy training, leadership development, court accompaniment, mentorship, support groups, peer mentorship, legal education, self-care, and life skills training. Sister Circle is one component of GDAP; these support groups of women exiting the system meet bi-monthly. Sister Circle is primarily focused on preventing girls from re-offending.

Exhibit 27–1 Program At-A-Glance		
Services provided to youth:	<ul style="list-style-type: none"> ▪ Job training/readiness services ▪ Mentoring 	<ul style="list-style-type: none"> ▪ Housing services/assistance
Primary neighborhoods served:	<ul style="list-style-type: none"> ▪ Mission ▪ Bayview-Hunters Point 	<ul style="list-style-type: none"> ▪ Bernal Heights
Target population served:	<ul style="list-style-type: none"> ▪ Girls who are 14-19 years old ▪ Youth who are truant ▪ Youth who are on probation and youth who are at-risk of becoming involved with the juvenile justice system ▪ Youth who have used/abused drugs or alcohol ▪ Youth who are involved in gangs 	
How youth are referred:	<ul style="list-style-type: none"> ▪ Self ▪ From a friend ▪ Brother, sister, or cousin ▪ Probation Officer ▪ Outreach Worker ▪ Case Manager ▪ Social Worker ▪ Teacher or School Counselor ▪ Parent, guardian, or other adult family member 	
Average length of time youth spend in program:	<ul style="list-style-type: none"> ▪ More than 1 month and less than 6 months 	
Average # of youth who participate at any given time:	<ul style="list-style-type: none"> ▪ 8-16 	

Highlights

The Center for Young Women’s Development provides a variety of services to young women who are in custody and those who have recently exited detention. This program is participating in the Girls Justice Initiative evaluation, and it has submitted limited PrIDE data; therefore, it is not possible to comment on the program outcomes selected by program staff at this time. Staff did provide examples of some positive outcomes for their participants, including the fact that several girls have grown into leadership positions

within CYWD and a high percentage of girls (93.0%) report that CYWD taught them things about themselves and the court system.

Program Contract Compliance

This grantee is in compliance with all contractual obligations. The grantee is providing services as planned. This is based on data reported by Community Programs Division Staff.

Contract Amount as a Percentage of Total Program Budget:

- JPD's contract with this program provides \$48,000. The funding was reduced mid-year by the Department, but no major changes were made to the grant plan.

Number of Youth Served in Contract Period:⁹

- As of February 2004, the program had served a total of 170 youth. The Girls' Detention Advocacy Project served a total of 120 youth, while Sister Circle served a total of 50 youth.
- We have basic demographic data and information on youths' entry and exit for 113 of these youth. As of the end of February 2004, all of these youth were still continuing in the program.

Staffing:

- This program is staffed by 5 full-time and 2 part-time staff members.

Evaluation:

- Due to the variable and often short length of time participants are involved in The Girls' Detention Advocacy Project, because it is an in-custody service, this component of the program based at the YGC did not participate in PrIDE evaluation. PrIDE evaluation data collection instruments were abbreviated to make them more appropriate for the Sister Circle program. This program is participating in the GJI evaluation. Some of the girls who participate in Sister Circle also participated in GDAP, but not all.

Organizational Strengths:

- Staff are able to develop one-on-one relationships with the girls while they are in custody, and this "gives the girls a sense of what the Center is, and who works there."¹⁰
- The curriculum is tailored to the young women who participate. "Staff have adapted the 'Lift Us Up, Don't Lock Us Down' curriculum for the Sister Circle and the young women help select topics for the group."¹⁰
- The program provides critical outreach to "families and young women in court, providing them with information about legal process and resources."¹¹

⁹ Data sources: Senior Analyst Site Visit Form and Participant Tracking Spreadsheets. Youth with entry dates and no exit dates recorded are considered "continuing" in the program.

¹⁰ Information provided by Community Programs Division staff.

¹¹ Information provided by program.

Organizational Challenges:

- Sustaining relationships with young women after they are released from Juvenile Hall has been challenging. “The staff have to do lots of tracking to stay in touch, because the girls are often not in stable living situations”, as noted by Community Programs Division staff.
- The program serves a population that has a lot of need; this is draining for program staff. As noted by Community Programs Division staff, “another challenge is the intensity of working with young women in crisis all the time.”

**Exhibit 27–2
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.

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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.

Data Sources

All data required for this report were submitted, as shown below.

**Exhibit 27–3
Data Sources**

The Girls’ Detention Advocacy Project/Sister Circle

Data Source	Available for This Report
Senior Analyst Site Visit Form	<input checked="" type="checkbox"/>

Data Source	Available for This Report
CBO Questionnaire	<input checked="" type="checkbox"/>
Participant Tracking Spreadsheets	<input checked="" type="checkbox"/>
PrIDE Data	<input checked="" type="checkbox"/>

- As of March 15, 2004, the Sister Circle component of this program had submitted 5 Baselines (abbreviated) and 5 Follow-ups (abbreviated). As a result, we have some PrIDE data for only 10% of the youth served this contract year. We are presenting the data in the sections that follow, but due to the small sample size, we can not assume that responses to PrIDE survey questions could be generalized to program participants overall. No parent/guardian declined their youth's participation in the evaluation.

Program Description

What are the characteristics of the youth served?

- This program's target population is youth aged 14 to 21; the average age of respondents is 17 years old.
- Participants live in many different neighborhoods throughout San Francisco. Program staff did not specify the number of youth from each area, so it is not possible to illustrate the percentage that live in each area.

**Exhibit 27-4
Youth Characteristics
The Girls' Detention Advocacy Project/Sister Circle**

Characteristic at Program Entry		% of Participants
Age ♦ (n=100)	13-15 years old	38.0%
	16-17 years old	49.0%
	18 years old and over	13.0%
Gender ♦ (n=113)	Female	100%
Race/Ethnicity ♦ (n=112)	African American	58.9%
	Latino/a	20.5%
	Other	8.0%
	Caucasian	4.5%
	Filipino	4.5%
	Other Asian	1.8%
	Vietnamese	<1.0%

Data Source: ♦ = Participant tracking spreadsheets; ♠CBO Questionnaire

Characteristic at Program Entry		% of Participants
Home Neighborhood ⇄	Mission	✓
	Bayview Hunter's Point	✓
	Downtown/Tenderloin	✓
	Hayes Valley	✓
	South of Market	✓
	Visitacion Valley	✓
	Western Addition	✓

Data Source: ◆ = Participant tracking spreadsheets; ⇄ CBO Questionnaire

- All participants are in homes where English is the primary language (100%).
- All Sister Circle participants were referred to the program by the JPD.

Exhibit 27-5
Demographic Information
The Girls' Detention Advocacy Project/Sister Circle

Characteristic at Program Entry		% of Respondents
Language Spoken at Home (n=4)	English	100%
Living Situation (n=4)	One parent	50.0%
	Friends	25.0%
	Two parents	25.0%
Referral to Program* (n=4)	JPD/YGC	100%
	Another organization	25.0%

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

Data Source: PrIDE

What are participants' major risk factors?

- Only one respondent answered questions on the PrIDE survey related to these factors, so it is not possible to present information on the risk characteristics of the girls served by this program. Because all of the participants come to the program through detention at YGC, it is clear that this program serves a high-risk population.

Program Outcomes

Program staff selected the following outcome measures for their program.

Exhibit 27-6
Program Outcome Measures
The Girls' Detention Advocacy Project/Sister Circle

Outcome Area	Indicators
Education	<ul style="list-style-type: none">▪ Orientation toward the future will increase
Work and Job Readiness	<ul style="list-style-type: none">▪ Job readiness will increase▪ Employment will increase
Skill-Building	<ul style="list-style-type: none">▪ Social development and self care skills will increase▪ Anger management skills will improve
Service Satisfaction	<ul style="list-style-type: none">▪ 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.

At this time it is not possible to comment on these outcomes based on PrIDE data submitted. The following is based on comments from program staff. They refer to the GDAP program overall:

- CYWD staff reflect the client population; three current staff members are former participants.
- The program is actively working to build participants' anger management skills. According to staff, "our groups at YGC have helped girls refrain from violence."
- Data collected by program staff has shown that "93% of girls served at YGC report learning more about themselves and knowing more about the court system" as a result of program activities.

Chapter 28

Girls 2000

Family Services Project

Program Overview

The Family Services Project provides ongoing intensive case management services to African American girls and their families living in public housing in Bayview-Hunters Point. Case management services for participating girls focus on academic tracking, educational advocacy and support. Other services provided while in the program include tutoring sessions, assistance with mental health and physical health needs, vocational skills building, counseling for alcohol and/or substance use and other life-skills issues. Staff also provide support services to parents/guardians including parent outings and meetings, face-to-face meetings with each parent, general counseling and support, transportation to family support appointments, and referrals to other service providers and resources.

Exhibit 28-1 Program At-A-Glance	
Services provided to youth:	<ul style="list-style-type: none"> ▪ Case management ▪ Job training/readiness services ▪ Tutoring/help with homework ▪ Health education services ▪ Mentoring ▪ Substance use counseling ▪ Substance use counseling ▪ Mental health counseling ▪ Practical assistance such as help with transportation and meals ▪ Extra-curricular or after school activities
Primary neighborhoods served:	<ul style="list-style-type: none"> ▪ Bayview-Hunters Point
Target population served:	<ul style="list-style-type: none"> ▪ African American girls between the ages of 10 and 18 who live in Bayview-Hunters Point public housing ▪ Youth who are truant ▪ Youth who are on probation ▪ Youth who are at risk of becoming involved in the juvenile justice system ▪ Youth who have used/abused drugs or alcohol ▪ Youth who are involved in gangs
How youth are referred:	<ul style="list-style-type: none"> ▪ Self ▪ From a friend ▪ Brother, sister, or cousin ▪ Probation Officer ▪ Outreach Worker ▪ Social Worker ▪ Teacher or School Counselor ▪ Parent, guardian, or other adult family member
Average length of time youth spend in program:	<ul style="list-style-type: none"> ▪ More than 2 years
Average # of youth who participate at any given time:	<ul style="list-style-type: none"> ▪ 35-50

Highlights

Girls who participate in the Girls 2000 Family Services Project remain in the program for a long period of time. Nearly all of the girls included in this evaluation report have been in the program more than two years; one has been in the program over five years. This, in itself, is an indication that they continue to find support from and are highly satisfied with the program. Based on youths' responses to a range of survey questions, it is also clear that the program provides services that help girls in school, get along with relatives and friends, and develop self-care and social development skills.

Program Contract Compliance

This grantee is in compliance with all contractual obligations. This is based on data reported by Community Programs Division Staff.

Contract Amount as a Percentage of Total Program Budget:

- JPD's contract with this program provides \$100,000 through TANF funds, which is 100% of the program's total budget.

Number of Youth Served in Contract Period:¹²

- As of February 2004, the project had served a total of 22 youth; the programs goal is to serve 50 girls and their families each year, providing services for 20 girls through their contract with JPD.
- Of these 22 youth, all are continuing in the program (100.0%, n=22).

Staffing:

- The program is staffed by 4 full-time and 2 part-time staff members; staff include a program director, case managers, an activities coordinator and a therapist.³

Evaluation:

- This program has participated in PrIDE evaluation data collection on an ongoing basis.

Organizational Strengths:

- "The depth and intensity of the family support component has increased over time as the program has become integrated into the community and into the lives of the girls in the program."¹³
- "Program services and activities include comprehensive case management services for each girl and her family, computer instruction and support, academic tutoring, therapeutic counseling, career mentoring, field trips, art classes, cooking classes, health and nutrition education, recreation, life skills workshops, and employment."¹⁴
- "All program members joined by coming in on their own or joining the program because their friends are members. This method of outreach has been ideal for Girls 2000 because it enables us to establish a more family oriented support network, since all of our clients live in such close proximity and we have access to their families and support network."¹⁴

¹² Data source: Participant Tracking Spreadsheets. Youth with entry dates and no exit dates are considered "continuing" in the program.

¹³ Information provided by Community Programs Division staff.

¹⁴ Information provided by the program.

Organizational Challenges:

- According to Community Programs Division staff, “The girls are in shock at all the violence and death [they are exposed to on a daily basis] and do not have access to much mental health support...The case managers try to help the girls process their feelings, often time emotional issues that keep them from being successful in school, but the case managers also need to help the girls with concrete daily issues such as homework, doctor’s appointments, school issues, and more. The girls would benefit from more one on one attention, both for mental health and for tutoring.”
- Given the nature of this work, it is not surprising that Community Programs Division staff also note that “staff turnover is a challenge for the program, and it has an impact on the girls and on the program. The case manager positions are high intensity/high burnout positions, and have no had a raise since 1999. The agency is looking at strategies to improve retention.”

**Exhibit 28–2
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%
	Samoaan	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.

Data Sources

All data required for this report were submitted, as shown below.

Exhibit 28–3
Data Sources
Girls 2000 – Family Services Project

Data Source	Available for This Report
Senior Analyst Site Visit Form	☑
CBO Questionnaire	☑
Participant Tracking Spreadsheets	☑
PrIDE Data	☑

- This program has participated in PrIDE evaluation data collection on an ongoing basis. As of March 15, 2004, the program had submitted 19 Baseline Surveys and 15 Follow-up Surveys. There is no Exit Form data available for this program, largely because most participants remain involved with the program over a long period of time. No parents/guardians declined their children’s participation in the evaluation.
- Interpreting data for the Girls 2000 program requires a slightly different approach than interpreting data from other programs. The PrIDE system is designed so that when a youth enters a program, he/she completes a Baseline Survey; after participating in the program, the youth completes a Follow-up Survey. For Girls 2000, all but one of the girls entered the program at least six months prior to completing the Baseline Survey. On average, these girls have participated in the program for over two years (27 months); one girl entered the program nearly five years prior to completing the survey. PrIDE did not even exist when some of these girls began participating in the program. Rather than exclude them from the evaluation, all girls in the program were administered a Baseline Survey in the spring of 2003. As a result, information collected for participants in Girls 2000 is not true “baseline” information, but we use it in this evaluation to compare to data that was collected at later points in time.
- Girls 2000 staff administered Follow-up Surveys to 14 of the 22 girls who completed Baseline Surveys. These Follow-up Surveys were completed between 7 and 11 months after the Baseline Survey was completed. The program submitted follow-up data for over two-thirds of the youth served in this year (68.2%, n=22).

Program Description

What are the characteristics of the youth served?

- Over two-thirds of the participants are under 13 years old (68.2%, n=22), though the youth in this program range in age from 9 to 15 years old; the average age of the youth is 12 years old.
- In keeping with the program’s target population, all participants are African American females from the Bayview-Hunters Point neighborhood (100%, n=22).

Exhibit 28–4
Youth Characteristics
Girls 2000 – Family Services Project

Characteristic at Program Entry		% of Participants
Age ♦ (n=22)	Under 13 years old	68.2%
	13-15 years old	31.8%
Gender ♦ (n=22)	Female	100.0%
Race/Ethnicity ♦ (n=22)	African American	100.0%
Home Neighborhood ♠ (n=20)	Bayview-Hunters Point	100.0%

Data Source: ♦ = Participant tracking spreadsheets; ♠CBO Questionnaire

- The majority of youth are in single-parent households (80.0%, n=20).
- All of the participants entered the program through word of mouth referrals, from friends or family members or because it is in their neighborhood.

Exhibit 28–5
Demographic Information
Girls 2000 – Family Services Project

Characteristic at Program Entry		% of Respondents
Language Spoken at Home (n=20)	English	100.0%
Living Situation (n=20)	One Parent	80.0%
	Guardian	10.0%
	Two Parents	10.0%
Referral to Program (n=20)	Friend	50.0%
	Family	30.0%
	It's in my neighborhood	20.0%

Data Source: PRIDE

What are participants' major risk factors?

- A strong indication of the violence and aggression the youth are exposed to in their everyday environments, almost all participants said they knew someone who had been arrested and a similar percentage said they knew someone who had died (88.9% and 85.0%, n=18). One-third of the youth had a sibling and/or parent who has been arrested (31.3% for both), another factor which places them at high risk for becoming involved with the juvenile justice system.

Exhibit 28–6
Risk Factors
Girls 2000 – Family Services Project

Risk Factors		% of Respondents
Frequency Youth Hears Gunshots at Home (n=18)	Many Times	72.2%
	Once or Twice	27.8%
Feels Unsafe in Neighborhood (n=16)	No	37.5%
	Yes	62.5%
Acknowledges He/She Hangs Out With Gang Members (n=18)	No	72.2%
	Yes	27.8%
Has Ever Tried Drugs or Alcohol (n=19)	No	63.2%
	Yes	36.8%
Knows Someone Who Was Arrested (n=18)	No	11.1%
	Yes	88.9%
	Participant's friend was arrested*	75.0%
	Participant's neighbor was arrested*	37.5%
	Participant's sibling was arrested*	31.3%
	Participant's parent was arrested*	31.3%
	Participant's other relative was arrested*	12.5%
	Participant was arrested*	12.5%
Knows Someone Who Died (n=18)	No	5.0%
	Yes	85.0%
	Participant's friend died*	70.6%
	Participant's parent died*	11.8%
	Participant's neighbor died*	11.8%
	Participant's sibling died*	5.9%

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

Program Outcomes

Program staff selected the following outcome measures for their program.

Exhibit 28–7
Program Outcome Measures
Girls 2000 – Family Services Project

Outcome Area	Indicators
Education	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ Job readiness will increase ▪ Employment will increase
Building Positive Relationships	<ul style="list-style-type: none"> ▪ Positive peer relationships will increase ▪ Positive parental/guardian relationships will increase ▪ Positive relationships with service providers will increase
Skill-Building	<ul style="list-style-type: none"> ▪ Social development and self care skills will increase ▪ Anger management skills will improve
Risk Factors	<ul style="list-style-type: none"> ▪ Involvement with the juvenile justice system will decrease.¹⁵
Service Satisfaction	<ul style="list-style-type: none"> ▪ 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 assesses, addresses, and provides referrals for youths' needed services.

Education

- Case managers in the Girls 2000 program track school attendance to ensure that youth are not truant from school; according to program staff, they also work with parents to “promote regular school attendance values and develop attendance contracts as a part of treatment planning with youth who have a history of truancy.”
- Nearly all of the participants reported that they were in school on both survey forms (95.0%, n=20; 93.8%, n=16).
- Case managers also play a critical role in monitoring participants' behavior at school; staff attend parent/teacher meetings if participants are experiencing behavioral difficulties at school.
- According to program staff, all participants attend life-skills classes that focus on career and education planning; “The philosophy of the agency is future oriented and all program components/activities incorporate a connection to the future.” All of the girls reported being “very sure” or “somewhat sure” they would graduate from high school on the Baseline Survey; and all but one said the same thing on the Follow-up Survey (100%, n=18; 93.3%, n=15)
- Based on their responses to a set of questions about their feelings about school and their participation in school-related activities, participants were categorized into levels of “school attachment.” Students who have a stronger sense of school attachment may be more likely to feel better and stay in school; therefore, it is a positive finding that a larger percentage of youth were in the “high school attachment” category at Follow-up than at Baseline.

¹⁵ Data on involvement with the juvenile justice system is presented for all SFJPD/CPD-funded programs in **Chapter 3: Findings Across All Programs**. A program-by-program analysis of JJIS data was not possible for this report.

Exhibit 28–8
School Attachment
Girls 2000 – Family Services Project

	Baseline % of Respondents (n=15)	Follow-Up % of Respondents (n=15)	Finding
Minimal school attachment	20.0%	13.3%	+ Youth have a higher level of school attachment after program involvement
Moderate school attachment	73.3%	60.0%	
High level of school attachment	6.7%	26.7%	

Data Source: PrIDE

- Over three-quarters of respondents said “the program helped [them] stay in school or get their GED” and about the same percentage said the program “made [them] feel more comfortable about my abilities in school/GED program” (78.6%, n=14; 73.3%, n=15).
- The Girls 2000 program operates six days a week; during the school week it is open from 10:00 AM until 8:00 PM; on Saturdays it is open from 10:00 AM until 2:00 PM. Girls who participate in the program are able to participate in all agency programs from enrichment classes to job training and placement programs. All of the girls reported that they were involved in at least one structured after-school activity on the Baseline survey; all but one reported that they were participating in these types of programs at time of Follow-up (100%, n=19; 93.8%, n=16).

Work and Job Readiness

- Girls 2000 provides girls with job training/placement programs and aims to prepare all girls to become job-ready. All of the girls in the Family Services Program participate in either the Environmental Gardening Program or the Community Placement program, both of which provide paid (stipend) employment. Girls 2000 staff assists participants who complete these programs in finding paid employment outside of the agency. This is verified by the fact that a majority of respondents reported that they have jobs; this was true at both Baseline and Follow-up (80.0%, n=20; 81.3%, n=16).

Building Positive Relationships

- Girls 2000 works to build a sense of “sisterhood” among participants. The life-skills groups train youth in non-violent conflict resolution and team building skills. Based on PrIDE data it is not clear that youth are developing these kinds of strong peer-to-peer relationships. Somewhat surprisingly, only a handful of respondents agreed that “if [they] were in trouble and needed to talk, [they] would talk to another youth at this program.” (6.3%, n=16). About the same percentage of respondents acknowledged that they hang out with gang members at Follow-up than at Baseline (30.8%, n=13; 27.8%, n=18).
- Participants have developed strong relationships with staff members in the program. Over three-quarters said that if they were in trouble and needed help they would talk with a staff member about it (81.3%, n=16).
- Beyond the work that case managers do with girls, they also provide individualized parenting assistance through one-on-one meetings and family mediation. The agency also has a part-time therapist who provides family therapy on an as-needed basis. Nearly all of the girls report that the program helped them get along better with their friends and/or relatives (80.0%, n=15).

Skill-Building

- Girls 2000 provides weekly life-skills classes. According to program staff, participants have demonstrated increased skills in this area. Based on responses to a set of survey questions that assess participants' skills in these areas, girls did show improvement over time.

**Exhibit 28–9
Self-Care and Social Development
Girls 2000 – Family Services Project**

	At Baseline % of Respondents* (n=13)	At Follow-Up % of Respondents (n=15)	Finding
Minimal self-care and social development skills	7.7%	0.0%	+ Youth have a higher level of self-care and social development skills over time
Moderate self-care and social development skills	69.2%	60.0%	
High level of self-care and social development skills	23.1%	40.0%	

Data Source: PRIDE

Service Satisfaction

How satisfied are youth with the services they received?

- The majority of participants said they were satisfied or very satisfied with several aspects of the program including the types of services offered, the respect shown for their ethnic and cultural background, and the program overall (93.3%, n=15). Over three-quarters of participants reported they were satisfied or very satisfied with the staff of the program (86.7%, n=15).

**Exhibit 28–10
Participant Satisfaction
Girls 2000 – Family Services Project**

Percent of participants who were...	Very Dissatisfied or Dissatisfied	Very Satisfied or Satisfied	No Opinion
Satisfied with the <i>types of services</i> (n=15)	0.0%	93.3%	6.7%
Satisfied with the <i>staff</i> (n=15)	6.7%	86.7%	6.7%
Satisfied with <i>respect shown for participant's ethnic and cultural background</i> (n=15)	0.0%	93.3%	6.7%
Satisfied with the <i>program overall?</i> (n=15)	0.0%	93.3%	6.7%

Data Source: PRIDE

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

- Participants do feel connected to the program. Despite the violent environment to which the participants are often exposed, all of them say they **felt safe** attending the program (100%, n=13), a strong indication of the importance staff place on creating a comfortable and secure place for these girls. All participants said they would **recommend this program to their friends** (100%, n=15).

Exhibit 28–11
Program Attachment
Girls 2000 – Family Services Project

After program involvement, % of respondents who said “Yes” to:	% of Respondents
I feel safe attending this program (n=13)	100.0%
I would recommend this program to my friends (n=15)	100.0%
I am interested in staying in touch and helping out with the program (n=14)	92.9%
If I were in trouble and needed to talk, I would talk to a staff member at this program (n=16)	81.3%
If I were in trouble and needed to talk, I would talk to another youth at this program (n=16)	6.3%

Data Source: PRIDE

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

- The most significant benefit of the program, reported by almost all participants, is an increased awareness of how their actions affect their future (93.8%, n=16). Girls 2000’s objective of giving their clients a sense of hope seems to be achieved based on this response.
- A high percentage of participants noted that the program “taught or allowed [them] to do things [they] haven’t done anywhere else,” a reflection the impact of the tutoring/computer classes and educational/recreational outings this program provides (86.7%, n=15).
- Several participants also said that the program “helped [them] find or keep a job,” a result perhaps of this program’s focus on education, as well as its environmental gardening and community placement jobs programs.

Exhibit 28-12
Program Benefits
Girls 2000 – Family Services Project

After program involvement, % of respondents who said “Coming to this program...”	% of Respondents
...helped me think ahead to the consequences of my actions* (n=16)	93.8%
...taught me or allowed me to do things I haven't done anywhere else (n=15)	86.7%
...helped me find or keep a job (n=15)	86.7%
...taught me new ways to deal with my anger* (n=16)	81.3%
...helped me get along better with my friends and/or relatives (n=15)	80.0%
...made me feel more comfortable about my abilities in school/a GED program (n=14)	78.6%
...helped me stay in school or get my GED (n=15)	73.3%
...helped me get involved in extra-curricular activities (n=14)	42.9%

*% of respondents includes those who said they “strongly agree” and “agree” to this statement.
Data Source: PrIDE

Are youth successfully completing the program?

- All of the program participants have stayed involved in the program.

Chapter 29

Girls Justice Initiative, United Way

Detention-Based Case Management

Program Overview

The Girls Justice Initiative Detention-Based Case Management program provides comprehensive assessment, case management, and referral services for girls detained in the San Francisco Youth Guidance Center. GJI's assessments are gender-specific and strength based, derived from a model used in a girls services program in Chicago, Illinois. Victim witness assessments and applications for services are available for girls in the program. The case management is comprehensive, involving the youth, PO and family to help the youth successfully transition out of the juvenile justice system. Case managers also provide referrals and follow-up for the youth they serve and their families, including monthly reports and check-ins to monitor the girls' progress.

Exhibit 29-1 Program At-A-Glance	
Services provided to youth:	<ul style="list-style-type: none"> ▪ Case Management ▪ Mentoring ▪ After-care services: clothing, vouchers, etc.
Primary neighborhoods served:	<ul style="list-style-type: none"> ▪ City-wide
Target population served:	<ul style="list-style-type: none"> ▪ Girls ages 11-18 who are detained at the Youth Guidance Center ▪ Youth who are on probation ▪ Youth who are involved in gangs ▪ Youth who have used/abused drugs or alcohol
How youth are referred:	<ul style="list-style-type: none"> ▪ Automatic referral for all detained youth
Average length of time youth spend in program:	<ul style="list-style-type: none"> ▪ More than 1 month and less than 6 months
Average # of youth who participate at any given time:	<ul style="list-style-type: none"> ▪ 25 per month

Program Contract Compliance

This grantee is in compliance with all contractual obligations. This is based on data reported by Community Programs Division staff.

Contract Amount as a Percentage of Total Program Budget:

- JPD's contract with this program *and* the Inside Mentoring and Training Program provides \$124,000, which is 30% of the total budget for these two programs.

Number of Youth Served in Contract Period:¹⁶

- As of February 2004, this program has served a total of 140 youth. The program's annual goal is to serve 300 girls.

¹⁶ Data sources: Senior Analyst Site Visit Form and Participant Tracking Spreadsheets. Youth with entry dates and no exit dates recorded are considered "continuing" in the program.

- We have basic demographic data and information on youths' entry and exit for 89 of these youth.
- Of these, 34 youth are continuing in the program (38.2%, n=89).
- The 55 youth who exited the program as of the end of February 2004 exited after an average of one month in the program. The length of time they remained in the program ranged from one day to over two years.

Staffing:

- The program, along with the Inside Mentoring and Training program, is staffed by 4 full-time staff members, including the Girls Justice Initiative Director, Program Coordinator and 2 case managers.

Evaluation:

- This program is involved in its own evaluation process through the United Way of the Bay Area.
- This program's design makes participating in the PrIDE evaluation process more difficult due to the short amount of time that participants are in the actual program. In order to streamline data collection for this program, GJI staff were to submit Baseline Surveys for participants who were referred to girls services programs that are participating in PrIDE evaluation. However, no Baseline Surveys have been submitted to PrIDE for this program thus far.

Organizational Strengths:

- The Girls Justice Initiative is working toward system changes that will enable better coordination of services for girls who are detained. "The Girls Justice Initiative (GJI) describes its major successes of the last year as the result of increased structure for the detention base management services and improvement in coordination between service providers. The detention-based case management team is assessing every girl who is in Juvenile Hall for 72 hours, and they have regularly scheduled case review with [community programs that serve these girls]." Because of this contact GJI staff "feel that they are seeing better outcomes for the girls... [and] Juvenile Hall staff are better able to understand what is going on with a girl and why she may be acting the way she is."¹⁷
- The program has established credibility with the Juvenile Court judges. "The judges are now taking the GJI assessments and recommendations seriously as a source of information about what is going on with the girls, what is going to make a difference, and giving more validity to the strategy that helping the girls address victimization they have suffered will help them not come back to Juvenile Hall."¹⁸

Organizational Challenges:

- One challenge noted in the Senior Analyst Site Visit form is the lack of consistency in "working relationships with probation officers. Some will work with Girls Justice staff and others will not. In some cases, this is due to differences in approach, where GJI seeks to address the bigger picture of a girl's life to stop her from recidivating, as opposed to a more limited scope of concern primarily addressing the law violation."¹⁷
- Another challenge for this program is the nature of "step-down referrals" because "most community case management programs are prevention-based, and do not have the training or the staffing structure to commit the intense individual time needed by the highest-risk girls."¹⁷

¹⁷ Information provided by Community Programs Division staff.

¹⁸ Information provided by the program.

**Exhibit 29–2
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%
	Samoaan	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.

Data sources

The following data sources were available for this report.

**Exhibit 29–3
Data Sources
Girls Justice Initiative – Detention-Based Case Management**

Data Source	Available for This Report
Senior Analyst Site Visit Form	<input checked="" type="checkbox"/>
CBO Questionnaire	<input checked="" type="checkbox"/>
Participant Tracking Spreadsheets	<input checked="" type="checkbox"/>
PrIDE Data	<input type="checkbox"/>

- As stated earlier, this program is not participating in the PrIDE evaluation in the same fashion as other SFJPD/CPD-funded programs. No PrIDE data has been submitted for this program as of March 2004.

Program Description

What are the characteristics of the youth served?

- This program seems to be reaching its target population of girls between 11 and 18 years old, with over half of its participants being between 16 and 17 years old (54.8%, n=84). The average age of participants is 17 years old.
- All participants are female (100%, n=89).
- The largest percentages of participants are African American and Latino (59.6% and 20.2%, n=89), though this program serves youth who identify as White, Cambodian, Chinese, Filipino and other races/ethnicities.

Exhibit 29–4
Youth Characteristics
Girls Justice Initiative – Detention-Based Case Management

Characteristic at Program Entry		% of Participants
Age♦ (n=84)	Under 13 years old	1.2%
	13-15 years old	41.7%
	16-17 years old	54.8%
	18 years old and over	2.4%
Gender♦ (n=89)	Female	100.0%
Race/Ethnicity♦ (n=89)	African American	59.6%
	Latino/a	20.2%
	White	7.9%
	Cambodian	1.1%
	Chinese	1.1%
	Filipino	1.1%
	Other	9.0%

Data Source: ♦ = Participant tracking spreadsheets

What are participants' major risk factors?

This program serves youth who are currently involved in the juvenile justice system and their families. In addition to having been detained, participants in this program may also fit any of the following conditions:

- On probation
- Involved with gangs
- Used/abused drugs or alcohol
- Part of high-risk peer groups
- Unstable families
- Live in poverty

Program Outcomes

Data on program outcomes will be available through the independent evaluation of the GJI that is being conducted by Rebecca Aced-Molina.

Chapter 30

Girls Justice Initiative, United Way

Inside Mentoring

Program Overview

The Girls Justice Initiative Inside Mentoring program provides mentoring for youth who are detained at the Youth Guidance Center. The Training component to this program offers trainings to JPD Community Programs Division contractors on skill development and techniques for working with youth in the Juvenile Justice system.

Exhibit 30-1 Program At-A-Glance	
Services provided to youth:	<ul style="list-style-type: none"> ▪ Mentoring to incarcerated youth ▪ Training for JPD CP contractors
Primary neighborhoods served:	<ul style="list-style-type: none"> ▪ Citywide
Target population served:	Mentoring: <ul style="list-style-type: none"> ▪ Youth ages 11-18 ▪ Youth who are detained at YGC Training: <ul style="list-style-type: none"> ▪ JPD-contracted agencies and other community-based providers working with youth in the juvenile justice system
How youth are referred:	<ul style="list-style-type: none"> ▪ Mentoring: Detained youth referred by: <ul style="list-style-type: none"> ▪ School staff ▪ Detention staff ▪ Probation officers ▪ Girls Services Unit ▪ Training: <ul style="list-style-type: none"> ▪ Contacts from JPD CP Contractors
Average length of time youth spend in program:	<ul style="list-style-type: none"> ▪ Mentoring: More than 1 month and less than 6 months ▪ Training: 10 trainings per year
Average # of youth who participate at any given time:	<ul style="list-style-type: none"> ▪ Mentoring: 6 per month/72 youth per year.

Program Contract Compliance

Contract Amount as a Percentage of Total Program Budget:

- JPD's contract with this program *and* the Detention Based Case Management program provides \$124,000, which is 30% of the total budget for these two programs.

Number of Youth Served in Contract Period:¹⁹

- As of February 2004, the program has served a total of 58 youth; the Mentoring program is over half-way to reaching its annual goal of serving 72 youth.

¹⁹ Data source: Participant Tracking Spreadsheets. Youth with entry dates and no exit dates recorded are considered "continuing" in the program.

- We have basic demographic data and information on youths' entry and exit for 43 of these youth.
- Of these, 25 youth are continuing in the program (58.1%, n=43).
- The 18 youth who exited the program as of the end of February 2004 exited after an average of one month. The length of time they remained in the program ranged from one day to seven and one half months.

Other Services Provided in Contract Period:

- As of February 2004, the program has conducted 7 of the 10 trainings it aims to hold annually for JPD community services contractors.

Staffing:

- The program, along with the Detention-Based Case Management program, is staffed by 4 full-time staff members, including the Girls Justice Initiative Director, Program Coordinator and 2 case managers.

Evaluation:

- This program is involved in its own evaluation process through the United Way of the Bay Area.
- This program is not currently participating in the PrIDE evaluation.

Organizational Strengths:

- Based on the first year evaluation report of GJI programs, "the first year of trainings were well attended and extremely well received." This evaluation refers to the trainings as "strengthening strategies" to the systems reforms which are also occurring through GJI's work.²⁰
- The training program is promoting stronger partnerships among service providers that work with girls who are involved with the juvenile justice system. The combination of trainings, mentoring and case management services provided by GJI has caused "relationships [to] have been forged between the GJI leaders and the partners and across the partners that have laid the groundwork for an authentic community of practitioners focused on collectively improving outcomes for girls in juvenile hall."²⁰

Organizational Challenges:

- The GJI is working toward a difficult goal of fostering stronger collaboration among service providers. While they have made progress in this area, they have encountered some significant barriers. A recurrent challenge for this program and GJI on the whole was collaboration. As noted in the "*Girls Justice Initiative Final Report*" which written by Rebecca Aced-Molina, the GJI evaluator, "the most common stated obstacles to collaboration were that 1) collaborations are funder-driven and 2) one person or organization takes all the credit for many different people and organizations' efforts."

²⁰ Information provided from [Girls Justice Initiative Final Report](#): Rebecca Aced-Molina, 2003.

**Exhibit 30–2
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.

Data Sources

- As stated earlier, this program is not participating in the PrIDE evaluation at this time, so no PrIDE data has been submitted.
- A Senior Analyst Site Visit Form was submitted for the GJI Detention-Based Case Management program that focused on that program; it did not contain information specific to this program.

**Exhibit 30–3
Data Sources**

Girls Justice Initiative – Inside Mentoring and Training

Data Source	Available for This Report
Senior Analyst Site Visit Form	<input type="checkbox"/>
CBO Questionnaire	<input checked="" type="checkbox"/>
Participant Tracking Spreadsheets	<input checked="" type="checkbox"/>
PrIDE Data	<input type="checkbox"/>

Program Description

What are the characteristics of the youth served?

- Youth in this program are between the ages of 13 and 18 with the average age being 16 years old. About half of the youth in this program are between the ages of 16 and 17 (52.8%, n=36).
- Unlike the Detention Based Case Management program, this program serves both girls and boys, though two-thirds of the participants are female (65.1%, n=43).
- The largest percentages of participants are African American and Latino (62.8% and 23.3%, n=43), though this program serves youth who identify as White, Samoan, Filipino and other races/ethnicities.

Exhibit 30–4
Youth Characteristics
Girls Justice Initiative – Inside Mentoring and Training

Characteristic at Program Entry		% of Participants
Age ♦ (n=36)	13-15 years old	38.9%
	16-17 years old	52.8%
	18 years old and over	8.3%
Gender ♦ (n=43)	Female	65.1%
	Male	34.9%
Race/Ethnicity ♦ (n=43)	African American	62.8%
	Latino/a	23.3%
	White	7.0%
	Samoan	4.7%
	Filipino	2.3%

Data Source: ♦ = Participant tracking spreadsheets

What are participants' major risk factors?

This program serves youth who are currently involved in the Juvenile Justice system. In addition to having been detained, participants in this program may also fit any of the following conditions:

- On probation
- Involved with gangs
- Have used/abused drugs or alcohol
- Are part of high-risk peer groups
- Unstable families
- Live in poverty

Program Outcomes

Data on program outcomes will be available through the independent evaluation of the GJI that is being conducted by Rebecca Aced-Molina.

Chapter 31

Mission Neighborhood Center

Young Queens on the Rise

Program Overview

Young Queens on the Rise is a gender-specific youth development program for girls in the greater Mission area. The program provides young girls with awareness and prevention workshops on STDs, pregnancy, HIV, drugs and violence. Young Queens on the Rise is a project of the Mission Neighborhood Center.

Exhibit 31-1 Program At-A-Glance		
Services provided to youth:	<ul style="list-style-type: none"> ▪ Job training/readiness ▪ Tutoring/help with homework ▪ GED services ▪ Mentoring ▪ Case management 	<ul style="list-style-type: none"> ▪ Intensive home based supervision ▪ Health education services ▪ Extra-curricular activities
Primary neighborhoods served:	<ul style="list-style-type: none"> ▪ Bayview-Hunters Point ▪ Excelsior 	<ul style="list-style-type: none"> ▪ Mission
Target population served:	<ul style="list-style-type: none"> ▪ Latina and African American females ▪ Youth who live in the Mission/Bay View ▪ Youth who are truant ▪ Youth who are on probation ▪ Youth who are at risk of becoming involved in the juvenile justice system ▪ Youth who are involved in gangs 	
How youth are referred:	<ul style="list-style-type: none"> ▪ From a friend ▪ Probation Officer ▪ Outreach Worker ▪ Case Manage ▪ Social Worker ▪ Teacher or School Counselor ▪ Parent, guardian, or other adult family member 	
Average length of time youth spend in program:	<ul style="list-style-type: none"> ▪ Between 6 months and 1 year 	
Average # of youth who participate at any given time:	<ul style="list-style-type: none"> ▪ 20 	

Highlights

Participants in this program report a high level of satisfaction with the program overall, the types of services offered, and the respect shown for their ethnic and cultural background. Further, most respondents felt that the program had helped them in one or more of the following ways, it “helped [them] think ahead to the consequences of [their] actions,” “made [them] feel more comfortable about [their] abilities in school/a GED program,” and “helped them stay in school or get their GED.”

Program Contract Compliance

The grantee has complied with contractual obligations with the exception of submitting timely financial reports. The grantee is currently restructuring its administrative staff to better address this issue. This is based on data reported by Community Programs Division Staff.

Contract Amount as a Percentage of Total Program Budget:

- JPD's contract with this program provides \$50,000 through TANF, which is 100% of the program's budget.

Number of Youth Served in Contract Period:²¹

- Between July 2003 and February 2004, the program served a total of 29 youth.
- Of these, 23 youth are continuing in the program (79.3%, n=29).
- The six who exited the program as of the end of February 2004 exited after an average of five months in the program. The length of time they remained in the program ranged from five months to six months.

Staffing:

- The program is staffed by 2 part-time staff members.

Evaluation:

- This program has participated in PrIDE evaluation data collection on an ongoing basis.

Organizational Strengths:

- "The program uses youth development principles to encourage these young women to take responsibility for their own lives and to engage with their community."²²
- "As an integral part of YQR, we work to include youth in our system of care delivery, offering valuable opportunities for employment and leadership, and inviting youth to become involved in our programs at all levels."²⁴

Organizational Challenges:

- "A challenge with the young women has been to educate them about respectful interactions with staff. At times the girls seem to want 'tough love' treatment without understanding the toll it takes on the staff."²³
- "The agency has recently added several new programs without commensurate growth in administrative capacity, and as a result, the accounting staff have been overwhelmed."²³
- "Finding employment for participants."²⁴

²¹ Data source: Participant Tracking Spreadsheets. Youth with entry dates and no exit dates recorded are considered "continuing" in the program.

²² Information provided by program grant plan.

²³ Information provided by Community Programs Division staff.

²⁴ Information provided by program staff.

**Exhibit 31–2
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.

Data Sources

All data required for this report were submitted, as shown below.

**Exhibit 31–3
Data Sources
MNC – Young Queens on the Rise**

Data Source	Available for This Report
Senior Analyst Site Visit Form	<input checked="" type="checkbox"/>
CBO Questionnaire	<input checked="" type="checkbox"/>
Participant Tracking Spreadsheets	<input checked="" type="checkbox"/>
PrIDE Data	<input checked="" type="checkbox"/>

- This program has participated in PrIDE evaluation data collection on an ongoing basis. As of March 15, 2004, the program had submitted 18 Baselines, 9 Follow-ups, and 1 Exit Form. The program

submitted Baseline data for a total of 18 of the 27 youth that served, yielding a response rate of 66.7%. No parent/guardian declined his/her child's participation in the evaluation.

Program Description

What are the characteristics of the youth served?

- Participants range in age from 13 to 23. The average age of participants is 17 years old; all of the program's participants are girls. Participants live in many different neighborhoods throughout San Francisco. The largest percentages of participants live in the Mission, Excelsior and Bayview-Hunters Point (31.0%, 27.6%, and 17.2%, n=29).

**Exhibit 31-4
Youth Characteristics
MNC – Young Queens on the Rise**

Characteristic at Program Entry		% of Participants
Age ♦ (n=29)	13-15 years old	34.5%
	16-17 years old	34.5%
	18 years old and over	31.0%
Gender ♦ (n=29)	Female	100.0%
Race/Ethnicity ♦ (n=29)	Latino/a	55.2%
	African American	27.6%
	Other	13.8%
	Filipino	3.4%
Home Neighborhood ♦ (n=29)	Mission	31.0%
	Excelsior	27.6%
	Bayview-Hunters Point	17.2%
	Outer Mission	10.3%
	Diamond Heights	6.9%
	Bernal Heights	3.4%
	All areas outside San Francisco	3.4%

Data Source: ♦ = Participant tracking spreadsheets; ♦ CBO Questionnaire

- The most common sources of referrals to this program are the JPD and friends.

**Exhibit 31–5
Demographic Information
MNC – Young Queens on the Rise**

Characteristic at Program Entry		% of Respondents
Language Spoken at Home (n=16)	English	62.5%
	Spanish	18.8%
	Other/Unknown	12.5%
	Russian	6.3%
Living Situation (n=16)	One Parent	50.0%
	Family but not parents	18.8%
	Two Parents	18.8%
	Guardian	6.3%
	Other	6.3%
Referral to Program* (n=17)	JPD/PO/YGC	29.4%
	Friend	23.5%
	School	11.8%
	Another organization	11.8%
	Family	11.8%

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

What are participants' major risk factors?

Despite the fact that youth, in general, are likely to under-report the level of their participation in risky activities (such as using alcohol and drugs and hanging out with gang members), a significant proportion of respondents acknowledge these behaviors.

- Participants are part of high-risk peer groups. At program entry, more than half of participants acknowledge that they hang out with gang members (54.5%, n=11). When asked if they knew anyone who had been arrested, nearly all said that they did (93.8%, n=16). Most commonly, they noted that a friend had been arrested. As a further indication that youth are in high-risk peer groups, over three-quarters said that they knew someone who died; the largest percentage of youth said that a friend had died (82.4%, 71.4, n=15%).
- Over three-quarters of respondents say they have ever tried alcohol or other drugs (81.3%, n=16).

**Exhibit 31-6
Risk Factors
MNC – Young Queens on the Rise**

Risk Factors at Program Entry		% of Respondents
Frequency Youth Hears Gunshots at Home (n=14)	Many Times	50.0%
	Never	35.7%
	Once or Twice	14.3%
Feels Unsafe in Neighborhood (n=14)	No	50.0%
	Yes	50.0%
Acknowledges He/She Hangs Out With Gang Members (n=11)	Yes	54.5%
	No	45.5%
Has Ever Tried Drugs or Alcohol (n=16)	Yes	81.3%
	No	18.8%
Knows Someone Who Was Arrested (n=16)	No	6.3%
	Yes	93.8%
	Participant's friend was arrested*	80.0%
	Participant's neighbor was arrested*	46.7%
	Participant was arrested*	33.3%
	Participant's parent was arrested*	26.7%
	Participant's sibling was arrested*	20.0%
	Other relative was arrested*	13.3%
Knows Someone Who Died (n=15)	No	5.9%
	Yes	82.4%
	Participant's friend died*	71.4%
	Participant's neighbor died*	14.3%
	Participant's parent died*	7.1%

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

Program Outcomes

Program staff selected the following outcome measures for their program.

Exhibit 31-7
Program Outcome Measures
MNC – Young Queens on the Rise

Outcome Area	Indicators
Education	<ul style="list-style-type: none"> ▪ School attendance will increase ▪ School behavioral problems will decrease ▪ Engagement in positive after-school activities will increase
Work and Job Readiness	<ul style="list-style-type: none"> ▪ Job readiness will increase ▪ Employment will increase
Building Positive Relationships	<ul style="list-style-type: none"> ▪ Positive peer relationships will increase ▪ Positive parental/guardian relationships will increase ▪ Positive relationships with service providers will increase
Risk Factors	<ul style="list-style-type: none"> ▪ Gang affiliation with decrease ▪ Involvement with the juvenile justice system will decrease.²⁵
Service Satisfaction	<ul style="list-style-type: none"> ▪ 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.

Only a small subset of youth participants completed a survey at time of program entry and after program involvement. In total, the program submitted Baseline Surveys for 18 youth and Follow-up Surveys for nine youth. Further, of the nine youth for whom follow-up data were available, four of the nine (44.4%) did not complete Baseline Surveys. As a result, we can not determine if we should attribute differences between responses at program entry and after program involvement to differences in the populations that were surveyed or to changes that happened for youth during their program participation.

Education

- There is no change in the percentage of respondents who are in school at program entry and after program involvement (87.5%, n=16; 87.5%, n=8). According to program staff however, many of the youth are actually succeeding in school since entering the program as opposed to simply being enrolled in school.
- The same percentage of respondents reported that they had gotten in trouble in school in the three months prior to program involvement and since getting involved with the program. (66.7%, n=12; 66.7%, n=6).
- Based on their responses to a set of questions about their feelings about school and their participation in school-related activities, participants were categorized into levels of “school attachment.” Students that have a stronger sense of school attachment may be more likely to feel better and stay in school; therefore, it is a positive finding that a larger percentage of youth were in the “high school attachment” category after program involvement than were at program entry.

²⁵ Data on involvement with the juvenile justice system is presented for all SFJPD/CPD-funded programs in **Chapter 3: Findings Across All Programs**. A program-by-program analysis of JJIS data was not possible for this report.

**Exhibit 31-8
School Attachment
MNC – Young Queens on the Rise**

	At Time of Program Entry % of Respondents (n=13)	After Program Involvement % of Respondents (n=8)	Finding
Minimal school attachment	23.1%	12.5%	+ Youth have a higher level of school attachment after program involvement
Moderate school attachment	61.5%	62.5%	
High level of school attachment	15.4%	25.0%	

Data Source: PRIDE

- Most of the youth said that the program “made [them] feel more comfortable about [their] abilities in school/GED program” and that “the program helped [them] stay in school or get their GED (83.3%, n=6; 80.0%, n=5). It should be noted that some participants changed schools between the time of program entry and the follow-up period, a factor that may influence their level of attachment to school.
- After program involvement, a larger percentage of respondents said that they felt “very sure” they would finish high school in the future.

**Exhibit 31-9
Orientation Towards Future Schooling
MNC – Young Queens on the Rise**

	In the 3 Months Prior to Program Entry % of Respondents (n=15)	Since Entering the Program % of Respondents (n=8)	Finding
Very sure I will graduate from high school	60.0%	75.5%	+ More youth are “very sure” they will graduate from high school after program involvement
Somewhat sure I will graduate from high school	20.0%	12.5%	
I’m not planning on graduating from high school, I’m planning on getting my GED	20.0%	12.5%	

Data Source: PRIDE

- Participation in the program does not appear to have a positive effect on respondents’ participation in structured after-school activities; although girls that participate in the program can participate in the Mission Neighborhood Center’s Safe Haven activities daily.

Work and Job Readiness

- According to program staff, half of the youth who participate in the program will participate in the MYEEP summer employment program. Some youth also participate in the Youth Guidance Center Auxiliary Program, which is a paid mentorship program. At the time of this report, however, the program had little effect on the percentage of youth who were working. At program entry, a larger percentage of respondents were working than the percentage of respondents who were working after some length of program involvement (40.0%, n=15; 33.3%, n=9). Though according to program staff, many participants were employed as a result of their involvement in the program and after the official reporting and funding period in July 2003.

Building Positive Relationships

- Participants are developing strong relationships with staff members in the program. Two-thirds of the respondents said that if they were in trouble and needed help they would talk with a staff member about it (66.6%, n=9).
- One component of the program is that program staff meet with the girls' parents monthly. This is one way the program works to increase youths' positive relationships with their parents. Overall, less than half of those who responded to this question, reported that "the program helped [them] get along better with their friends and/or relatives" (40.0%, n=5).

Skill-Building

- The program does not appear to have an effect on participants' anger management skills. Based on their responses to a set of questions about their tendency to get angry and deal with their anger in different ways, participants do not appear to have gained anger management skills as a result of program participation.

Risk Factors

- The Young Queens program serves high-risk young women, particularly those at risk of gang involvement and those involved in other negative street activities such as drug use, violence, and prostitution. It is not surprising, therefore, that the percentage of respondents who said that they hang out with gang members is high at both program entry and at time of follow-up (54.5%, n=11; 71.4%, n=7). The fact that the percentage of respondents who said that they hang out with gang members after program involvement is higher than it was at program entry may reflect the differences in the populations of youth who were surveyed after the different time periods or it may reflect the fact that a larger percentage of the girls were hanging out with gang members after program involvement. One further possibility is that a larger percentage of the girls felt comfortable enough in the program to acknowledge this risky behavior when they completed the follow-up survey because they were told by program staff that the survey would remain anonymous and that their responses would not be reported to their probation officers or parents.

Service Satisfaction

How satisfied are youth with the services they received?

- All participants (100%) said that they were either satisfied or very satisfied with the types of services provided by the program and with the program overall after program involvement.

Exhibit 31-10
Participant Satisfaction
MNC – Young Queens on the Rise

Percent of participants who were...	Very Dissatisfied or Dissatisfied	Very Satisfied or Satisfied	No Opinion
Satisfied with the <i>types of services</i> (n=7)	0.0%	100.0%	0.0%
Satisfied with the <i>staff</i> (n=7)	14.3%	71.5%	14.3%

Percent of participants who were...	Very Dissatisfied or Dissatisfied	Very Satisfied or Satisfied	No Opinion
Satisfied with <i>respect shown for participant's ethnic and cultural background</i> (n=7)	14.3%	85.7%	0.0%
Satisfied with the <i>program overall?</i> (n=7)	0.0%	100.0%	0.0%

Data Source: PRIDE

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

- Participants do feel connected to the program, and particularly to the program staff. Nearly all of the participants (88.9%) **felt safe** attending the program and were interested in **staying in touch** and helping out with the program.

Exhibit 31–11 Program Attachment MNC – Young Queens on the Rise

After program involvement, % of respondents who said “Yes” to:	% of Respondents
I feel safe attending this program (n=9)	88.9%
I am interested in staying in touch and helping out with the program (n=9)	88.9%
I would recommend this program to my friends (n=8)	87.5%
If I were in trouble and needed to talk, I would talk to a staff member at this program (n=9)	66.7%
If I were in trouble and needed to talk, I would talk to another youth at this program (n=9)	44.4%

Data Source: PRIDE

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

- The most significant benefit of the program, reported by over three-quarters of participants, is an increased awareness of how participants' actions will affect their future (87.5%, n=18).
- Another apparent benefit of this program is improving participants' experience at school. Over three-quarters report that their involvement in this program has made them “feel more comfortable about [their] abilities in school/a GED program” and has “helped [them] stay in school or get [their] GED” (83.3%, n=6; 80.0%, n=5).

**Exhibit 31–12
Program Benefits
MNC – Young Queens on the Rise**

After program involvement, % of respondents who said “Coming to this program...”	% of Respondents
...helped me think ahead to the consequences of my actions* (n=8)	87.5%
...made me feel more comfortable about my abilities in school/a GED program (n=6)	83.3%
...helped me stay in school or get my GED (n=5)	80.0%
...helped me find or keep a job (n=7)	71.4%
...taught me new ways to deal with my anger* (n=7)	71.4%
...taught me or allowed me to do things I haven't done anywhere else (n=5)	60.0%
...helped me get involved in extra-curricular activities (n=7)	42.9%
...helped me get along better with my friends and/or relatives (n=5)	40.0%

*% of respondents includes those who said they “strongly agree” and “agree” to this statement.
Data Source: PRIDE

Are youth successfully completing the program?

- There is not information on exit reasons for this program because there is limited Exit Form data for this program (n=1).

Chapter 32

SAGE Project, Inc.

Girls Survivor Services

Program Overview

Girls Survivor Services provides young women who have experienced abuse, victimization, and trauma and who are currently incarcerated, on probation or at risk of becoming involved with the juvenile justice system with counseling and case management services. The program provides a range of services to participating girls, including crisis counseling, case management, legal advocacy (accompaniment to court dates and meetings with probation officer or lawyer), weekly support groups, gender specific curriculum, and domestic violence services.

Exhibit 32-1 Program At-A-Glance		
Services provided to youth:	<ul style="list-style-type: none"> ▪ Case management ▪ Mental health counseling 	<ul style="list-style-type: none"> ▪ Extra-curricular or after-school activities
Primary neighborhoods served:	<ul style="list-style-type: none"> ▪ Bayview-Hunters Point 	<ul style="list-style-type: none"> ▪ Outer Mission
Target population served:	<ul style="list-style-type: none"> ▪ Girls who have been sexually exploited/been involved in prostitution ▪ Girls who are truant ▪ Girls who are at risk of becoming involved in the juvenile justice system ▪ Girls who are on probation ▪ Girls who are involved in gangs ▪ Girls who have used/abused drugs or alcohol 	
How youth are referred:	<ul style="list-style-type: none"> ▪ Self ▪ Probation Officer ▪ Outreach Worker ▪ Case Manager ▪ Social Worker ▪ Youth Guidance Center ▪ Public Defender ▪ District Attorney's Office 	
Average length of time youth spend in program:	<ul style="list-style-type: none"> ▪ Between 1 week and three months 	
Average # of youth who participate at any given time:	<ul style="list-style-type: none"> ▪ 8 	

Highlights

Because services are provided in-custody (on a crisis counseling basis) evaluating program effectiveness in all of the above areas has proved challenging. On average, girls have remained in the program slightly longer than three months; based on exit data completed by program staff, the largest percentage of girls left the program because they were transferred to out-of-county group home placements; a small percentage of the girls remain involved with other programs offered by SAGE once they leave custody. Staff observe that "intervention around sexual exploitation is succeeding both one-on-one and in group sessions...the structure and ground rules of the in-custody group improve communication between the girls."

Program Contract Compliance

This grantee is in compliance with all contractual obligations. The grantee was out of compliance briefly with staffing but has since rectified the problem. This is based on data reported by Community Programs Division Staff.

Contract Amount as a Percentage of Total Program Budget:

- JPD's contract with this program provides \$60,000, which is 100% of the program's budget.

Number of Youth Served in Contract Period:²⁶

- Between July 2003 and February 2004, the program served a total of 35 youth.
- As of the end of February 2004, all of these youth were still continuing in the program.

Staffing:

- The program is staffed by 1 full-time and 1 part-time staff member.

Evaluation:

- This program has just recently begun to participate in the PrIDE evaluation process. There is no Baseline or Follow-up data for this program at this time.

Organizational Strengths:

- "Intervention around sexual exploitation is succeeding both one-on-one and in group sessions. The staff observe that the structure and ground rules of the in-custody group improve communication between the girls. They see a shift...as the group sessions defuse tensions, give an outlet for frustration, and increase respect between girls as they learn about and from each other. The girls seem to feel less isolated and alone when they hear how peer educators and other girls are dealing with issues."²⁷
- "The prostitution assessment tool that was created with this funding has been very useful."²⁷
- Several components of the program provide young women with victimization assessments including: one-to-one counseling/crisis counseling, prostitution assessments, wrap-around case management services for girls in-custody, mental health treatment services, a weekly support group for girls incarcerated at YGC, support to the out-of-custody Lifeskills for Girls program participants, and domestic violence services.

Organizational Challenges:

- Providing services through the peer counseling model has created some staffing issues, because peer educators "come on board with little work experience and need lots of training and supervision, and may make missteps even with a lot of support."²⁷

²⁶ Data source: Participant Tracking Spreadsheets. Youth with entry dates and no exit dates recorded are considered "continuing" in the program.

²⁷ Information provided by Community Programs Division staff.

- According to Community Programs Division staff space is a challenge. “[Program staff] are not allowed to see girls in their office in W-3, and are being moved...into a smaller space.”
- Another challenge noted by Community Programs Division staff is that “the program receives more referrals than they can handle with the current number of staff.”
- “Victim Witness claims proved difficult to file due to barriers with the Victim Witness bureaucracy and difficulty in obtaining past police records and CPS reports.”²⁸

**Exhibit 32-2
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.

Data Sources

All data required for this report were submitted, as shown below.

**Exhibit 32-3
Data Sources
SAGE – Girls Survivor Services**

Data Source	Available for This Report
Senior Analyst Site Visit Form	<input checked="" type="checkbox"/>

²⁸ Information provided by program staff.

Data Source	Available for This Report
CBO Questionnaire	<input checked="" type="checkbox"/>
Participant Tracking Spreadsheets	<input checked="" type="checkbox"/>
PrIDE Data	<input checked="" type="checkbox"/>

- This program has just recently begun participating in PrIDE evaluation data collection. As of March 15, 2004, the program had submitted 19 Exit Forms. Therefore, we have Exit data for 55.89% of the youth served this contract year; but we do not have Baseline or Follow-up data for this program.

Program Description

What are the characteristics of the youth served?

- While this program's target population is youth aged 11-18, respondents range in age from 15 to 18. The average age of participants is 17 years old.
- This program primarily serves girls who are involved in sexual exploitation/prostitution and girls with victimization issues.
- About half of the participants are African American (51.4%), though the program also serves youth who are Latina, White, Cambodian and Vietnamese.
- The largest percentages of participants live in Bayview-Hunters Point and Outer Mission (17.1% and 14.3%k n=25).

Exhibit 32-4 Demographic Information SAGE – Girls Survivor Services

Characteristic at Program Entry		% of Participants
Age♦ (n=35)	13-15 years old	25.7%
	16-17 years old	62.9%
	18 years old and over	11.4%
Gender♦ (n=35)	Female	100.0%
Race/Ethnicity♦ (n=35)	African American	51.4%
	Latina	25.7%
	White	17.1%
	Cambodian	2.9%
	Vietnamese	2.9%

Characteristic at Program Entry		% of Participants
Home Neighborhood ↕ (n=35)	Bayview-Hunters Point	17.1%
	Outer Mission	14.3%
	Diamond Heights	8.6%
	Mission	8.6%
	Potrero Hill	8.6%
	Western Addition	5.7%
	North Beach	2.9%
	Sunset	2.9%
	All areas outside San Francisco	31.4%

Data Source: ◆ = Participant tracking spreadsheets; ↕ CBO Questionnaire

- We do not have additional **demographic information** or information about participants' **risk factors** because we do not have Baseline (collected at time of program entry) data.

Program Services

Staff provided a very detailed description of the specific services this program provides, including.²⁹

- Victimization assessments and one-to-one counseling about past traumas and current emotional issues.
- Prostitution assessments and one-to-one counseling about sexual exploitation issues.
- Assistance in filing a victim/witness claim based on documented victimization to receive state funds for mental health treatment and therapy services.
- Crisis counseling for girls involved in prostitution and girls with domestic violence or trauma issues who are only briefly incarcerated in juvenile hall.
- Wrap-around case management services for girls in-custody, including legal advocacy, accompaniment to court dates and meetings with their probation officer or lawyer, and assistance and referrals to develop a treatment plan to address their educational, vocational, mental health, and physical health needs. For girls who are out of custody and on probation, long-term case management services include: legal advocacy, accompaniment to court dates and meetings with probation officer or lawyer, assistance with school enrollment, finding a job or other vocational services, assistance with medical issues, referrals to clinics, accompaniment to doctor's appointments, and one-on-one counseling and mentoring.
- Mental health treatment services, including group, individual, and family counseling referrals to pre-screened therapists who specialize in working with abuse and trauma.
- Weekly support group for girls incarcerated at YGC with gender-specific curriculum, such as classes on healthy relationships, domestic violence, sexual abuse and sexual exploitation, and making healthy life choices.

²⁹ Information is taken directly from written comments made by staff on the CBO questionnaire.

- Support to the out-of-custody Lifeskills for Girls program through Survivors Services staff participation in the weekly four-hour Lifeskills class and facilitation of group sessions on topics such as domestic violence, trauma and PTSD, healthy relationships, self-esteem, and recovering from violence.
- Available domestic violence services, including: assistance with restraining orders, photographs of injuries, and police reports; counseling; and referrals to domestic violence shelters for those being battered. For girls who are arrested as domestic violence perpetrators for being violent towards their family members, services include one-on-one anger management counseling, referrals to family therapy, mediation with family members, assistance with legal matters, and close contact with the domestic violence probation officer at YGC to develop a wrap-around treatment plan for the young woman.

We have listed these services in detail because in this type of program, which provides crisis-related, relatively short-term services, the cause and effect between the types of services provided and long-term change can be difficult to observe. Crisis intervention services focus on immediate needs of clients; any long-term changes that do occur for program participants are not likely to be revealed until later, after they have left the program. For this reason, in evaluating SAGE Girls Survivor Services, it is very essential to monitor if services were made available, delivered, and utilized by girls. It is difficult, and can be inappropriate, to assess long-term change within a short-term program.

Program Outcomes

Program staff identified the following outcomes for the program, but they noted that because services are provided in-custody (on a crisis counseling basis) evaluating program effectiveness has proved challenging.

Exhibit 32–5
Program Outcome Measures
SAGE – Girls Survivor Services

Outcome Area	Indicators
Education	<ul style="list-style-type: none"> ▪ School behavioral problems will decrease ▪ Orientation toward the future will increase
Work and Job Readiness	<ul style="list-style-type: none"> ▪ Job readiness will increase
Building Positive Relationships	<ul style="list-style-type: none"> ▪ Positive peer relationships will increase ▪ Positive parental/guardian relationships will increase ▪ Positive relationships with service providers will increase
Skill-Building	<ul style="list-style-type: none"> ▪ Anger management skills will improve
Risk Factors	<ul style="list-style-type: none"> ▪ Involvement with the juvenile justice system will decrease.³⁰
Service Satisfaction	<ul style="list-style-type: none"> ▪ 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 assesses, addresses, and provides referrals for youths' needed services
Other	<ul style="list-style-type: none"> ▪ Involvement in prostitution will decrease ▪ Girls will learn techniques to manage PTSD/trauma symptoms ▪ At-risk girls will be educated to prevent involvement in prostitution

The primary source of information about outcomes for this program are from the Juvenile Justice Information System (JJIS) which provides data about “risk factors” (further contacts with the juvenile

³⁰ Data on involvement with the juvenile justice system is presented for all SFJPD/CPD-funded programs in **Chapter 3: Findings Across All Programs**. A program-by-program analysis of JJIS data was not possible for this report.

justice system and particularly further charges of prostitution.) Further, exit forms completed by staff provide a very brief summary of girls' status at time of program exit.

Are youth successfully completing the program?

- Girls exited the program an average of three to four months after entering SAGE (107 days, n=20); the amount of time they participated in the program ranged from 43 to 218 days.
- Almost half of the youth partially completed the program; only one participant exited the program after full completion (40.0% and 5.0%, n=20). Staff noted that a majority of participants exited the program for reasons other than full completion of the program. According to the case notes staff provided, these participants were most frequently sent to out-of-county group home placements; this prevented the program from providing long-term services to seven youth (35.0%, n=20). One girl reached the age of 18 and chose not to continue participating in services; one client was transferred to the California Youth Authority. Other girls continued their involvement with other SAGE services.

Exhibit 32-6
Exit Reason
SAGE – Girls Survivor Services

Reason for program exit* (n=20)	% of Respondents
Other reason	85.0%
Partial completion of program	40.0%
Completed the program	5.0%

*Percentages may add to more than 100% because staff could provide more than one response.

Data Source: PrIDE

- At the time they exited SAGE Girls Survivor Services, three of the girls continued to participate in other SAGE programs (15.0%, n=20). The same percentages were referred to other agencies or community providers for other services.
- Program staff provided updated information for those youth whose whereabouts and circumstances they were familiar with. Of the five youth for whom program staff were aware of school status, three were in school at time of exit (60.0%, n=5); of the nine youth for whom program staff had this information, all were in a stable living situation (100%, n=9).

Chapter 33

Solutions Program

Program Overview

Please Note: The data for this chapter are drawn entirely from the February 2004 evaluation report prepared by Resource Development Associates, Inc. for the Department of Children, Youth, and Their Families. The findings pertain to participants who received services between February 1, 2003 and December 31, 2003.

Solutions is a gender-specific comprehensive expressive arts program for girls inside Youth Guidance Center and in the community; the Solutions Program provides creative writing workshops to girls in the juvenile justice system, both to detainees and girls on probation.

Exhibit 33-1 Program At-A-Glance		
Services provided to youth:	<ul style="list-style-type: none"> ▪ Assessment ▪ Program orientation ▪ Counseling ▪ Career development 	<ul style="list-style-type: none"> ▪ Group workshops ▪ Guest lectures ▪ Life skills education ▪ Cultural enrichment
Primary neighborhoods served:	<ul style="list-style-type: none"> ▪ Bayview-Hunters Point ▪ Downtown/Tenderloin ▪ Ingleside ▪ Mission ▪ Portola 	<ul style="list-style-type: none"> ▪ Potrero Hill ▪ South of Market ▪ Western Addition ▪ West of Twin Peaks
Target population served:	<ul style="list-style-type: none"> ▪ Girls ages 12 to 18 ▪ Girls in detention in Juvenile Hall ▪ Girls on probation 	
How youth are referred:	<ul style="list-style-type: none"> ▪ Juvenile Probation Department 	
Average length of time youth participate in program:	<ul style="list-style-type: none"> ▪ Not available 	
Average # of youth who participate at any given time:	<ul style="list-style-type: none"> ▪ 23 youth served per month 	

Program Contract Compliance

This grantee is in compliance with all contractual obligations.

Contract Amount versus Program Budget:

- Contract amount: The total DCYF grant award for this program was \$27,000 for the July 1, 2003 to June 30, 2004 period.
- Program budget: Not available

Number of youth served in contract period:

- Solutions projected it would serve 300 participants between July 1, 2003 and June 30, 2004. Between July and December 2003 (50% of the fiscal year), Solutions served 75 participants, which is 25% of its target for the year. Actual participants served were 50% of the expected target for the six-month period from July to December.

Staffing:

- The program is run by three staff and one volunteer.

Evaluation:

- This program is not part of the PrIDE evaluation.
- This program was evaluated by Resource Development Associates, as part of a larger evaluation of programs funded by the San Francisco Department of Children, Youth, and Their Families.

Organizational Challenges

- “The program provided services to fewer youth than expected.”³¹
- “Survey data from 17 youth participants reveals Solutions is just below the citywide average for satisfaction with the program.” (However, please note that Solutions’ score (4.12) is “highly positive.”)³¹

Program Description**What are the characteristics of the youth served?**

- The program primarily serves youth ages 12 to 18, and all participants are girls.
- The program serves girls from a variety of racial/ethnic backgrounds, although nearly all live in households where English is the primary language.

³¹ Information provided from RDA’s evaluation of this program as noted in: Department of Children, Youth, and Their Families: Evaluation Report: Juvenile Probation Department Solutions Program, 2004.

**Exhibit 33–2
Youth Characteristics
Solutions Program**

Characteristic at Program Entry		% of Participants
Age ♦ (n=122)	12-13 years old	4.9%
	14-17 years old	89.3%
	18 and over	5.7%
Gender ♦ (n=122)	Female	100.0%
Race/Ethnicity ♦ (n=122)	African American	59.8%
	Latina	18.9%
	Asian American and Pacific Islander	8.2%
	Caucasian	7.4%
	Other/unknown	5.7%
Home Neighborhood ⚡ (n=122)	West of Twin Peaks	28.7%
	Bayview/Hunter's Point	19.7%
	Mission	9.8%
	Western Addition	8.2%
	Portola	5.7%
	All other San Francisco neighborhoods	27.9%
Language Spoken at Home (n=122)	English	99.2%
	Spanish	0.8%

Data Source: ♦ = Participant tracking spreadsheets; ⚡ CBO Questionnaire

What are participants' major risk factors?

- Solutions Program serves girls who are detained in Juvenile Hall and girls on probation.

Program Outcomes

The primary findings from the evaluation conducted by the Resource Development Associates, Inc. for the San Francisco Department of Children, Youth, and Their Families are:

- "Solutions achieved their performance measure outcome of increasing the competency of participants in visual, performing and literary arts."
- "Survey data from 17 youth participants reveals they report being above the citywide average in terms of enrichment and development."
- "[Participants in the Customer Satisfaction Survey gave] Solutions...an overall average score of 4.12 [on a scale from 1 (lowest) to 5 (highest)]. This score is highly positive."

Chapter 34

YWCA

Girls Mentorship Program

Program Overview

Come into the Sun (CITS) Girls Mentorship Program provides "at-risk" girls, and girls caught up in the juvenile justice system a positive alternative through one-on-one mentorship with professional women, and additional services such as tutoring, counseling, community involvement, and a photo-journal project. Goals of the program include improvement in school performance, development of a future orientation, and no involvement or reduced involvement in the juvenile justice system. FITS (Family Integrated Treatment Services) provides intensive case management and therapy for seriously emotionally disturbed girls in the juvenile justice system; mothers of these girls are also provided one-on-one therapy and support groups. These are programs of the YWCA of San Francisco and Marin.

Exhibit 34-1 Program At-A-Glance		
Services provided to youth:	<ul style="list-style-type: none"> ▪ Tutoring/help with homework ▪ Mentoring ▪ Case management ▪ Mental health counseling 	<ul style="list-style-type: none"> ▪ Parent support group and monthly skill-building workshops for clients
Primary neighborhoods served:	<ul style="list-style-type: none"> ▪ Bayview-Hunters Point ▪ Western Addition 	<ul style="list-style-type: none"> ▪ Mission
Target population served:	<ul style="list-style-type: none"> ▪ Youth between the ages of 11 and 18 ▪ Female youth ▪ Youth who are on probation ▪ Youth who are at risk of becoming involved in the juvenile justice system 	
How youth are referred:	<ul style="list-style-type: none"> ▪ Self ▪ Probation Officer ▪ Outreach Worker ▪ Case Manager ▪ Social Worker ▪ Teacher or School Counselor ▪ Parent, guardian, or other adult family member ▪ Therapists/ other CBOs 	
Average length of time youth spend in program:	<ul style="list-style-type: none"> ▪ 1 to 2 years 	
Average # of youth who participate at any given time:	<ul style="list-style-type: none"> ▪ 32 	

Highlights

The YWCA's Come Into The Sun (CITS) program connects at-risk youth with strong role models to help them develop a positive self-image, develop relationships with peers and adults, learn new skills, and reduce their risk-taking behavior. Participants are highly satisfied with most aspects of the program and they perceive that they have benefited from it in a variety of ways. The program does appear to have helped the girls develop stronger self-care and social development skills, and is well-designed to prompt girls to carefully consider their future and develop Action Plans that will help them achieve their goals.

Program Contract Compliance

This grantee is in compliance with all contractual obligations. This is based on data reported by Community Programs Division Staff.

Contract Amount as a Percentage of Total Program Budget:

- JPD's contract provides \$62,400 Baseline, and \$94,080 TANF to both the Come Into the Sun program and the CITS/Family Integrated Services component of the program; these two funding sources provide about 46% of the program's total budget.

Number of Youth Served in Contract Period:³²

- As of February 2004, the program had served a total of 43 youth through the Girls Mentorship Program. Through the CITS Family Integrated Treatment Services component, 22 youth have been served. Combined these programs have served a total of 65 youth.
- We have basic demographic data and information on youths' entry and exit for 15 of the youth in the Girls Mentorship Program. Of these, all youth are continuing in the program (100%, n=15).
- We have basic demographic data and information on youth's entry and exit for 19 of the youth in the Family Integrated Treatment Services program. Of these, all youth are continuing in the program (100%, n=19).

Staffing:

- The program is staffed by 3 full-time and 2 part-time staff members.

Evaluation:

- This program has participated in PrIDE evaluation data collection.

Organizational Strengths:

- The program offers a variety of services and opportunities for participating girls. "The program has supplemented the mentoring and case management services with other opportunities for the girls, such as skill building workshops every month, girls circle support groups, and the photo journal project, which in the past has helped young women learn about real women role models."³³
- The program involves volunteer mentors who "help youth achieve greater self-awareness and maturity, and encourage meaningful personal change."³⁴
- The program has the capacity to refer clients to other services and programs. For example, participants have been referred to the "SF Public Library for career and college entrance...Cole Street Youth Clinic for health issues; VIP Collaborative...for leadership development and financial scholarships based on need...."³⁵
- While the program has experienced some challenges in recruiting appropriate mentors for some program participants, the program has compensated for this by directly providing support services to girls while they await a mentor match.³³

³² Data Sources: Senior Analyst Site Visit Form and Participant Tracking Spreadsheets. Youth with entry dates and no exit dates recorded are considered "continuing" in the program.

³³ Information provided by Community Programs Division staff.

³⁴ Information provided by program contract.

³⁵ Information provided by program staff.

Organizational Challenges:

- Recruiting mentors and particularly mentors from a comparable racial/ethnic and cultural background as program participants has been challenging according to Community Programs Division staff. “Come Into the Sun, like all mentor programs, is experiencing a challenge recruiting mentors, especially African American mentors.”
- Community Programs Division staff also note that delays in payments have been challenging for the organization; the “CITS component has not been paid since December [2003].”

**Exhibit 34–2
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.

Data Sources

All data required for this report were submitted, as shown below.

**Exhibit 34–3
Data Sources
YWCA Girls Mentorship Program and FITS**

Data Source	Available for This Report
Senior Analyst Site Visit Form	☑
CBO Questionnaire	☑
Participant Tracking Spreadsheets	☑
PrIDE Data	☑

- This program has participated in PrIDE evaluation data collection. In this contract year, the program has submitted PrIDE data for 24 youth, yielding a response rate of 60.0% (n=40).
- As of March 15, 2004, the program had submitted 29 Baselines, 8 Follow-ups, and 7 Exit Forms. No parent/guardian declined his/her child's participation in the evaluation. All of these data were utilized in this report.

Program Description

What are the characteristics of the youth served?

- This program's target population is youth ages 11 to 18; the actual age range of youth they serve is 12 to 20 years old. The average age of girls participating in the two programs is 15 years.
- The program only serves girls.
- Participants live in many different neighborhoods throughout San Francisco. The largest percentages of participants live in Bayview-Hunters Point, Western Addition, and the Mission (18.8%, 18.8% and 16.7%, n=48).

**Exhibit 34–4
Youth Characteristics
YWCA Girls Mentorship Program and FITS**

Characteristic at Program Entry		% of Participants
Age♦ (n=34)	Under 13 years old	15.2%
	13-15 years old	54.5%
	16-17 years old	27.3%
	18 years old and over	3.0%
Gender♦ (n=34)	Female	100.0%

Data Source: ♦ = Participant tracking spreadsheets

Characteristic at Program Entry		% of Participants
Race/Ethnicity ◆ (n=34)	African American	58.8%
	Latino/a	20.6%
	Chinese American	5.9%
	Vietnamese American	2.9%
	White	2.9%
	Other	8.8%
Home Neighborhood ◆ (n=48)*	Bayview-Hunters Point	18.8%
	Western Addition	18.8%
	Mission	16.7%
	Outer Mission Ingleside	6.3%
	Visitacion Valley	6.3%
	Chinatown	4.2%
	Diamond Heights	4.2%
	Haight	4.2%
	Other neighborhoods	12.6%
	All areas outside San Francisco	10.4%

Data Source: ◆ = Participant tracking spreadsheets;
◆CBO Questionnaire: includes data for both Girls Mentorship and FITS programs.

- Most of the youth are in homes where English is the primary language, however, the program also serves youth whose primary home language is Spanish, Cantonese and other languages.
- Almost half of the youth report living with one parent at time of program entry (46.2%, n=26).
- The JPD's need for a community agency to operate "a mentor based delinquency prevention program"³⁶ for at-risk teenage girls is reflected in their providing half of all referrals to this program.

³⁶ Information provided by program contract.

**Exhibit 34–5
Demographic Information
YWCA Girls Mentorship Program and FITS**

Characteristic at Program Entry		% of Respondents
Language Spoken at Home (n=25)	English	88.0%
	Spanish	4.0%
	Cantonese	4.0%
	Other	4.0%
Living Situation (n=26)	One parent	46.2%
	Group Home	15.4%
	Two parents	11.5%
	Family but not parents	11.5%
	Other	11.5%
	Guardian	3.8%
Referral to Program (n=26)	JPD/PO/YGC	50.0%
	Another organization	42.3%
	Family	7.7%

Data Source: PrIDE

What are participants' major risk factors?

- Two-thirds of participants (66.7%, n=24) say they have ever tried alcohol or other drugs.
- A relatively small percentage, at least compared to other programs funded by the Community Programs Division, say that they hang out with gang members (16.7%, n=24), however, it appears that participants have friends who engage in other risky behaviors. Almost all participants said they knew someone who had been arrested (90.9%, n=22); most commonly they noted that friends had been arrested. As a further indication that youth are in high-risk peer groups, nearly all said they knew someone who died (84.6%, n=25); with the largest percentage of youth saying that a friend had died (63.6%, n=25).

**Exhibit 34–6
Risk Factors
YWCA Girls Mentorship Program and FITS**

Risk Factors at Program Entry		% of Respondents
Frequency Youth Hears Gunshots at Home (n=24)	Never	41.7%
	Many Times	37.5%
	Once or Twice	20.8%
Feels Unsafe in Neighborhood (n=25)	No	24.0%
	Yes	76.0%

Data Source: PrIDE

Risk Factors at Program Entry		% of Respondents
Acknowledges He/She Hangs Out With Gang Members (n=24)	No	83.3%
	Yes	16.7%
Has Ever Tried Drugs or Alcohol (n=24)	Yes	66.7%
	No	33.3%
Knows Someone Who Was Arrested (n=22)	No	9.1%
	Yes	90.9%
	Participant's friend was arrested*	80.0%
	Participant was arrested*	55.0%
	Participant's parent was arrested*	35.0%
	Participant's neighbor was arrested*	25.0%
	Participant's sibling was arrested*	20.0%
Other relative was arrested*	5.0%	
Knows Someone Who Died (n=25)	No	11.5%
	Yes	84.6%
	Participant's friend died*	63.6%
	Participant's parent died*	27.3%
	Participant's neighbor died*	18.2%
	Participant's sibling died*	4.5%

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

Program Outcomes

Program staff selected the following outcome measures for their program.

Exhibit 34-7 Program Outcome Measures YWCA Girls Mentorship Program and FITS

Outcome Area	Indicators
Education	<ul style="list-style-type: none"> ▪ School attendance will increase ▪ Orientation toward the future will increase
Work and Job Readiness	<ul style="list-style-type: none"> ▪ Job readiness will increase ▪ Employment will increase
Building Positive Relationships	<ul style="list-style-type: none"> ▪ Positive peer relationships will increase ▪ Positive parental/guardian relationships will increase ▪ Positive relationships with service providers will increase
Skill-Building	<ul style="list-style-type: none"> ▪ Social development and self care skills will increase ▪ Anger management skills will improve

Outcome Area	Indicators
Risk Factors	<ul style="list-style-type: none"> ▪ Involvement with the juvenile justice system will decrease.³⁷
Service Satisfaction	<ul style="list-style-type: none"> ▪ 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 will assess, address, and provide referrals for youths' needed services.
Other	<ul style="list-style-type: none"> ▪ Girls will develop a positive self-image

Education

- The program collects youths' report cards and monitors school attendance. Staff said that based on 2003 report cards, "the majority of mentorship clients improved their school attendance."
- At program entry all but one youth was attending school or a GED program; all who completed the survey after program involvement were in school. Looking only at girls for whom we had baseline and follow-up data, at both time periods, all of the youth were in school.
- In terms of future orientation, the program helps youth develop Action Plans that outline their future goals. Mentors provide updates at mentor support group meetings and submit monthly reports to the program, and they comment on youths' progress on these Action Plans.
- Based on data available from PRIDE surveys, program participants appear to have as high a level of school attachment, orientation toward future schooling, and avoidance of trouble at school at program entry as after program involvement.
- Over three-quarters of respondents said the program "made [them] feel more comfortable about [their] abilities in school/GED program" and "the program helped [them] stay in school or get [their] GED" (87.5%, 75.0%, n=8).

Building Positive Relationships

- All of the respondents said that they had learned something in the program that helped them get along better with their friends and/or relatives (100.0%, n=5).
- The mentorship program is designed to increase positive peer relationships. Mentors and CITS therapists engage girls in group activities including the Photo Journal Project, Expressive Arts Therapy, Girls Circle, CITS monthly workshops, and cultural events. One quarter of youth said that there were other youth to whom they would turn if they were in trouble or needed help (25.0%, n=8). This percentage is smaller than one might expect given the emphasis on this aspect of peer-relationship building.
- Likewise, among the girls who completed a follow-up survey, about one-third said that if [they] were in trouble and needed to talk to someone they would turn to a staff member (37.5%, n=8).

Skill-Building

- A larger percentage of respondents have "strong" and "moderate" self-care and social development skills at follow-up as compared to program entry. This is a positive finding that may be indicative of

³⁷ Data on involvement with the juvenile justice system is presented for all SFJPD/CPD-funded programs in **Chapter 3: Findings Across All Programs**. A program-by-program analysis of JJIS data was not possible for this report.

the fact that the program provides girls with many opportunities to develop in these areas and “mentors and staff report active participation for the majority of clients.”

**Exhibit 34–8
Self-Care and Social Development
YWCA Girls Mentorship Program and FITS**

	At Time of Program Entry % of Respondents* (n=8)	After Program Involvement % of Respondents (n=8)	Finding
Minimal self-care and social development skills	0.0%	0.0%	+ Youth have stronger self-care and social development skills after program involvement
Moderate self-care and social development skills	53.3%	28.6%	
Strong self-care and social development skills	46.7%	71.4%	

Data Source: PRIDE

- The program does not appear to have an effect on participants’ anger management skills; according to program staff, anger management “is an ongoing struggle for many clients.”

Risk Factors

- According to program staff, juvenile probation officers indicate a low incidence of recidivism, “Of the 49 clients served in the contract period only seven violated their conditions of probation.” (14.3%, n=49.)

Service Satisfaction

How satisfied are youth with the services they received?

- This program received overwhelmingly high satisfaction ratings from its participants. All respondents said they were satisfied or very satisfied with several aspects of the program including the types of services offered, the staff, the respect shown for their ethnic and cultural background, and the program overall.

**Exhibit 34–9
Participant Satisfaction
YWCA Girls Mentorship Program and FITS**

Percent of participants who were...	Very Dissatisfied or Dissatisfied	Very Satisfied or Satisfied	No Opinion
Satisfied with the <i>types of services</i> (n=8)	0.0%	100.0%	0.0%
Satisfied with the <i>staff</i> (n=8)	0.0%	100.0%	0.0%

Percent of participants who were...	Very Dissatisfied or Dissatisfied	Very Satisfied or Satisfied	No Opinion
Satisfied with <i>respect shown for participant's ethnic and cultural background</i> (n=8)	0.0%	100.0%	0.0%
Satisfied with the <i>program overall?</i> (n=8)	0.0%	100.0%	0.0%

Data Source: PRIDE

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

- All of the participants **felt safe** attending the program and nearly all of them said they would **recommend this program** to their friends and are **interested in staying in touch** and helping out with the program (100%, 87.5%, 87.5%, n=8).

Exhibit 34–10 Program Attachment YWCA Girls Mentorship Program and FITS

After program involvement, % of respondents who said “Yes” to:	% of Respondents
I feel safe attending this program (n=8)	100.0%
I would recommend this program to my friends (n=8)	87.5%
I am interested in staying in touch and helping out with the program (n=8)	87.5%
If I were in trouble and needed to talk, I would talk to a staff member at this program (n=8)	37.5%
If I were in trouble and needed to talk, I would talk to another youth at this program (n=8)	25.0%

Data Source: PRIDE

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

- The most significant benefit of the program, reported by over three-quarters of participants, is an increased awareness of how their actions affect their future. Nearly all participants said the program “helped [them] think ahead to the consequences of [their] actions” (88.9%, n=9). This program’s efforts at increasing school attendance rates among its participants and orientating its participants toward the future is reflected in the high percentage of youth who said the program “made [them] feel more comfortable about [their] abilities in school/GED program” and “helped [them] stay in school or get [their] GED” (87.5% and 75.0%, n=8).

Exhibit 34–11
Program Benefits
YWCA Girls Mentorship Program and FITS

After program involvement, % of respondents who said “Coming to this program...”	% of Respondents
...helped me think ahead to the consequences of my actions* (n=9)	88.9%
...made me feel more comfortable about my abilities in school / a GED program (n=8)	87.5%
...helped me stay in school or get my GED (n=8)	75.0%
...taught me new ways to deal with my anger* (n=9)	66.7%
...helped me get involved in extra-curricular activities (n=8)	37.5%
...helped me find or keep a job (n=8)	37.5%

*% of respondents includes those who said they “strongly agree” and “agree” to this statement.

Data Source: PrIDE

Are youth successfully completing the program?

- According to Exit Forms completed and submitted by program staff for seven youth, about half of these participants dropped out of the program (57.1%) and nearly this percentage exited because of probation violation (42.9%). These results are not favorable, and suggest that the program should consider why so few girls are successfully completing the program. However, the data may be skewed to the negative because these data only pertain to seven youth; this is something to monitor over time.
- Program staff noted that they have made a number of referrals for girls in the program. Among girls for whom there is Exit data, only one was referred to another agency (14.3%, n=7).

Exhibit 34–12
Exit Reason
YWCA Girls Mentorship Program and FITS

Reason for program exit* (n=7)	% of Respondents
Youth dropped out of program	57.1%
Probation violation	42.9%
Completed the program	14.3%
Partial completion of program	14.3%
Failure to appear at program/ Youth dropped out of program/ Absent from program without permission/AWOL	14.3%
Other	14.3%
Referred to other agency	14.3%

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

Other Outcomes

The program works to build girls' positive self-image. This is something that the program supports through relationships with mentors, monthly workshops, and other group activities including Photo Journal, Expressive Arts Therapy, and Girls Circle. While it is not possible to confirm whether these changes are taking place across program participants, staff shared the following success story:

“A young woman was referred to the program by her Probation Officer because she was struggling with school and conflicts at home. She was matched right away with a culturally appropriate mentor, who became a significant role model for her....She spent time with her mentor, attended girls circle (support group), life skills workshop, and family therapy. Now she has come a long way, and has emerged as a strong leader herself. She is off probation, working at [a community-based organization], and her mother is still getting support services....The staff feel that the combination of mentoring and support services really works, and can change lives. It takes about six months to earn families' trust, which is why it is an 18-month program.”³⁸

³⁸ Information provided by Community Programs Division staff.