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HOPE IN YOUTH

FAMILY OUTREACH TEAMS

OPERATIONS PLAN

Outline Of The Plan

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HOPE IN YOUTH is unique in its design. It creates a powerful and unprecedented alliance among the Industrial Areas Foundation (IAF), church-related social service providers, and leaders of nine major religious denominations. Representatives of each group form the Coordinating Council that oversees the project.

The project goals are to:

- ♦ Reduce gang membership and prevent new recruitment;
- ♦ Provide alternatives for at-risk youth;
- ♦ Empower parents to effectively influence their at-risk children;
- ♦ Build coalitions of principled people and train them to rebuild the social fabric of neighborhoods; and
- ♦ Create independent parent organizations to effect change in neighborhood schools.

HOPE IN YOUTH places one hundred sixty Family Outreach Teams in local congregations for the next five years. These teams consist of a Youth Worker, Parent Worker and School-Parent Organizer. The Coordinating Council develops and implements a process to disperse Teams geographically. Working with these teams are eight thousand trained volunteers. Team efforts focus on youth, parents, neighborhood and schools.

Social services are provided by church-related social service agencies, with Catholic Charities of Los Angeles as lead agency. Each of the service providers is an independent contractor, overseen by its own Board of Directors. The Coordinating Council selects service providers to become partner agencies through an invitation and Request for Qualifications process. The providers form a Council to monitor program implementation and attainment of goals. An independent firm provides ongoing evaluation.

Gang problems are symptoms of larger social and economic issues challenging local communities. The IAF organizations provide ongoing leadership development, community organizing training and issues identification. Clergy and lay leaders regularly convene neighborhood residents. This creates a solid corps of concerned citizens prepared to carry an action agenda forward.

The County and City of Los Angeles are providing initial funding. Solid efforts continue with Federal, State, small city and private foundation fund development. The Coordinating Council has committed to managing a fund development campaign for all five years of the project, providing seed money from congregations.

HOPE IN YOUTH brings together the "critical mass" of people necessary to tackle a problem of this size. This is not a Band-Aid, bureaucratic plan. It is a new way of thinking about the depth of the problem and the complexity of the solution -- a holistic approach involving neighbors working hand-in hand to save the lives of their children.

"The future of the United States rests with its youth, but the nation has not always been willing to make the investments needed to ensure that young people reach their full potential. We must confront the barriers that prevent some young people from contributing to the nation's prosperity. There is a need to develop programs that foster the well-being of children and families."¹ Thousands of concerned citizens throughout Los Angeles County are taking on our nation's governors' challenge through **HOPE IN YOUTH**.

MISSION STATEMENT

The mission of *HOPE IN YOUTH* is:

To build a critical mass of people who will work to reduce gang membership, fortify families, and rebuild the social fabric of at-risk neighborhoods in Los Angeles County, through neighborhood organizing, leadership training, political action and direct services that empower youth and parents.

HISTORY

Protestant, Jewish and Catholic religious leaders convened in the Spring of 1991 to deal with problems of increasing gang membership and gang violence. Leaders of nine major denominations, American Baptist, Christian Methodist Episcopal, Episcopal, Lutheran, Methodist, Presbyterian, Roman Catholic, Union of American Hebrew Congregations, and the United Church of Christ have formed a Coordinating Committee to address these issues. The Coordinating Committee approached the leadership within the four Organizations of the Industrial Areas Foundation (IAF), United Neighborhoods Organization (UNO), Southern California Organizing Committee (SCOC), East Valleys Organization (EVO) and Valley Organized In Community Efforts (VOICE) to develop a specific short- and long-term strategy to make a difference in the struggle against gang recruitment and participation in gang activities.

Over 250 clergy and lay leaders within the IAF network held meetings to propose a concept and strategy for an effective broad-based response. These convenings, ranging in size from small house meetings to gatherings of over 1,000 garnered local community participation and ownership. Input from community participants, religious leadership and social service agencies was collected, synthesized and formulated into a comprehensive strategy called *HOPE IN YOUTH*. This strategy contains three major components: mobilizing Family Outreach Teams; building a New Constituency for Youth through the electoral process; and constructing Primary Centers.

In early 1992, a task force designed a Strategic Plan document for the Family Outreach Team component and presented it for comment and revision. Based on the completed plan, the Coordinating Council launched this phase of the *HOPE IN YOUTH* campaign. Planning continues on the New Constituency for Youth and the Primary Centers.

The Coordinating Council made a strategic decision to utilize church-related social service agencies as providers of services for *HOPE IN YOUTH*. In June 1992, the religious leaders asked Catholic Charities of Los Angeles to take on the responsibilities of lead agency. Dr. Davida Crabtree, United Church of Christ, chairs the Coordinating Council's provider committee. Monsignor David Cousineau, Executive Director, Catholic Charities, along with Dr. Crabtree, convened meetings of potential partner social service agencies to determine their interest and capacity. Discussions continue with ten agencies: Catholic Charities; Salvation Army; People Coordinated Services; Project Impact; Bresee Foundation; Our Savior Center; Neighborhood Youth Association; Jewish Family Services; Lutheran Social Services; and Faithful Central Missionary Baptist Church.

The current phase of the *HOPE IN YOUTH* Campaign targets specific public and private funding to place Family Outreach Teams in the community. Having built the political will necessary to carry the project forward, the Coordinating Council gained significant funding from the County and City of Los Angeles. Fund development continues with a partnership of Federal, State and Foundation sources. The Coordinating Council raises support from congregations to staff and manage the fundraising effort for all five years of the project.

With the granting of the initial \$5.4 Million -- \$2.9 Million from L. A. County, \$2.5 Million from the City of L.A. -- came the need for an operating plan. Sub-groups of the Coordinating Council met regularly to address operational issues and challenges. This document contains their best thinking and experience, and information from an extensive review of research literature.

PROBLEM

HOPE IN YOUTH was born out of the realization that the citizens of Los Angeles County are living with an undeclared crisis: explosion of gang activity, entrenched drug culture, senseless killing, and a generation of young people doomed to school failure and jobs with no future. "Los Angeles County has the dubious distinction of being 'the gang capital of the world' because of the magnitude of gang-related crimes and the sheer number (over 100,000) of gang members within its borders."² Gang activity accounted for 771 homicides in 1991, more than two a day, an 18% increase over the previous year.³

Underlying this crisis is a far more encompassing set of problems: breakdown of family structures and values, increasingly fragmented and isolated institutions, degenerated neighborhoods, lack of employment opportunity for low income youth and a frustrated and apathetic public. Neighbors are losing control of their streets and parks to gang elements. Parents are losing control of their children. Children are losing a future as productive members of their communities through substance abuse, teen pregnancy, school failure and dropping out.⁴ Many congregations, synagogues and temples find themselves swamped with demands for services, while unable to impact the problems underlying the need for those services.

Four major factors enter into the equation of this increasing risk for young people: youth; parents; neighborhoods; and approach. Fully one quarter of all children live in poverty.⁵ Forty percent of an adolescent's time is discretionary, away from the "companionship or supervision of responsible adults."⁸ Single parenthood, which places a tremendous strain on child rearing, has grown exponentially, especially in lower income areas.⁶ Teen parenting increases each year, children raise children without basic parenting skills. In at-risk areas, family and cultural values are no longer passed on from adults to children.⁷ Neighborhoods are decaying, providing prime territory and opportunity for gangs to proliferate.⁹ In many neighborhoods, the best and brightest have moved on, leaving "dysfunctional communities" of poorly skilled or motivated, transitory residents. As children are transported from overcrowded schools to locations across town, gang activity spreads to those new neighborhoods.¹⁰ To win out over gangs we must have a new way of thinking.

YOUTH: Experts consider only ten percent of youth involved in gangs "hard core,"¹¹ and difficult to work with. Many of the remaining ninety percent of gang members may be open to alternatives to this way of life. Yet, the gang meets needs for adolescents -- the need for power, prestige, the lure of money or adventure. Peer pressure, the benefits of peer group association and the need for acceptance also drive youth into gangs. A primary reason adolescents join gangs is their belief that they have limited life options.¹² For these youths home, church, school and community offer few alternative activities, little hope of employment and no consistent adult interaction. The gang appears to be the best choice. Personal intervention strategies, like individual or group counseling, have little effect on the factors just mentioned.

PARENTS: Parents in high-risk areas have little time or money to pursue positive activities with their children.¹³ If they work, it is for long hours at low wages. Government assistance programs barely cover subsistence needs. This is compounded for single parents, who are disproportionately represented in these communities.¹⁴ The 1970's and early 1980's saw a rise in teen pregnancy and teen parenting. These young adults developed few sophisticated parenting skills.¹⁵ Many parents use ineffective discipline practices.¹⁶ They are often alienated from the education system, having left school early. In many cases, parents are unable to help with school work or participate in school issues. Illiteracy rates are high in these areas, as are rates of substance abuse among young parents. For a variety of reasons, parents have poor connections to social and community support systems. Experience shows that parents are key in overcoming gangs. Yet, they lack education and support.

NEIGHBORHOODS: No successful program can ignore environmental factors.¹⁷ *HOPE IN YOUTH* focuses on both the physical and social environments of the neighborhoods where Teams work. These neighborhoods suffer from lack of economic opportunity, a transitory population, "brain drain," absentee property ownership, high crime rates, fewer municipal services and limited safe recreation facilities. Without stores, banks or markets, and with decaying and abandoned buildings covered in graffiti, they are depressing places to live.

Dysfunctional neighborhoods attract dysfunctional families. The social fabric of these areas is in serious need of repair, from the ground up. Neighbors live in anonymity, and often in fear. Informal social controls, which aid in shaping children's behaviors, are weakened. Neighbors are rarely brought together to identify the problems that need changing, let alone carry that message to their elected officials. They are perceived as powerless.

APPROACH: Current programs concentrate on suppression and limited intervention. Gang services do little to prevent the recruitment of new gang members, or to provide alternatives to gang life. Programs are generally under-funded and understaffed. Intervention strategies focus on the individual, leaving the environment essentially unchanged.¹⁸ Others are piecemeal or too short-lived to make a significant difference.¹⁹ A problem of this scope requires a solution of dramatic proportions. The *HOPE IN YOUTH* solution addresses the roots of the problem, which are political, cultural, individual, environmental, social and economic.

An "agency-centered" approach limits most programs. In this approach public and private agencies bring programs *into* communities, often as demonstration projects, in response to a need identified by persons outside the affected areas. The constituency of the project is the client group, who themselves are disenfranchised. Goal accomplishment is dependent on professional staff, aided by a few volunteers. Funding is dependent on political connections, is irregular and vulnerable. Programs generally address only one specific aspect of the problem. They must compete with each other for attention, recognition and resources. Many are not able to be replicated. It is these barriers, lack of an ongoing constituency, no neighborhood ownership, staff time spent fighting for needed resources, piecemeal approaches, and operating on a limited scale while the problem of youth violence grows exponentially that we have designed *HOPE IN YOUTH* to overcome.

HOPE IN YOUTH addresses multiple aspects of the problems of at-risk families, though the primary goal is to reduce gang recruitment and retention. Youth, parents, neighborhoods, schools and congregations are the targets of this holistic approach. It provides children and adolescents alternatives to the gang lifestyle. **HOPE IN YOUTH** combines proven strategies, such as dropout prevention, return to school, tutoring, employment readiness skills, job development, recreation, individual mentoring and neighborhood support for acquisition of new behaviors.

In twelve-week classes, parents learn methods to regain control of their children and their streets. Volunteer mentors help reinforce this process both individually and through organized groups in the neighborhood. Staff help create liaisons with neighborhood school personnel. Parents learn to participate more effectively with teachers and administrators to assure appropriate educational opportunity for every student at the local school. Congregations provide the volunteer support that is critical to the success of **HOPE IN YOUTH**.

HOPE IN YOUTH builds the "critical mass" of people necessary to meet the problem. It places one hundred sixty, three-member Family Outreach Teams in temples, congregations and parishes in areas of significant need across Los Angeles County. Fifty volunteers from a cluster of congregations supplement each team, people who have a stake in the neighborhood and its residents. The IAF organizations provide leadership development and political organizing training to the participating congregations. This process develops local involvement, ownership, empowerment and political will to cause systemic change in the neighborhoods.

PROJECT DESIGN

STRUCTURE

More than an anti-gang strategy, the *HOPE IN YOUTH* project will generate community renewal. Its design is consistent with ten recommendations of the Carnegie report.²⁰ *HOPE IN YOUTH* will:

- ♦ "Target program content and processes to the needs and interests of young adolescents;
- ♦ Recognize, value and respond to the diverse backgrounds and experience of young adolescents;
- ♦ Extend (its) reach to underserved adolescents;
- ♦ Actively compete for the time and attention of young adolescents;
- ♦ Strengthen the quality and diversity of their adult leadership;
- ♦ Reach out to families, schools and a wide variety of community partners in youth development;
- ♦ Enhance the role of young adolescents in their community;
- ♦ Serve as vigorous advocates for and with youth;
- ♦ Specify and evaluate (its) programs' outcomes; and
- ♦ Establish strong organizational structures, including energetic and committed community leadership."

HOPE IN YOUTH assists young people in developing social competence, problem-solving skills, autonomy and a sense of purpose and future. It provides assistance, support and counsel to parents. It brings local schools and neighborhood parents closer together. It brings concerned neighbors together in community advocacy and action.

The cornerstone of *HOPE IN YOUTH* is the Family Outreach Team. This group of three staff persons -- a Youth Worker, Parent Worker and School-Parent Organizer -- work with clusters of congregations in impacted neighborhoods. These clusters form around an IAF member congregation. Though not all congregations in a cluster are IAF members, all participate in *HOPE IN YOUTH* by providing financial resources and congregants as volunteers. Each congregation also participates in two kinds of training. IAF provides community organizing and leadership development training. Catholic Charities provides training in mentoring, small group facilitation and peer counseling. The cluster will provide a minimum fifty volunteers to work with each team. These volunteers commit to work with the project for a minimum of one year. This builds a local support system and advocacy group to supplement staff.

The number of Family Outreach Teams placed increases from thirty-five in the first year, to one hundred sixty in the fourth and fifth years. The Coordinating Council decides the placement of these teams in particular clusters according to certain factors, including need, capacity, readiness, availability of staff and geographic disbursal. Need refers to the severity of the gang problem in a certain area. Capacity is the availability of space to operate the

various program components, level of local financial support and numbers of trained volunteers ready. Availability of staff varies over time due to the need for intensive training. Geographic disbursement plays an important role in determining adequate impact over the entire county area. During the initial implementation phase, a group of planners representing Catholic Charities, IAF and the religious leaders is facilitating the placement process. They distribute written selection criteria to congregation clusters. The clusters make application to this group, which then makes site visits and consults with cluster leaders before coming to a decision on prioritizing placement of teams.

Evaluation is a critical element of any community enhancement project. Unfortunately, few projects have time or resources to do program evaluation.²¹ *HOPE IN YOUTH* has built costs for outside evaluation into its operating budget each of five years, with incremental increases each year. Catholic Charities will contract with an evaluation research firm to do both case study and outcome evaluations. This firm will provide reports to funders, each provider agency's Board of Directors, the IAF organizations and the leaders of the denominations. At the end of the project period, a complete description of the *HOPE IN YOUTH* model, including all evaluation data will be published for national dissemination.

There are four specific areas addressed by *HOPE IN YOUTH*: Youth, Parent, School, and Neighborhood. This project uses the best available knowledge, drawn from the recent experience of similar programs, as well as research on youth, family and community development. Community volunteers and agency staff will continually monitor services for needed enhancements or changes. We intend, through the five-year life of this project, to bring substantial change and the return of hope to at-risk neighborhoods.

GOVERNANCE

HOPE IN YOUTH is unique in its design. It creates a powerful and unprecedented coalition among the organizations of the IAF, a diverse group of church-related social service providers, and leaders and members of nine major religious denominations. The IAF organizations have long been recognized for their ability to bring about community dialogue and build political will for social change. The social service providers are agencies with proven capability and the earnest desire to be catalysts for systems change. The leaders and members of the participating congregations, parishes and temples bring deep principles that motivate them to make a positive difference in the lives of children in their communities. The creation of this collaboration brings together critical elements necessary for success for the first time in Los Angeles.

HOPE IN YOUTH uses an innovative collaborative structure. Having developed "from the people," input from diverse community elements is a high priority. A Coordinating Council of leaders from nine religious denominations, the four IAF organizations and the lead agency oversees the entire project. This group manages the Request for Qualification (RFQ) process used to select service providers as partner agencies. They make final recommendation as to fund disbursement among the partner agencies, based on demonstrated capacity to provide services. They develop criteria for location of Family Outreach Teams, and manage the site selection process. This body also meets monthly to review the progress of the fundraising campaign, plan advocacy efforts and assess the status of project implementation.

Each cluster of congregations has a local oversight and support body. This group includes representation from clergy, staff, volunteers and *HOPE IN YOUTH* clients. Its purpose is to assist with neighborhood convenings, identify local initiatives, provide ongoing community input into the service component and assess progress in program and advocacy. These groups assist the staff in recruitment of new clients, volunteers, and new or replacement staff members, as needed. We cannot overstate the need for continual local involvement and empowerment.²²

The service providers work under the leadership of Catholic Charities of Los Angeles as lead agency. Catholic Charities has been providing social services in Los Angeles since 1919. It employs 735 staff in three divisions -- The Center for Adult Services, the Center for Community Services and the Center for Youth Services. The Agency's annual operating budget is \$24.3 Million, with \$10.6 Million in government contracts. Expenditures for youth programs will exceed \$9.5 Million in Fiscal 92-93. Catholic Charities' Mission Statement charges them to build community awareness, provide human services that empower local neighborhoods, work in advocacy for structural social change building social justice. These are also the cornerstones of *HOPE IN YOUTH*.

Catholic Charities has a strong, dedicated and capable management team. The team's professional skills are evident in administration, operations and evaluation of a diverse package of social service and advocacy programs. From affordable housing to child care, refugee resettlement to recreation, alternative education and job training to intergenerational service programs, Catholic Charities is in the forefront of service provision.

Leaders from the Center for Youth Services, which has over forty years experience in neighborhood youth programs, will manage *HOPE IN YOUTH*. Its nationally recognized gang prevention program, SEA, has been in operation for over twenty years. Its ADESTE program provides child care to over 2,800 children each day, in 68 sites. CYO sports programs provide structured recreation activities to 12,000 children per year, in 162 locations.

HOPE IN YOUTH will operate its program services in a decentralized structure. Central management staff will carry out staff development, fiscal management and contract compliance review. Centralized technical support within Catholic Charities complements the community development objectives within *HOPE IN YOUTH* and supports its ongoing implementation.

The lead agency receives and administers all project funds, oversees all project operations and provides reports to all funding agencies. The Coordinating Council selects partner agencies through an invitation and Request for Qualifications process. Catholic Charities prepares subcontracts, detailing the specific duties and responsibilities of each agency. The lead agency is responsible for initial and ongoing training, and provides program monitoring staff to assist local Teams. Each partner provider agency is an independent contractor, and is therefore overseen by its own Board of Directors.

The agencies hire staff according to the qualifications and job descriptions developed for Family Outreach Teams. Local cluster congregations provide input into the hiring process through help with recruitment and some initial screening. However, the staff are employees of the agencies themselves and as such adhere to all human resource policies and participate in the benefit package of the particular partner agency. Agencies can ask for input from involved cluster members in performance evaluation, but human resource decisions are the sole province of the providers. Partner agencies collaboratively develop additional policies and procedures for *HOPE IN YOUTH*.

The lead agency hires staff specifically dedicated to program development and operations. The contracts reimburse them directly for these expenses. Separately, they receive a percentage of project funds for general administration and oversight expenses. Partner provider agencies receive funds for particular services or services in particular geographic areas as detailed in their subcontracts.

Representatives from the partner provider agencies meet regularly to work out logistical and operational issues. They prepare reports for the lead agency and the oversight committee on implementation progress and additional community problems encountered during the project. They also recommend areas for advocacy work.

The partner agencies disperse teams throughout Los Angeles County, roughly in four geographic regions. These regions coincide with the service areas of the IAF organizations. A regional supervisor oversees project implementation and program development in each region. Groups of five teams have a team leader who convenes the teams to assess program operations. This staff person also maintains a limited caseload.

SERVICE STRATEGIES

YOUTH:

HOPE IN YOUTH targets eleven to seventeen year-old boys and girls who are at risk of gang membership, or who already claim membership. The desired outcome is reduction in numbers of active gang members and new recruits. To accomplish this, programming must provide realistic alternatives that fill needs met by the gang.

HOPE IN YOUTH uses a five-prong approach, involving activities that promote return to school, build self-esteem, provide employment readiness skills, offer the opportunity for consistent stable adult contact and allow for neighborhood service. Each of these strategies has met with limited success in various cities across the U. S. Putting these approaches into a holistic service package and providing significant numbers of adult volunteers to supplement staff makes this a truly unique project.

Back to School efforts coordinate with SEA alternative education program wherever feasible. This highly successful education and job skills training program already serves one-third of all independent study students enrolled through the L.A. County school system. In areas not served by SEA schools, staffs work to bring in Community School classrooms and to organize literacy training for children and adults. The youth worker recruits tutors through cluster congregations and among the youth themselves.

Staff assigns each youth participant an adult mentor. Research points up the desire of adolescents to maintain stable adult relationships.²³ Mentors go through a training program before assignment to youth. They spend their time in group as well as individual activities. Mentors commit to at least a one-year involvement with the program.

The Youth Worker organizes and teaches employment readiness skills classes. He/she organizes career seminars, utilizing local business people, job clubs and similar activities to enhance each participant's chance of achieving meaningful part-time or full-time employment, as appropriate. In addition, all team members work with cluster volunteers to encourage local businesses to hire these young people.

Each team uses the BUILD²⁴ and BEST models for primary prevention activities. These programs engage youth in dialogue about the causes, consequences of, and alternatives to, gang and drug involvement. They are 12-week values-based curricula covering a wide range of youth issues. At the end of each 12-week session staff screen candidates for peer counselor training. Each team produces 10 peer counselors each year to work in the project.

Several important studies identify opportunities for neighborhood service as an important element for a successful program with at-risk youth.²⁵ Each cluster develops programs that enable these youths to be of meaningful service to the community. They place special emphasis on intergenerational projects. Research shows these projects help youth develop a better sense of the continuity of life, as well as provide valuable assistance to elders.²⁶

PARENTS:

Twenty years of experience working with at-risk families has shown the importance of work with parents. Because they are the primary teacher of values to children, it is critical to strengthen awareness of development issues facing their children, as well as developing positive parenting skills. Change in families and neighborhoods begins with empowered parents. Very often, access to the youth begins with parents.

The highly successful "Concerned Parents" program of SEA is the model for parent education and intervention. In twelve week sessions, parents gain knowledge, experience and ability. SEA staff have developed culturally relevant curricula for both Latino and African American groups. Catholic Charities is currently working with the Asian Pacific Legal Center in the development of an Asian American curriculum.

Staff train and integrate mentors into the classes as small group facilitators. As the classes progress, Parent Workers assign mentors to particular parents. The mentors act as advisors and role models for desired new behavior. Mentors follow the progress of parents for at least one year before reassignment. The Parent Worker screens Concerned Parents graduates for participation in a more in-depth support and facilitator training class. Future mentors come from this group. In addition, promising mentors and graduates have the opportunity to take instructor training. As with all elements of *HOPE IN YOUTH*, a primary goal of Concerned Parents is to build ongoing capacity within the neighborhood.

Following the completion of each parenting session, Parent Workers form neighborhood support groups with mentors and graduates of the program. These groups help parents practice and maintain their new skills. They also break through the anonymity so many parents feel. Empowered parents recreate the informal social control networks that used to exist among neighbors. In time, and with additional education and training, group members become instrumental in bringing about neighborhood and community change.

SCHOOL:

The School-Parent Organizer recruits parents whose children attend local schools to join an independent Parents Organization. Each Parents Organization chapter encompasses a single high school and its feeder schools. Those who join receive quarterly leadership and community advocacy training. This enables them to work effectively for improvements in their children's education.

The Independent Parents Organizations follow a model started in 1990 by the IAF. At the local level, Parents Organization members monitor school performance and work directly with teachers and administrators to produce needed change. At the district and state levels, they form a consortium to mobilize public pressure for reform and direct Parents Organization member representation on bodies empowered to implement school restructuring.

NEIGHBORHOOD:

Gang problems are symptoms of larger social and economic issues. Traditional social work addresses individual, family and sometimes community needs and issues. Yet, the social work profession has had little effect on social and economic policy. Social work agencies are best suited to direct work in the community. The provider agencies collaborating in *HOPE IN YOUTH* are highly regarded for their work. Still, there is precious little time or funding for advocacy or political action agendas.

Professional political action organizations do exist. Their mission is to develop local leadership to carry out focused political agendas. Like the service providers, the organizations of the IAF have developed a significant track record of success. Their mission is not to create and implement social services, but to find others willing to operate programs that address the conditions their action agendas seek to rectify.

The involvement of most congregations with at-risk families has been in reaction to gang-related violence: burying the children who are its victims, consoling families who grieve for their losses. At the same time, congregations are places where alienated youth and their parents can turn for education in new living skills, help with breaking out of gang lifestyles, and support in new ways of thinking and being. Congregations are a source of committed and caring adults. They are also bases of vision and power for solving neighborhood and community problems.

HOPE IN YOUTH brings together these three strong institutions in an unprecedented collaboration. The best aspects of each combine to create a powerful new paradigm for rebuilding neighborhoods. Service, organization, training, convening and volunteerism form the core of this effort. The IAF organizations provide ongoing leadership development and training in building political will. Catholic Charities helps congregation members develop skills as mentors, group facilitators and trainers. Clergy and lay congregation leaders regularly convene neighborhood residents. As staff, volunteers and participants discover barriers to progress, a solid group of concerned citizens is prepared to carry an action agenda forward, in concert with similar groups throughout the county.

ACTION STEPS AND TIMELINE

NEGOTIATE CONTRACTS WITH CITY AND COUNTY. FEB. - MAR 1993

IDENTIFY MEMBERS OF OVERSIGHT GROUP TO: MAR - MAY 1993

- Prepare RFQ and select Partner Agencies - Develop guidelines, evaluate operational effectiveness, fiscal controls, management structure and experience, financial viability, ability to manage staff, ability to set and hit goals, long-range planning experience and program success. Award subcontracts.
- Prepare RFP and select sites for Family Outreach Teams - Develop selection criteria, assess need, readiness, space available, numbers of trained congregants, numbers of available volunteers, resource base and geographic location. Make cluster selections.

CCLA MGRS. HIRE AND TRAIN PROJECT ADMINISTRATION STAFF: APR - MAY 1993

- Design and implement operations systems, develop subcontracts, create management information systems.
- Develop and implement hiring system
- Arrange staff training schedule, collate and reprint training materials.

COALITION MEMBERS PREPARE CONGREGATIONS: JUN. 1993 - JUN. 1997

- CCLA negotiate space rental agreements; install equipment & telephones, order supplies & printed materials.
- Start Congregation training process through IAF and Catholic Charities.
- Staff recruit and train Mentors, interns and volunteers

PROVIDERS DESIGN HIRING PROCESS, SCREEN, HIRE STAFF MAY - NOV. 1993

- Form Providers Council, establish hiring procedure.
- Utilize cluster input to recruit staff.

CCLA MANAGERS CONDUCT STAFF TRAINING JUN. - DEC 1993

- As each group of 10 is hired, give 4 week program and service orientation and training.
- Provide specialized training in team-building and team management.
- IAF conducts community organizing and leadership training.

STAFF RECRUIT PARENTS, HOLD PARENTING SESSIONS SEPT. 1993- APR 1998

- Recruit at schools, through Probation and Juvenile Court, Pastor referral.
- Set up a case management system and complete an assessment on each parent.
- Assign volunteers as facilitators, coordinate resource speakers, prepare materials.
- Organize child care component and conduct 12-week sessions.
- Select candidates for follow-up 7 week leadership course.
- Organize 26-week small group follow-up program.

**STAFF RECRUIT YOUTH PARTICIPANTS,
BEGIN PROGRAM****NOV. 1993 - JUL. 1998**

- ♦ Coordinate with law enforcement, schools, parents and congregations for early identification of gang members and to target specific youth for the project
- ♦ Utilize a screening process to determine willingness to change.
- ♦ Set up a case management system and complete an assessment on each youth.
- ♦ Make necessary referrals to ancillary resources.
- ♦ Acquire needed materials and begin structured sessions.
- ♦ Network with local businesses and merchants for job or job training opportunities.
- ♦ Evaluate progress monthly for each youth and complete regular documentation.
- ♦ Assign Mentors to provide support, encouragement and assistance with lifestyle change.

**IAF ORGANIZATIONS TRAIN CONGREGATIONS
IN COMMUNITY ORGANIZING.****JUN. 1993 - SEPT. 1997**

- ♦ Schedule cluster trainings
- ♦ Schedule participants for national training each year.

TEAMS BUILD NEIGHBORHOOD SUPPORT SYSTEMS**JUN. 1994 - JUN. 1998****TEAMS DEVELOP SCHOOL-PARENT
ORGANIZATIONS****JUL. 1994 - JUN. 1998****CAMPAIGN STAFF MAINTAIN MEDIA CAMPAIGN****JUN. 1993 - JUL. 1998**

- ♦ Conduct publicity campaign; hold informational meetings and seminars.
- ♦ Hold neighborhood gatherings and discussion groups, speaking engagements at service organizations.
- ♦ Meet with local law enforcement, educators, community-based groups, task forces and commissions.

**CAMPAIGN STAFF CONTINUE
FUND DEVELOPMENT****FEB. 1993 - OCT. 1997**

- ♦ Convene Foundations to roundtable means to provide five year support.
- ♦ Work with Congress and Senate on funding package.
- ♦ Plan a convening of local, state and federal participants under the leadership of Governor Wilson
- ♦ Continue with grass-roots community support building efforts.

EVALUATORS ASSESS PROGRAM OUTCOMES**JUL. 1994 - JUN. 1998**

- ♦ Retain professional evaluation firm.
- ♦ Conduct semi-annual program and fiscal audits.
- ♦ Compare initial goals to accomplishments to date.
- ♦ Consult with community members, clients and interested community groups.
- ♦ Make recommendations for corrective actions required.
- ♦ Issue annual reports.

FUNDING

HOPE IN YOUTH will generate funding each of five years to sustain ongoing operations, to have adequate reserves, and to have capital for continuing expansion. The Coordinating Council created and maintains the *HOPE IN YOUTH* Campaign as the fund development arm of the project. The denominations raise funds each year for Campaign expenses which include development staff. IAF has undertaken the fund development function for the full five years of the project.

There are two target sources for fund development, public and private. Campaign leaders have set Federal, State, County and Cities goals. Los Angeles City and County have met first year goals. Congressional leaders are currently meeting to prepare a Federal funding package. Campaign leaders are setting meetings with the California Senators for late February and early March. Preliminary meetings have already taken place with Governor Wilson and his staff.

The Campaign staff maintain continued, regular relationships with political and governmental leaders at all levels to assure ongoing support for the five years of the project. They continue to involve thousands of concerned citizens in carrying the *HOPE IN YOUTH* agenda to public funders. This is done through house meetings, congregation convenings and neighborhood gatherings. The strong constituent base that has already been built for this project will be strengthened as services are implemented.

The Coordinating Council is convening five major foundations as partners in this project, asking for significant multi-year funding. Constructive talks have taken place with four of the five foundations. *HOPE IN YOUTH* has already submitted a five-year, \$700,000 proposal to the California Wellness Foundation as part of the California Violence Prevention Initiative. Bishop Borsch and Cardinal Mahony are leading the effort with foundations.

APPENDICES

APPENDIX A: BUDGET

REVENUES

YEAR	93-94	94-95	95-96	96-97	97-98
# OF TEAMS	35	60	100	160	160
PRIVATE	193,679	1,006,798	2,609,721	5,017,883	5,233,140
PUBLIC	5,400,000	9,061,178	14,788,421	23,655,734	24,670,519
TOTAL	5,593,679	10,067,975	17,398,142	28,673,734	29,903,659

EXPENSES

SALARIES	3,476,000	6,348,300	10,998,540	18,188,604	19,098,034
TAXES	381,317	696,409	1,206,540	1,995,290	2,095,054
BENEFITS	625,680	761,796	1,319,825	3,273,949	3,437,646
CONSULTANTS	42,000	54,000	70,000	76,000	76,000
SUPPLIES	14,460	18,360	34,460	54,460	48,460
TELEPHONE	13,800	25,056	43,416	68,616	68,616
POSTAGE	1,950	3,132	5,268	7,320	7,320
UTILITIES	22,200	37,200	61,200	97,200	97,200
RENT	133,200	231,000	404,700	643,200	643,200
PRINTING	9,115	6,836	11,394	18,230	18,230
MILEAGE	25,494	43,704	72,840	116,544	116,544
TRAINING	23,200	23,000	36,500	55,100	26,300
AUDIT	27,968	50,340	86,991	143,368	149,518
INSURANCE	16,781	30,204	52,194	86,021	89,711
EQUIPMENT	61,500	61,000	98,000	164,000	88,000
ADMIN.	719,013	1,294,141	2,236,363	3,685,715	3,843,826
TOTAL	5,593,679	10,067,975	17,398,142	28,673,617	29,903,659

NOTES TO BUDGET

REVENUES

- ♦ Private donors cover costs of School-Parent Organizers
- ♦ Public funds are a combination of Federal, State, County and Cities

EXPENSES

- ♦ Expenses reflect a 4% annual inflation factor plus increases based on numbers of teams.
- ♦ Salaries contain an annual adjustment of 4%, plus 2% vacation accrual for unused vacation in years 2-5.
- ♦ Taxes are based on current rates for FICA, WC, SUI (total 10.97%)
- ♦ Benefits include Group Life and Disability, Retirement, and Health Insurance
- ♦ Consultants = contractors to provide research, evaluation and management training
- ♦ Supplies: \$100/team/year start-up, \$25/team/month; \$100/yr + \$30/month - administration
- ♦ Telephone: \$30 long distance/team/month + \$30 monthly service. Assumes lines and equipment already in place and use given as in-kind
- ♦ Postage: 100 pieces/team/year + 100 pieces/month admin. + paychecks twice/month
- ♦ Utilities: \$50/team/month -- assumes shared space @ congregation site
- ♦ Rent: \$300/month admin. + \$200/month/team; assumes shared space, includes janitorial
- ♦ Printing: Years 1 & 4 include printing of stationery/business cards; std year=100 letters/yr./team + 100/mo admin. + 240 copies/yr./team + 100 copies/mo. admin.
- ♦ Mileage: 100 miles/mo./team + 900 miles/month admin. staff * \$0.28/mile
- ♦ Training: Initial training costs estimated at \$150/person; ongoing costs @ \$50/yr/person
- ♦ Equipment: \$1000/team start-up for office equipment; following years, \$150/team for repairs + upgrades. Initial equipment = 5 computers, software + peripherals, 1 copier
- ♦ General Liability Insurance = .003 x total expenses
- ♦ Administrative overhead includes legal, accounting, monitoring, personnel supervision, bank costs, etc.

SALARY DETAIL

STAFFING

YEAR	93-94	94-95	95-96	96-97	97-98
# OF TEAMS	35	60	100	160	160
FAM OUT TM	92	168	280	448	448
SUPERV'S	10	15	24	36	36
SUPPORT	7	12	20	32	32
DIRECTOR	1	1	1	1	1
OP'S MGR	1	1	1	1	1
ADM ASST II	1	1	1	1	1
ADM ASST I	1	1	2	2	2
ACCTG	1	1	2	2	2
DATA ENTRY	2	2	3	3	3
TOTAL FTE	116	202	334	526	526
AVG. COST	\$29,966	\$31,427	\$32,930	\$34,579	\$36,308

SALARIES

FOT STAFF	30,000	31,500	33,075	34,729	36,465
SUP'S	35,000	36,750	38,588	40,517	42,543
SUPPORT	23,000	24,150	25,358	26,625	27,957
DIRECTOR	47,000	49,350	51,818	54,408	57,129
OP'S MGR	40,000	42,000	44,100	46,305	48,620
ADM ASST II	27,000	28,350	29,768	31,256	32,819
ADM ASST I	24,000	25,200	26,460	27,783	29,172
ACCTG	27,000	28,350	29,768	31,256	32,819
DATA ENTRY	20,000	21,000	22,050	23,153	24,310

ANNUAL COST

FOT STAFF	2,760,000	5,292,000	9,261,000	15,558,480	16,336,404
SUPERV'S	350,000	551,250	926,100	1,458,608	1,531,538
SUPPORT	161,000	289,800	507,150	852,012	894,613
DIRECTOR	47,000	49,350	51,818	54,408	57,129
OP'S MGR	40,000	42,000	44,100	46,305	48,620
ADM ASST II	27,000	28,350	29,768	31,256	32,819
ADM ASST I	24,000	25,200	52,920	55,566	58,344
ACCTG	27,000	28,350	59,535	62,512	65,637
DATA ENTRY	40,000	42,000	66,150	69,458	72,930
TOTAL	3,476,000	6,348,300	10,998,540	18,188,604	19,098,034

APPENDIX C: ORGANIZATION CHART



APPENDIX D: JOB DESCRIPTIONS

PROJECT DIRECTOR

POSITION SUMMARY

Reporting to the Director of the Center for Youth Services, develops and administers *HOPE IN YOUTH* programs and services.

DUTIES AND RESPONSIBILITIES

- Responds to community requests for services.
- Designs new programs & services.
- Reviews and approves budgets.
- Develops policies and procedures.
- Approves financial transactions.
- Coordinates and administers department staff and facilitates the staff's professional development.
- Implements procedures and planning to improve the quality and extent of services provided; recommends expansion, changes and additions to program.
- Plans and participates in training programs.
- Responds to correspondence and memos.
- Presents regular reports to lead agency management team, partner agencies and the Coordinating Council.
- Coordinates with the Director of the Center for Youth Services, the partner agencies and the Coordinating Council in preparing the annual operating plan.
- Consults, networks, & participates with city and county organizations & groups.
- Oversees the Supervision, assignment, instruction, training, & evaluation of personnel.
- Performs related duties as required.

QUALIFICATIONS

EDUCATION AND EXPERIENCE:

Combination of experience/education which provides the required knowledge, skills, and abilities, typically:

Bachelor's degree in Social Work or a related field.

5 to 7 years of related experience, with increasing administrative responsibility.

KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge Of:

- Social Work methodology
- Principles & methods of program administration.
- Principles of supervision, training, and performance evaluation.
- Budget preparation & mgt.
- Technical writing
- Applicable contracts policies, procedures, and organization.
- State and federal regulations.
- Appropriate handbooks and reference manuals.

SKILLS AND ABILITIES:

- Design and implement effective programs.
- Work in a team setting with multiple partners.
- Analyze and resolve problems.
- Delegate work and responsibility.
- Maintain accurate & orderly records.
- Organize and direct several activities.
- Conduct research and write grant proposals.
- Use independent judgment & initiative.
- Handle public contact & relations effectively.
- Display sensitivity, tact, & responsiveness in various Situations.
- Direct, evaluate, train, and supervise the work of assigned personnel.
- Develop & maintain effective working relationships.
- Communicate effectively in written & oral form.

SPECIAL CONDITIONS OR REQUIREMENTS

Bilingual preferred.

OPERATIONS MANAGER

POSITION DESCRIPTION

Reporting to the Director of Hope In Youth, provides direct supervision to program operations staff.

DUTIES AND RESPONSIBILITIES

- Assist the Director in the development and monitoring of annual administrative and operational plans, objectives and budgets; prepare reports.
- Plan and oversee the personnel activities and budgets of the department.
- Compile, reconcile and review budgetary expenditure reports.
- Coordinate with the Director and Supervisors in the ongoing review of department operations and participate in the departments team management meetings.
- Maintain a written schedule of on-site visits to program sites that includes written evaluation of service coordination, service delivery and staffing.
- Track all grants and contracts within the Department and prepare monthly updates and quarterly reports.
- Ensure proper orientation, training and continuing education of staff & supervisors.
- Assist in the development and implementation of corrective action plans to address management weaknesses.
- Serve as acting Director in the absence of the Director.
- Perform related duties as assigned.

QUALIFICATIONS

EDUCATION AND EXPERIENCE:

Combination of experience/education which provides the required knowledge, skills, and abilities, typically:

Bachelor's degree in Public Administration or a related field.

5 to 7 years of related experience, with increasing administrative responsibility.

KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge Of:

- Principles & methods of program administration.
- Budget preparation & management.
- Technical writing

HOPE IN YOUTH: Sites by Start Date

Phillip's Temple CME	971 E. 43rd	Los Angeles	90018	12/1/93
San Francisco Church	4800 E. Olympic Blvd	Los Angeles	90022	12/1/93
Mt. Hollywood Cong	4606 Prospect	Hollywood	90027	12/1/93
St. Frances Cabrini	1440 W. Imperial Hwy	Los Angeles	90047	12/1/93
La Trinidad UMC	3565 East First	Los Angeles	90063	12/1/93
Tower of Faith	4323 E. Rosecrans	Compton	90221	12/1/93
Sacred Heart	2889 N. Lincoln	Altadena	91001	12/1/93
Ist Congregational UCC	466 E. Walnut	Pasadena	91101	12/1/93
Calvary CME	135 Glorieta	Pasadena	91103	12/1/93
St. Catherine of Siena	18115 Sherman Way	Reseda	91335	12/1/93
Santa Rosa de Lima	668 S. Workman	San Fernando	91340	12/1/93
Valley Lutheran	7400 Tujunga	No. Hollywood	91605	12/1/93
St. John the Baptist	3848 Stewart	Baldwin Park	91706	12/1/93
St. Christopher	629 Glendora	West Covina	91724	12/1/93
Sacred Heart	1215 S. Hamilton	Pomona	91766	12/1/93
Pueblo Nuevo Episcopal	1732 W. 7th	Los Angeles	90021	1/1/94
St. Thomas the Apostle	1327 S. Mariposa	Los Angeles	90006	2/1/94
Sacred Heart	2210 Sichel	Los Angeles	90031	2/1/94
St. John Evangelist	6028 Victoria	Los Angeles	90043	2/1/94
St. Matthias	3095 E. Florence	Huntington Park	90043	2/1/94
Holy Family	1220 Sanford	Wilmington	90748	2/1/94
St. Frances of Rome	501 E. Foothill	Azusa	91202	2/1/94
Mary Immaculate	10390 Remick	Pacoima	91331	2/1/94
Kirk of the Valley	19620 Vanowen	Reseda	91335	2/1/94
Ist United Methodist	1525 Glenoaks	San Fernando	91340	2/1/94
Temple Beth Hillel	12326 Riverside	No. Hollywood	91607	2/1/94
St. Ambrose Episcopal	830 W. Bonita Ave.	Claremont	91711	2/1/94
Epiphany	10911 Michael Hunt	So. El Monte	91733	2/1/94
South Hills Presbyterian	1170 Fremont Ave.	Pomona	91766	2/1/94
Echo Park UMC	1226 N. Alvarado	Los Angeles	90006	3/1/94
Blessed Sacrament	6657 Sunset	Hollywood	90028	3/1/94
St. John DeLaSalle	16535 Chatsworth	Granada Hills	91344	3/1/94
St. Louis of France	13935 E. Temple	La Puente	91746	3/1/94
Ascension	517 W. 112th Street	Los Angeles	90004	4/1/94
Angelica Lutheran	1345 South Burlington	Los Angeles	90006	4/1/94
St. Mary's	407 S. Chicago	Los Angeles	90033	4/1/94
Curry Temple CME	336 E. Rosecrans	Compton	90220	4/1/94
First Baptist	8691 California Ave.	Southgate	90280	4/1/94
Holy Faith Episcopal	260 N. Locust	Inglewood	90301	4/1/94
St. Elizabeth	1879 N. Lake Ave.	Altadena	91001	4/1/94
St. Joseph the Worker	19850 Cantlay St.	Canoga Park	91306	4/1/94
Knowlwood Methodist	12121 Balboa Blvd.	Granada Hills	91344	4/1/94
Holy Rosary Church	7800 Vineland	North Hollywood	91607	4/1/94
St. John Vianney	1345 E. Turnbull Cyn Rd.	Hacienda Heights	91745	4/1/94
Holy Name of Mary	724 E. Bonita Ave.	San Dimas	91773	4/1/94

HOPE IN YOUTH:
Sites by Start Date

St. Ferdinand	1109 Coronel	San Fernando	91340	5/1/94
Phillip's Temple CME	971 E. 43rd	Los Angeles	90011	6/1/94
Second Baptist	2412 Griffith	Los Angeles	90011	6/1/94
Holy Name	2190 W. 31st Street	Los Angeles	90018	6/1/94
Holy Innocents	425 E. 20th	Long Beach	90806	6/1/94
Holy Rosary	7800 Vineland	Sun Valley	91352	6/1/94

- Applicable contracts policies, procedures, and organization.
- State and federal regulations
- Appropriate handbooks and reference manuals.

SKILLS AND ABILITIES:

- Analyze fiscal and statistical data and set out plans to resolve problems.
- Supervise administrative staff and delegate work and responsibility.
- Maintain accurate & orderly records.
- Organize and direct several activities.
- Use independent judgment & initiative
- Handle public contact & relations effectively.
- Display sensitivity, tact, & responsiveness in various situations
- Develop & maintain effective working relationships.
- Communicate effectively in written & oral form

SPECIAL CONDITIONS OR REQUIREMENTS

Bilingual preferred.

REGIONAL SUPERVISOR

POSITION SUMMARY

To coordinate Family Outreach Team efforts within a geographic region and ensure programs are operating effectively, according to establish standards.

DUTIES AND RESPONSIBILITIES

Assigns, plans, and evaluates work of assigned staff

Visits sites regularly, reviews program implementations, assists staff in resolving difficulties.

Ensures that program activities are implemented in a culturally-sensitive and age appropriate manner

Informs Director and Operations Manager of problems and daily operations.

Presents program overviews to Director and Operations Manager.

Performs related duties as required

QUALIFICATIONS

EDUCATION AND EXPERIENCE:

Any combination of experience and education likely to provide the required knowledge, skills, and abilities, typically:

- Completion of two years of college. Bachelors Degree preferred
- 1 to 3 years of experience.

KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge of:

Needs of at-risk youth and their families

Principles and practices of organization and administration.

Principles of supervision, training, and performance evaluation.

Applicable policies, procedures, and organization.

SKILLS AND ABILITIES:

Direct, evaluate, train, and supervise assigned personnel.

Communicate effectively in written and oral form.

Organize & direct several activities.

Develop and maintain effective working relationships.

Display sensitivity, and tact in various situations.

Use independent judgment and initiative.

Maintain accurate and orderly records.

Analyze and evaluate information.

Handle public contact and relations effectively.

Plan short range activities.

Analyze and resolve problems.

SPECIAL CONDITIONS OR REQUIREMENTS

Bilingual preferred.

TEAM LEADER

POSITION SUMMARY

To supervise the primary operations of five Family Outreach Teams; to maintain a reduced caseload of youth clients; to function as liaison with cluster congregation representatives.

DUTIES AND RESPONSIBILITIES

- Prepares schedules of work assignments for team staff.
- Oversees the preparation and implementation of activity schedules for 5 teams
- Trains, assigns and evaluates team staff in assigned duties, case management, intakes and referrals
- Performs duties of team staff, maintaining a reduced caseload.
- As local liaison, communicates with other staff to facilitate service delivery
- Supervises clerical support staff
- Oversees the preparation of monthly statistical reports as needed.
- Participates in regional management meetings & liaisons with cluster representatives.
- Other duties as assigned

QUALIFICATIONS

Any combination of experience and education likely to provide the required knowledge, skills, and abilities, typically:

- Completion of 2 years of technical or specialized training after high school.
- One to three years of experience in work with at-risk youth

KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge of:

Community resources available and appropriate to clients
 Principles and practices of organization
 Principles of supervision, training and performance evaluation
HOPE IN YOUTH policies, procedures and organization

SKILLS AND ABILITIES:

Plan short- & long-range activities.
 Delegate work and responsibilities
 Maintain accurate/orderly records
 Organize & direct activities.
 Use independent judgment.
 Handle public contact & relations
 Maintain confidentiality.
 Operate a computer.
 Supervise & evaluate others' work

Communicate effectively in written & oral form.
 Display sensitivity, tact, and responsiveness.
 Analyze & evaluate information to resolve problems.
 Develop and maintain effective working relationships.

SPECIAL CONDITIONS OR REQUIREMENTS

Bilingual preferred.

YOUTH WORKER

POSITION SUMMARY

Working in a team setting, provides primary prevention activities and case management services for at-risk youth.

DUTIES AND RESPONSIBILITIES

- Participates in outreach to meet with and counsel youths on the street.
- Completes intake procedure and maintains client records and activity reports.
- Finds and trains appropriate adult mentors, and assigns each youth a mentor.
- Interacts with probation, school, congregation and law enforcement personnel.
- Develops local resources for activities for at-risk youth.
- Implements service programs, such as employment readiness training, tutoring, recreation, BUILD and BEST.
- Works with other team members in community presentations and outreach efforts.
- Performs related duties as required.

QUALIFICATIONS

Any combination of experience and education likely to provide the required knowledge, skills, and abilities, typically:

- Completion of high school, additional specialized training or coursework preferred.
- One to three years of experience in work with at-risk youth.

KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge of:

Community resources available and appropriate to clients
 Techniques for neighborhood outreach and organizing.
 Issues affecting at-risk families and strategies for remediation.
 Problems and concerns of early adolescents.
 Gang and drug diversion strategies and techniques.
HOPE IN YOUTH policies, procedures and organization

SKILLS AND ABILITIES:

Plan and carry out a variety of short-
 and long-range activities.
 Work as part of a prevention team.
 Maintain accurate and orderly records
 Organize and direct youth activities
 Use independent judgment.
 Handle public contact and relations
 Maintain confidentiality.

Communicate effectively with children
 Display sensitivity to the problems of
 at risk neighborhoods
 Analyze & evaluate information to
 resolve problems.
 Develop and maintain effective
 working relationships.

SPECIAL CONDITIONS OR REQUIREMENTS

Bilingual preferred.

PARENT WORKER

POSITION SUMMARY

Working in a team setting, provides primary prevention activities, parent education and support services and case management for parents of at-risk youth.

DUTIES AND RESPONSIBILITIES

- Participates in a variety of outreach methods to enroll parents in the program.
- Completes intake procedure and maintains client records and activity reports.
- Finds and trains appropriate adult mentors, and assigns mentors to each parent group.
- Interacts with probation, school, congregation and law enforcement personnel.
- Develops local resources for meeting basic family needs.
- Provides structured parent education and training; builds neighborhood support systems.
- Works with other team members in community presentations and outreach efforts.
- Performs related duties as required

QUALIFICATIONS

Any combination of experience and education likely to provide the required knowledge, skills, and abilities, typically:

- Completion of high school, additional specialized training or coursework preferred.
- One to three years of experience in work with at-risk youth.

KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge of:

Community resources available and appropriate to clients
Techniques for neighborhood outreach and organizing.
Issues affecting at-risk families and strategies for remediation.
Problems and concerns of parents in at-risk neighborhoods.
Gang and drug diversion strategies and techniques.
HOPE IN YOUTH policies, procedures and organization

SKILLS AND ABILITIES:

Plan and carry out a variety of short-
and long-range activities.
Work as part of a prevention team.
Maintain accurate and orderly records
Teach parenting skill, facilitate groups
Use independent judgment.
Handle public contact and relations
Maintain confidentiality.

Communicate effectively with parents
and children
Display sensitivity to the problems of
at risk neighborhoods
Analyze & evaluate information to
resolve problems.
Develop and maintain effective
working relationships.

SPECIAL CONDITIONS OR REQUIREMENTS

Bilingual preferred.

SCHOOL - PARENT ORGANIZER

POSITION SUMMARY

Organizes parents into an Independent Parents Organization at a high school and its feeder schools, provides training in school liaison, helps set working agendas for schools and parents, oversees voter registration & education, and oversees get-out-the vote drives.

DUTIES AND RESPONSIBILITIES

- Conducts a variety of outreach activities to recruit parents into Independent Parents Organizations
- Finds and trains parent volunteer leaders
- Supervises parent volunteer leaders.
- Provides structured parent education and training in school liaison and issues identification processes.
- Interacts with parents, students and school personnel.
- Develops school improvement strategies in concert with parent volunteer leaders.
- Oversees school situational audits.
- Organizes voter registrations, education and participation programs.
- Performs related duties as required.

QUALIFICATIONS

Any combination of experience and education likely to provide the required knowledge, skills, and abilities, typically:

- Completion of high school, additional specialized training or coursework preferred.
- One to three years of experience in community organizing.

KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge of:

School administration and structure
Techniques for neighborhood outreach and organizing
Educational issues affecting parents and strategies for remediation
Problems and concerns of parents in at-risk neighborhoods
HOPE IN YOUTH policies, procedures and organization

SKILLS AND ABILITIES:

Plan and carry out a variety of short- and long-range activities.

Work as part of a prevention team.

Maintain accurate and orderly records

Teach community organizing skills, facilitate groups.

Delegate work and responsibilities

Direct, evaluate, train and supervise volunteers

Use independent judgment.

Handle public contact and relations

Maintain confidentiality.

Communicate effectively with parents and children

Display sensitivity to the problems of at risk neighborhoods

Analyze & evaluate information to resolve problems.

Develop and maintain effective working relationships.

SPECIAL CONDITIONS OR REQUIREMENTS

Bilingual preferred.

ADMINISTRATIVE ASSISTANT II

POSITION SUMMARY

To assist the Director in varied administrative functions.

DUTIES AND RESPONSIBILITIES

- Relieves supervisor of administrative details
- Performs budget, accounting, personnel, and other administrative functions.
- Analyzes and implements policies, procedures, operations, & organization.
- Trains and directs assigned personnel
- Provides technical assistance to staff.
- Performs general administrative/secretarial duties.
- Performs special projects assigned by director
- Represents program director in conferences/meetings.
- Gathers, tabulates, & analyzes facts, and prepares comprehensive reports.
- Helps develop proposals, grants, & other funding requests.
- Interacts with directors to discuss activities & concerns that affect program performance.
- Performs related duties as required.

QUALIFICATIONS

Any combination of experience and education likely to provide the required knowledge, skills, and abilities, typically:

4 years of college.

3 to 5 years of related experience.

KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge of:

- Principles and practices of organization and administration.
- Applicable state and federal laws.
- Budgets and statistics.
- Applicable procedures, and organization.

SKILLS AND ABILITIES:

- Type & take shorthand or transcribe.
- Operate office equipment/computer.
- Train and direct assigned personnel
- Use independent judgment/initiative
- Maintain accurate & orderly records.
- Analyze and evaluate information
- Read & apply rules and regulations.
- Work independently
- Organize and direct several activities.
- Analyze and resolve problems
- Maintain high level of confidentiality.
- Handle public contact effectively.
- Display sensitivity, responsiveness & tact in various situations.
- Effectively communicate in written & oral form with people of various socio-cultural backgrounds.
- Apply principles and practices of administration & management to a variety of organizational & operational problems
- Understand and interpret policies and procedures.
- Develop and maintain effective working relationships.
- Write grants and raise funds.

SPECIAL CONDITIONS OR REQUIREMENTS

Bilingual preferred

ADMINISTRATIVE ASSISTANT I

POSITION SUMMARY

To assist the staff in the administrative aspects of specific programs.

DUTIES AND RESPONSIBILITIES

- Interacts with program staff & directors to discuss relevant program activities, concerns, and proposals.
- Assembles data and information, prepares special and periodic reports.
- Implements program policies and procedures.
- Types, composes, and revises correspondence and memos.
- Prepares requisitions for supplies.
- Maintains program files
- Answers and routes calls coming into Department.
- Performs related duties as required.

QUALIFICATIONS

Any combination of experience and education likely to provide the required knowledge, skills, and abilities, typically

Completion of high school

Additional specialized courses or training

1 to 3 years of related experience.

KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge of:

- Principles and practices of organization and administration
- Applicable state and federal laws.
- Budgets and statistics
- Catholic Charities' procedures, and organization.

SKILLS AND ABILITIES:

Type and take shorthand at a speed sufficient to meet position requirements.

Operate standard office equipment & a computer.

Maintain accurate and orderly records.

Conduct research.

Analyze and evaluate information.

Communicate effectively in written and oral form with people of various socio-cultural backgrounds.

Understand and interpret Department & program policies and procedures.

Read and apply rules and regulations.

Display sensitivity, tact, and responsiveness in various situations.

Maintain high level of confidentiality.

Develop and maintain effective working relationships.

Handle public contact and relations effectively.

Analyze and resolve problems.

SPECIAL CONDITIONS OR REQUIREMENTS

Bilingual preferred.

SECRETARY

POSITION SUMMARY

To perform a variety of secretarial duties in support of supervisor's functions.

DUTIES AND RESPONSIBILITIES

- Types, prepares, proofreads correspondence, memos, & reports.
- Schedules appointments, answers and screens phone calls, reviews and routes correspondence, receives and directs visitors.
- Schedules and arranges meetings & workshops.
- Files, including setup, updates, & organization.
- Takes minutes at meetings, takes dictation and/or transcribes.
- Photocopies correspondence, memos, reports, processes incoming and outgoing mail.
- Orders and distributes supplies, makes travel arrangements.
- Maintains and updates various records, checks forms for completeness & accuracy.
- Performs word processing
- Performs related duties as required

QUALIFICATIONS

EDUCATION AND EXPERIENCE:

Any combination of experience and education likely to provide the required knowledge, skills, and abilities, typically:

- Completion of high school or the equivalent.
- 1 to 3 years related experience.

KNOWLEDGE OF:

- Office methods and procedures.
- English usage, grammar, spelling, and punctuation.
- Simple bookkeeping & record keeping methods/procedures.
- Foreign language usage, grammar, spelling, and punctuation may be required.
- *HOPE IN YOUTH* policies, procedures, & organization.

SKILLS, AND ABILITIES:

- Type at a speed sufficient to meet position requirements, take dictation or transcribe.
- Maintain accurate and orderly records, assemble reports.
- Operate standard office & word processing equipment.
- Communicate effectively in written and oral form.
- Handle public contact effectively.
- Maintain high level of confidentiality.
- Organize work to meet deadlines.

SPECIAL CONDITIONS OR REQUIREMENTS

Bilingual preferred.

ACCOUNTING CLERK

POSITION SUMMARY

To perform general clerical work involved in reviewing, processing, and maintaining financial and statistical records.

DUTIES AND RESPONSIBILITIES

- Verifies/processes accounts payable, accounts receivable, and cash receipts.
- Reviews employees' payroll vouchers, making necessary additions, deletions, changes.
- Receives & reviews invoices, check requests, purchase orders, receipts, packing lists, mileage reports, order forms, & petty cash vouchers for completeness/accuracy.
- Verifies that check requests & invoices are properly certified.
- Accumulates records and compiles summaries.
- Prepares check requests, & files & distributes paid vouchers to various regions.
- Prepares deposits and reconciles cash receipts.
- Researches & compiles, reports, & proofreads financial data.
- Posts, checks, balances, and adjusts accounts.
- Schedules, indexes, & files bills, vouchers, documents.
- Balances & summarizes daily/weekly/monthly/yearly cash transactions & activities.
- Performs related duties as required.

QUALIFICATIONS

EDUCATION AND EXPERIENCE:

- Completion of 1 year technical training post high school
- 1-3 years experience

KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge of:

- Automated and manual payroll procedures.
- Mathematics.
- Principles and practices of accounting.
- Applicable state and federal laws.
- Applicable policies, procedures, and organization.

SKILLS AND ABILITIES:

- Process payroll accurately
- Operate standard office equipment, computer, & 10-key
- Perform data entry work.
- Handle public contact effectively.
- Plan short-range activities
- Communicate effectively in oral form.
- Develop & maintain effective working relationships.
- Maintain accurate, orderly financial & statistical records
- Work under time pressure & meet deadlines

SPECIAL CONDITIONS OR REQUIREMENTS

Bilingual preferred.

DATA ENTRY CLERK

POSITION SUMMARY

To efficiently and accurately input information into computer system.

DUTIES AND RESPONSIBILITIES:

- Gathers and organizes information for data input.
- Inputs data into computer
- Checks data for accuracy and completeness
- Performs various operations utilizing computer software programs.
- Performs word processing and other routine clerical functions.
- Maintains and files records
- Performs related duties as required

QUALIFICATIONS

EDUCATION AND EXPERIENCE.

Any combination of experience and education likely to provide the required knowledge, skills, and abilities, typically:

- Completion of high school
- 6 to 12 months of related experience

KNOWLEDGE, SKILLS, AND ABILITIES:

KNOWLEDGE OF:

- Computer systems and procedures
- Principles and practices of basic software applications
- Office methods and procedures
- Record keeping and reporting procedures
- Applicable policies, procedures, and organization.

SKILLS AND ABILITIES:

- Operate office and computer equipment
- Perform general clerical duties
- Maintain accurate and orderly records
- Sustain close visual and mental attention in performing routine work.
- Follow oral and written directions
- Maintain confidentiality of data
- Communicate effectively in written and oral form.

SPECIAL CONDITIONS OR REQUIREMENTS

Bilingual preferred

APPENDIX E: TRAINING PLAN

Both the IAF and Catholic Charities provide training opportunities to staff, volunteers and congregations at various times. Each has a different, yet complementary emphasis.

IAF training is similar for all groups. It focuses on community organization, leadership building, issues identification and neighborhood action. The training teaches neighbor-to-neighbor dialogue and consensus building. With this training, cluster congregations and whole neighborhoods can put together a rebuilding agenda and an accompanying political action strategy. This capacity within the neighborhood builds the power to change some of the environmental factors that so affect young people in these areas. It is a significant part of rebuilding hope.

It is important for staff to undergo the same training. They not only learn a process for leadership development, but also have a first-hand knowledge of constituency building. This assists them in developing advocacy strategies to benefit their clients.

Catholic Charities trains staff in general social work principles and practices and specific program activities. They design training to build skill levels and effectiveness for all personnel working in the program. Catholic Charities does the training for all *HOPE IN YOUTH* staff, regardless of agency affiliation.

Staff receives training case management systems, group facilitation, active listening, peer counseling, substance abuse prevention, the BUILD and BEST curricula, and the Concerned Parents curriculum. Trainers give special attention to the needs of adolescents and pre-teens, signs of gang involvement, teen pregnancy issues and employment readiness skills.

Volunteers from the cluster congregations receive similar but less detailed or intense training. The training keeps the focus on the needs of the child, the stresses he/she faces, and on maintaining a relationship of mutual trust and understanding. A variety of experts give ongoing training in substance abuse prevention methods, community resource interface, building self-esteem and group facilitation.

Catholic Charities and the IAF organizations use materials they have developed over time. Initial staff training takes place over the first three to five months. During that time, staff also work in the neighborhood. Ongoing staff development occurs four times each year during the project.

APPENDIX F: NOTES

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