

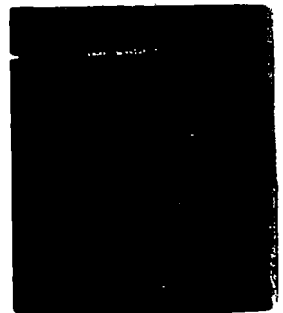
THE WHITE HOUSE
WASHINGTON

DATE: 4/13/94

TO: Christine Varney, Bruce Reed,
Jose Cerda

FROM: JOHN D. PODESTA
Assistant to the President and
Staff Secretary

The attached has been forwarded
to the President.





U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE SECRETARY
WASHINGTON, D.C. 20410-0001

April 8, 1994

MEMORANDUM TO: The President

FROM: Henry Cisneros 

The purpose of this memorandum is to apprise you of HUD's work with the Reverend Jesse Jackson and with All-Pro defensive end Reggie White and his newly-created National Society of Nehemiah.

Reverend Jesse Jackson

Since Mack McLarty and I met with Reverend Jackson last December, HUD has been developing a closer working relationship with him. One recent example of this new relationship was a meeting last month at HUD between Rev. Jackson and all of HUD's Assistant Secretary-level staff to discuss HUD and Administration priorities, including the Crime Bill. I do not believe we can alter his unyielding opposition to the "three strikes and you're out" provisions. He regards them as racially loaded, but he was surprised to learn the full extent of the youth, recreational, training, and job programs which you have included in the most recent versions. For your information, he uses the interesting and appealing rhetorical device of rejecting "three strikes and you're out" in favor of "four balls and you're on." (Ball One - youth guidance programs; Ball Two - well funded education; Ball Three - job training; Ball Four - Employment.)

Last week, Rev. Jackson, along with the Vice President, Secretaries Reich and Espy, Director Lee Brown, Attorney General Reno, Eli Segal, and Bob Rubin, delivered a plenary address before more than 2000 housing and community development activists and state and local officials at HUD's national community development conference, "Building Communities: Together." He spoke very personally about his experiences growing up in public housing and the importance of role models, the grassroots nature of the civil rights movement, and the importance of grassroots leadership for community empowerment today.

We will work closely with Rev. Jackson on HUD's plans to co-manage the D.C. Public Housing Authority with Mayor Kelly. And we are together mapping out an approach to building a network of church-based non-profits who can serve as HUD's building blocks

for housing, youth programs, and other community development programs in selected cities. We will keep you posted.

Reggie White - National Society of Nehemiah

On the same theme of religious institutions in community building, I recently traveled to Mobile, Alabama, to meet with the creators of a church-based network of community development corporations, the National Society of Nehemiah. The Society is led by Reggie White, an ordained minister and All-Pro defensive end for the Green Bay Packers, and John Smith, the former Mayor of Prichard, Alabama, and currently an engineering professor at the University of Wisconsin-Madison. I am very impressed with the professionalism, administrative safeguards, and clear expression of purpose of the leadership team. Reggie White is especially impressive in his religious commitment to poor communities and his public message. He is a charismatic figure who should be invited to share the podium with you on an appropriate occasion when you announce community development initiatives at the White House. His message would resonate as an athlete, celebrity and sincere community-builder.

The Society is creating a network of CDCs in the following cities: Detroit, Kansas City, Mobile, Philadelphia, Knoxville, Orlando, Miami, Charlotte, New York, Dallas, and Chattanooga.

They are a classic example of the type of group which will benefit from the National Community Development Initiative, our partnership with seven foundations to build CDC capacity for low income housing development. The Society is part of a larger White and Smith initiative called the "Crusade to Emancipate the Inner City" which will include an organization to establish and manage community development banks.

Their work is a good example of the kind you described in your Memphis speech last October. We will work to tie them into our existing and proposed efforts, including the empowerment zone/enterprise communities and the community development financial institutions.

CC: The Vice President
 Mack McLarty
 George Stephanopoulos
 Christine Varney
 Carol Rasco
 Bob Rubin
 Jack Quinn
 Marcia Hale
 Alexis Herman



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE SECRETARY
WASHINGTON, D.C. 20410-0001

March 3, 1994

MEMORANDUM FOR: Bruce Reed

FROM: Henry Cisneros

RE: Funding for Hope In Youth in the Crime Bill

This proposal is to follow up on our discussion regarding inclusion of funding in the crime bill for a unique organization called "Hope In Youth". I had the opportunity to work with Hope In Youth extensively during the L.A. earthquake recovery and found this group to be extraordinary. I am told the President also had an opportunity to hear from Rev. Bill Johnson, of Curry Temple CME Church, when the President visited in December.

Hope In Youth represents an alliance among the Industrial Areas Foundation, church-related social service providers and leaders of nine major religious denominations to primarily address gangs and gang-related activities. Through their work in communities including Compton, Altadena, Pasadena, San Fernando, West Covina, Baldwin Park, Pomona, Azusa, Claremont and Los Angeles, they intend to reach 130,000 gang members. Their stated 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.

To achieve these goals, they are working to place 160 Family Outreach Teams in local congregations over the next five years. Currently, 22 teams are making tremendous strides. Attached is a list of current and proposed sites. The teams consist of a Youth Worker, Parent Worker and School-Parent Organizer. These three-

person teams, that often include former gang members, are paid staff who then recruit at least 50 volunteers to augment their efforts. The teams find youths where they live, and work with communities and individuals to provide community organizing, leadership development training, mentoring, and peer counseling.

Hope In Youth is currently receiving funds from the County and City of Los Angeles, however, it needs additional funds to hire individuals for their outreach teams. Their funding needs are as follows:

\$10 million - FY 1995
\$10 million - FY 1996
\$10 million - FY 1997
\$10 million - FY 1998

This is such a unique organization, I am asking that you consider specifically naming Hope In Youth in the crime bill and that the above amounts are earmarked to their organization. As you know, Subtitle B of Title VI, Juvenile Drug Trafficking and Gang Prevention, authorizes grants to not-for-profit organizations to operate programs to curb the formation or continuation of juvenile gangs. I recognize that \$100 million is authorized for FY 1994 and such sums as are necessary for FY 1995, to be disbursed on a formula basis. One option would be to consider an earmark of funds remaining after the allocation to Hope In Youth. I would of course be delighted with whatever funding mechanism you may deem appropriate.

For your information, I have attached Hope In Youth's Operations Plan. I look forward to hearing from you.

Attachments

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

HOPE IN YOUTH

FAMILY OUTREACH TEAMS

OPERATIONS PLAN

Outline Of The Plan

I.	EXECUTIVE SUMMARY	2
II.	MISSION STATEMENT	4
III.	HISTORY	4
IV.	PROBLEM	6
V.	PROJECT DESIGN	
	STRUCTURE	9
	GOVERNANCE	10
	SERVICE STRATEGIES	13
	GOALS AND OBJECTIVES	16
	ACTION STEPS AND TIMELINE	18
	EVALUATION	20
VII.	FUNDING	22
VIII.	APPENDICES	
	A. BUDGET	24
	B. TIMELINE CHART	27
	C. ORGANIZATION CHART	28
	D. JOB DESCRIPTIONS	30
	E. TRAINING PLAN	45
	F. NOTES	46
	G. BIBLIOGRAPHY	48

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 dispersal. 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

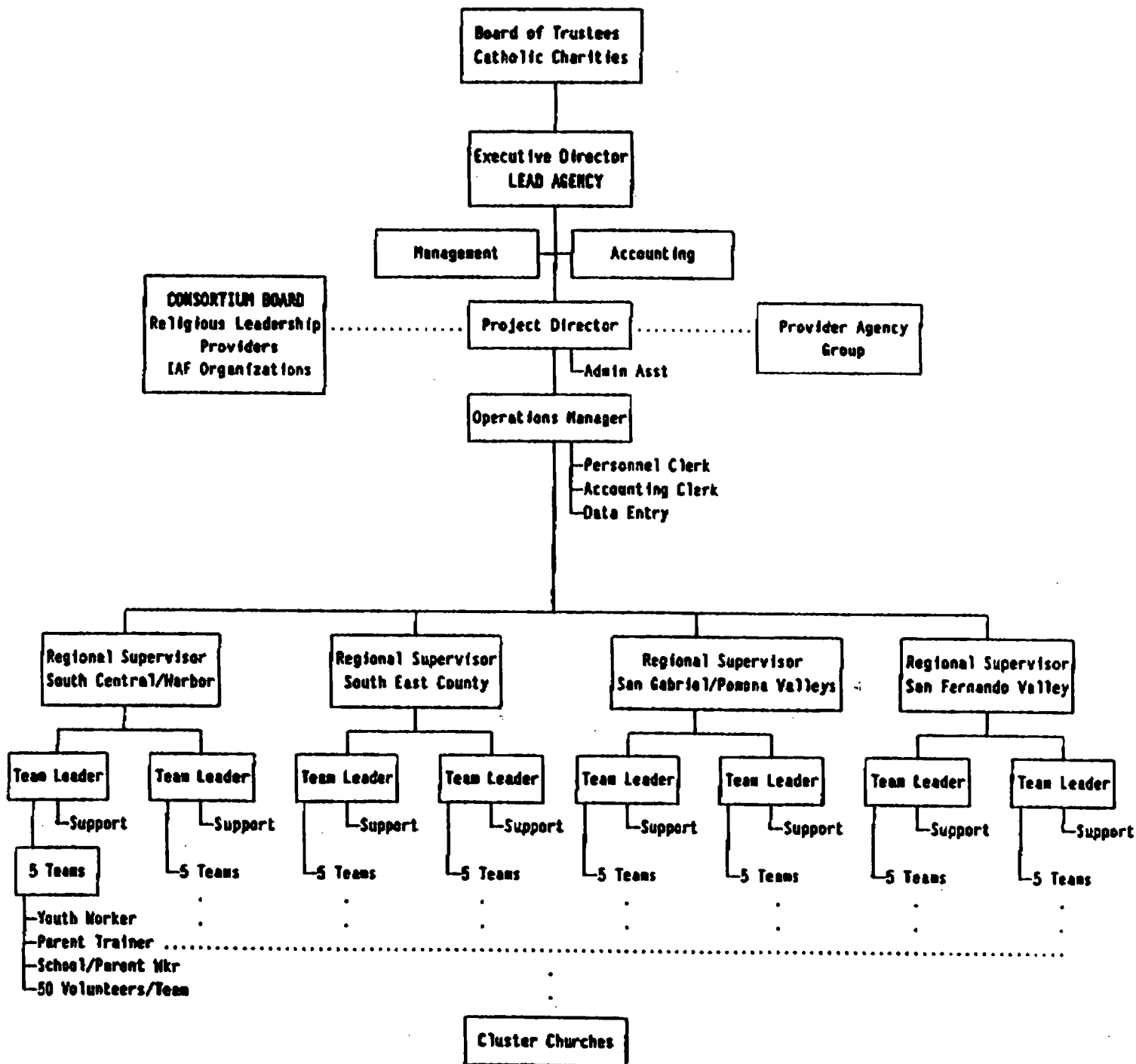
SALARIES

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

- 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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7. J. Kromkowski. (1976) *Neighborhood Deterioration and Juvenile Crime*. South Bend, IN: South Bend Urban Observatory
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F. Barry (1992). *Op. Cit.*
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19. Los Angeles County Grand Jury. (1991/92). *Op. Cit.* (p.9)
20. Carnegie Corporation of New York. (1992). *Op. Cit.* (p.13)
22. Carnegie Corporation of New York. (1992). *Op. Cit.*
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21. Milton S. Eisenhower Foundation (1990) *Op. Cit.*
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March 6, 1994

MEMORANDUM FOR: Bruce Reed
Jose Cerda

FROM: Bruce Katz
Liz Arky

RE: Hope In Youth

After review of the draft Administration Youth Crime Prevention Package, it appears there are several opportunities for funding of Hope In Youth. We would appreciate your consideration of one of two options.

Option 1

Ounce of Prevention Grant Programs

Sec. 4. AUTHORIZATION OF APPROPRIATIONS

add:

There are authorized to be appropriated \$200 million in each of fiscal years 1995, 1996, and 1997 to carry out this title. Of these amounts, \$10 million in each of fiscal years 1995, 1996 and 1997 will be made available to Hope In Youth.

Option 2

Ounce of Prevention Grant Programs

amend sec.1(c) TARGETING OF ASSISTANCE FOR DISTRESSED COMMUNITIES AND INDIVIDUALS WITH PARTICULAR NEEDS TO ADD A NEW SUBSECTION

Sec. (1)(c)(3) assistance to an eligible coalition in communities that are distressed as indicated by such factors as high incidence of crime, juvenile delinquency, gang-involvement, substance abuse, unemployment. As used in this section, the term "eligible coalition" means an association, consisting of at least 9 community-based and religious-related social service organizations, that have a coordinated team approach to reduce

gang membership and provide alternatives for at-risk youth.

amend sec. 2 by adding:

In making such grants, the Attorney General shall give preference to eligible coalitions.



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20410-0001

March 9, 1994

VIA TELEFAX

Mr. David Yassky
Chief Counsel, Subcommittee on Crime and Criminal Justice
House Judiciary Committee

Dear David:

This proposal is to follow up on our discussion regarding inclusion of funding in the crime bill for a unique organization called "Hope In Youth".

As I mentioned, Secretary Cisneros had the opportunity to work with Hope In Youth extensively during the L.A. earthquake recovery and found this group to be extraordinary. Through their work in communities including Compton, Altadena, Pasadena, San Fernando, West Covina, Baldwin Park, Pomona, Azusa, Claremont and Los Angeles, they intend to reach 130,000 gang members.

Hope In Youth represents an alliance among the Industrial Areas Foundation, church-related social service providers and leaders of nine major religious denominations to primarily address gangs and gang-related activities. Their stated project goals are to:

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

To achieve these goals, they are working to place 160 Family Outreach Teams in local congregations over the next five years. Currently, 22 teams are making tremendous strides. Attached is a list of current and proposed sites. The teams consist of a Youth Worker, Parent Worker and School-Parent Organizer. These three-person teams, that often include former gang members, are paid staff who then recruit at least 50 volunteers to augment their efforts. The teams find youths where they live, and work with communities and individuals to provide community organizing, leadership development training, mentoring, and peer counseling.

Hope In Youth needs funds to hire the individuals for their outreach teams. Their funding needs are as follows:

\$10 million - FY 1995
\$10 million - FY 1996
\$10 million - FY 1997
\$10 million - FY 1998

This is such a unique organization, our request is to specifically earmark the above amounts to Hope In Youth in the Ounce of Prevention provision.

In the alternative, we propose creation of a category of like coalitions to receive preferential treatment in the administration of the Ounce of Prevention program. While I have not seen a draft of what will be the Committee Print, the following is suggested language:

SEC. 2. OUNCE OF PREVENTION GRANT PROGRAM.

(a) IN GENERAL. -- The Attorney General on behalf of the Council may make grants to States, local governments, educational institutions, **eligible coalitions** and other public and private entities, for --

(1) summer and after-school education and recreation programs;

(2) mentoring, tutoring, and other programs involving participation by adult role models;

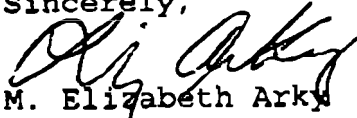
(3) programs assisting and promoting employability and job placement; and

(4) substance abuse treatment and prevention, including outreach programs for at-risk families.

(b) The term "eligible coalition" means an association, consisting of at least nine community-based and religious-related social service organizations, that have a coordinated team approach to reducing gang membership and providing alternatives for at-risk youth. In making such grants, the Attorney General shall give preference to eligible coalitions.

We would of course be happy to discuss alternatives and appreciate your consideration of this proposal. For your information, I have attached portions of Hope In Youth's Operations Plan.

Sincerely,


M. Elizabeth Arky



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20410-0001

FAX TRANSMISSION

DATE:

4/21/94

NUMBER OF PAGES (including this page)

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TO:

Jose Carda

FROM:

Luis Arkey

PHONE:

456-7028 (Fax)
456-5568

708-3161

708-4087 (Fax)

COMMENTS:



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20410-0001
April 21, 1994

MEMORANDUM FOR: Rahm Emanuel
Bruce Reed
Ron Klain
Chris Edley

FROM: Bruce Katz
Bill Gilmartin
Liz Arky

RE: Crime Bill

We are grateful for your assistance in securing provisions in the House crime bill to fund HUD initiatives. As we have briefly discussed, Secretary Cisneros would like us to further explore HUD's participation in certain provisions in the bill. As we also discussed, we have not fully aired these issues until this point in the legislative process based upon your advice that these issues would be better raised in conference. Below are specific proposals for which we would like your support and assistance during conference negotiations.

Youth Employment and Skills

Secretary Cisneros feels very strongly that providing employment opportunities for youth who live in and around public and assisted housing will lower the crime rate in those areas. He was pleased to join Secretary Reich and Attorney General Reno in developing a proposal that the President approved.

While the Secretary is pleased that the YES program will be administered jointly with DOL, he is concerned that public and assisted housing residents especially need access to job opportunities. A focus of the initiative from the beginning was to provide jobs to public housing residents, but as currently drafted, the bill provides enough local prerogative so that this purpose may be thwarted.

The way in which the program is structured in the House bill, the local governing official develops the application, which may be done with or without the assistance of the public housing authority. While targeted areas must include public and assisted housing, there is no guarantee that public and assisted housing residents must be placed in jobs. Our concern is that, in some cities, ensuring jobs for public and assisted housing residents will not be a priority for the governing official.

HUD, through its networks, is in the best position to ensure that apprenticeship and employment opportunities will be available for public and assisted housing residents under the YES program. HUD has been working very hard to form a partnership with labor unions. We have already successfully proven our ability to work with labor unions in developing apprenticeship and employment programs with our Step-up program and Youth Apprenticeship set-aside in the Youthbuild program. We therefore propose that \$260 million of the funding under the YES program be directly allocated to HUD for the purpose of supporting a youth apprenticeship and public housing partnership program.

The attached description more fully describes the proposal. Essentially, a portion of the YES funding could support a competitive grant program for public housing authorities to provide public housing youth with educational opportunities, labor-management supported apprenticeship and training as well as public and private sector jobs. To qualify, public housing authorities would have to work with community organizations, technical assistance entities and joint labor-management organizations. Because the public housing authorities would work with nonprofits to ensure other private sector opportunities would be made available, e.g., day care, health, recreation, literacy, etc., participants would be trained in occupations not only related to public housing and public works construction.

Gun Searches

Given developments with respect to the Chicago Housing Authority's Operation Clean Sweep and the Presidential directive to implement a national policy on these issues, HUD recommends that funding be made available for this purpose, and for complementary activities to secure buildings that are currently controlled by gangs.

Only a small number of housing authority law enforcement agencies exist over which HUD has jurisdiction. HUD recommends improving these agencies, rather than expanding them, by increasing training (as discussed below). We also recommend that of the 100,000 additional police officers provided in the crime bill, certain of them should be charged with conducting gun searches and other complementary enforcement activities in public housing (such as patrols, like the Chicago BITE teams, metal detectors, etc.). This could be accomplished by conditioning receipt of funds by the locality on cooperating with the local PHA for such anti-crime law enforcement activities. Therefore, we recommend the following amendment to the community policing provisions of the House bill, page 246, line 15:

(c) ADDITIONAL GRANT PROJECTS.-- Grants made under the authority of subsection (a) of this section also may include programs, projects, and other activities to --

(10) establish and implement, in conjunction with local public and Indian housing agencies, gun search programs and complementary enforcement activities in public, Indian and assisted housing developments under the United States Housing Act of 1937.

Midnight Sports League

The Midnight Sports League is an exciting program that will build upon the success of current Midnight Sports programs funded through our Drug Elimination and Youth Sports programs. There are a few items that we seek your assistance on.

First, the current House language provides for 5-year grants of \$50,000 to \$125,000 for the full 5-year period. Based upon our experience with the average 2-year grant award (\$56,242) for the smaller housing authorities (up to 100 units) during the FY 1993 Drug Elimination Program, the minimum funding level for each Midnight League grant (with the life span of 5 years) should be \$125,000. The maximum grant amount should be \$500,000 for the larger housing authorities over a 5 year grant; this would provide for activities in multiple sites (e.g., Los Angeles -- South Central and East L.A.).

The program needs to take into consideration the baseline requirements for developing and implementing programs that not only require coaching staff and referees but also coordinators, counselors and possibly other staff to provide counseling, training and educational opportunities. At a minimum the grants need to be large enough to cover these basic program costs to assure for success in all types and sizes of public housing communities.

Therefore, we recommend amending the language on page 144 at line 16 --

"than \$125,000 and not to exceed \$500,000."

We would like to note that the Goals 2000 Education bill contained a provision regarding Midnight Basketball that HUD objected to. Senator Moseley Braun added language to the bill to create a set-aside (\$2.65 million in each of FY 95 and 96) out of the Youth Sports Grant Program (\$13.5 million) for the purpose of Midnight Basketball. During the clearance process HUD opposed this provision because it takes money off the top of a very limited program that has a number of permissible activities. In the administration of Youth Sports and the Drug Elimination program, under which Midnight Basketball is a permissible activity, HUD prefers to let communities decide what permissible activities it wants to fund. While HUD would like to make more money available for Midnight Basketball, we would not like to do so at the expense of other activities for which communities

request funding.

Therefore, we prefer to set up a separate program for Midnight Sports Leagues and would like to repeal this set-aside. Obviously we need to approach Senator Moseley Braun, which we have not done, to see if she would support a repeal, given the greater amounts of funds that would be available under the program in the crime bill.

Finally, we believe to do an effective evaluation of the program, HUD would need \$500,000 rather than \$250,000. Therefore we suggest the additional amendment to the authorization of appropriations on p. 148, line 10:

(2) for a study grant under subsection (i), \$500,000 in fiscal year 1995.

Operation Safe Home

There are a few items within our joint efforts under Operation Safe Home that we would suggest as additional eligible activities under certain provisions in the crime bill. First, with respect to training law enforcement officers, one of the goals of Operation Safe Home is to provide training to housing authority law enforcement officers.

It would be advantageous if public housing authorities could be eligible to receive training under grants provided to localities under the community policing provisions, especially in light of the recently announced search policy. We would recommend amending the Additional Grant Projects section, page 246, line 2 of the House bill as follows:

(2) provide specialized training to law enforcement officers, including public housing police officers, to enhance their conflict resolution, mediation, problem solving service, and other skills needed to work in partnership with members of the community;

In addition (or in the alternative) Subtitle D of the Senate bill, with respect to Improved Training and Technical Automation, page 267, line 13 could be amended as follows:

(1) IN GENERAL. The Attorney General shall, subject to the availability of appropriations --

(A) expand and improve investigative and managerial training courses for State and local law enforcement agencies, including public housing police authorities,

Second, we would suggest that Sec. 615 of the Senate bill, which increases penalties for employing children to distribute

drugs near schools and playgrounds, page 117, be amended to include public housing.

Finally, there is a lot of interest among HUD, DOJ, FBI, ATF, DEA and Secret Service to receive reimbursement for investigation and law enforcement activities accrued by carrying out the Operation Safe Home program in public and assisted housing. Reimbursement would cover employee overtime, facilities, temporary safe housing for witnesses and other activities associated with investigation and prosecution. We would like to explore the possibility of providing for such reimbursement in the crime bill.

Boys and Girls Clubs

As you know, Chairman Rostenkowski offered an amendment to make available \$12 million per year for FY 95, 96 and 97 to support Boys and Girls Clubs in public housing developments. Secretary Cisneros strongly supports this amendment because he believes Boys and Girls Clubs provide essential crime prevention activities.

We are delighted that the Rostenkowski amendment was passed as an amendment to the Brooks Bill. We strongly urge that it be supported in conference. We would also suggest a minor amendment to include Indian and assisted housing, as follows:

TITLE BOYS AND GIRLS CLUBS IN PUBLIC, INDIAN AND ASSISTED HOUSING

SEC. 1. ESTABLISHMENT

The Secretary for Housing and Urban Development, in consultation with the Attorney General shall enter into contracts with the Boys and Girls Clubs of America, a national nonprofit youth organization, to establish Boys and Girls Clubs in public, Indian and assisted housing.

Summer Camps

The American Camping Association, which represents and provides accreditation to 2,600 summer camps in 50 states, has proposed a prevention program to send inner-city children to summer camps. HUD proposes a program to provide public housing residents ages 6 to 16 the opportunity to attend camp for at least two weeks and potentially all summer. Camps could recruit no more than 50 children, so that the children would be integrated into the regular camp program rather than be separated in a program for inner-city kids. To qualify for the program, older children would be required to participate in a community service, education or recreation program for youth at the

completion of the camp experience.

\$15 million could provide a three week camp experience to approximately 12,000 children nationwide. Funds would provide room, board, tuition, transportation and necessary incidentals. HUD would work with public and Indian housing authorities and community groups to identify eligible children, who would be chosen from public, Indian and assisted housing; HUD would contract with an Administrator who would identify camps and largely administer the program (rather than necessitate more HUD staff resources).

Attached is a concept piece. We would supply legislative language if approved as an amendment to whichever of the prevention titles would be deemed appropriate.

Hope In Youth

We appreciate your efforts to include generic language within the Ounce of Prevention provision to give Hope In Youth, and like organizations, a preference in receiving funding. We continue to urge the inclusion of preference language for another organization requested by Rep. Maxine Waters.

cc: Jose Cerda
Andy Fols
Grace Mastalli
Jeff Robinson
Kitty Higgins
Larry Katz
Issac Shapiro
Pat Fahey

PROPOSAL FOR YOUTH APPRENTICESHIP PUBLIC AND ASSISTED HOUSING PARTNERSHIP PROGRAM

SUMMARY

HUD is proposing a program within the Youth Employment and Skills Crime Prevention Program (YES). This proposal recommends the development of a Youth Apprenticeship Public and Assisted Housing Partnership Program to help reduce crime and poverty in public and assisted housing communities with high incidence of crime by providing youth living in public and assisted housing with meaningful training and employment opportunities that can lead to full employment through public and private partnerships.

A HUD Youth Apprenticeship Public and Assisted Housing Partnership Program is being proposed for the following reasons:

- (1) Although public and assisted housing residents are eligible under the YES Program, the local government has the discretion to choose any residents residing in high crime areas for program participation. This does not guarantee public and assisted housing residents will be chosen for program participation.
- (2) Public and assisted housing residents are the poorest residents in low-income communities with the average income being 17% of the median. More programs addressing poverty in low-income communities, must target public and assisted housing residents.
- (3) Public and assisted housing communities are communities which have an over preponderance of crime (especially violent crime), unemployment and lack of job skills. Programs providing training and employment opportunities in low-income communities must target public and assisted housing residents.
- (4) Too often low- and very low-income persons complete training programs and are unable to obtain meaningful employment or they enter minimum wage dead end jobs. The Youth Apprenticeship Public and Assisted Housing Partnership Program provides assured, viable employment opportunities for program participants in the skilled area in which they are trained.
- (5) HUD has a direct relationship with a network of institutions/agencies with the capacity to carry out the Youth Apprenticeship Public and Assisted Housing Partnership Program.
- (6) HUD has a commitment from several labor unions to participate in the Youth Apprenticeship Public and Assisted

Housing Partnership Program by assuring program participants acceptance into their apprenticeship programs as well as a commitment from them to supplement grant funds from their own resources.

The Youth Apprenticeship Public and Assisted Housing Partnership Program will enable public and assisted housing youth to climb a ladder to long-term employment opportunities through a cooperative effort of the public housing agency, youth outreach programs (such as Youth Corps and Job Corps), state and Federal registered apprenticeship programs, and joint labor-management initiatives designed to focus on actual on-the-job training and assured employment opportunities.

The program will be a competitive grant program for public and assisted housing communities with severe crime problems (including a high incidence of violent crime or drug trafficking) that can assure participation in public and private national and community partnerships which advance legitimate economic opportunities of public and assisted housing youth. Eight public housing agencies will be selected to implement an intensive program providing public housing youth with educational opportunities, labor-management supported apprenticeship and training, actual job experience, along with private and public works employment assurances.

Awards covering five years will be made to those public housing authorities that join with youth outreach programs, community-based organizations, technical assistance entities, and joint labor-management organizations which together offer increased access to private sector funding and job opportunities. It is intended that as many partners as necessary, to provide broad community involvement, be assembled under the application. This program will provide 12,000 long-term, viable jobs to youth residing in public and assisted housing.

Young adults ages 16 to 25 shall be eligible to participate in this program and in certain circumstances, as determined by the Secretary, young adults up to age 30 and youth age 14 to 15 may be eligible to participate. Program participants will be trained in occupations related to public housing and public works construction, modernization, rehabilitation and maintenance. Programs that offer public and assisted housing residents career opportunities beyond the construction trades are also eligible for funding under the Youth Apprenticeship Public Housing Partnership Program. To this end, the Program will also offer participants opportunities to be trained in other high-wage occupations such as, but not limited to, nursing, computer technology, paralegal, dental hygienist, and medical assistants with guaranteed assurances of employment that can end the cycle of poverty, crime and welfare dependency.

Grant funds can be used for a wide variety of activities including, but not limited to, education, school-to-work programs, job training and related training fees, supportive services, stipends, wages to include on-the-job training and work experiences, uniforms, tools, technical assistance, and administrative costs which may include a coordinator for the program.

Funding in the amount of \$262 million is being requested for this program. A total of \$240,000,000 (approximately 91.5% of the total amount) will be awarded to eight public housing agencies over a five year period based on grant performance. A total of 6.5% (\$17,000,000) over five years will be made available to a national non-profit entity or foundation which will provide technical support to local partners in the setting up and operation of programs that arise from these partnerships. The public and private partnerships which submit proposals must supplement grant funds with an amount of funds equal to or greater than 25% of the amount provided by the grant. Approximately two percent (\$5,000,000) of the total funding will be used by HUD to conduct a rigorous evaluation and analysis of program effectiveness.

Labor-management organizations involved in grant applications must have an apprenticeship program which is federally or state registered. They must provide proof of at least three years experience of involvement at the local level in providing training and job placement within the community.

Skills training for program participants will be the major responsibility of the labor-management organization. Training shall occur on site in their training facility and it will be sufficient to assure that each program participant will have acquired the fundamental skills and knowledge needed to successfully perform work in the career they have chosen.

Following the completion of skills training, the Labor-management organization must enroll successful program graduates in their bona fide, authentic apprenticeship program.

In addition to classroom instruction the Labor management organization shall incorporate "job mentoring" into the training to further enhance the probable success of program participants.

The national technical assistance organization shall be a non-profit corporation with the capacity to provide technical assistance regarding job training, housing rehabilitation, energy conservation, community organization, minority and women-owned business development, labor-management relations, and finance.

JUSTIFICATION

Programs providing training and employment opportunities in low income communities should target public and assisted housing communities and specifically residents. Many such training programs do not target public housing communities. Public and assisted housing residents and youth need to be prepared for and accepted into the work force in order to have meaningful employment and assist communities in reducing crime. They need education, training and skills to obtain and maintain viable employment that can lead them to economic self-sufficiency and away from a life of crime for survival. Communities need opportunities for their citizens, especially public and assisted housing residents and youth, that provide pathways to meaningful employment and careers within the private sector and ways to develop the skills, businesses and revenue base for a safe and economically healthy living environment.

In various training programs directed at promoting economic self-sufficiency through education and training, one of the major shortcomings has been the lack of assured or guaranteed, viable jobs and long-term employment (that can lead to self-sufficiency) at the completion of the training component of the program. Moreover, programs often lack access to the social networks and support relationships that alert participants to job opportunities and assist them in negotiating decent wages and benefits.

Many times program participants complete training programs and obtain minimum wage jobs with no potential for future career development and/or promotions. They sometimes discover that they were better off in terms of disposable income and benefits (especially health benefits) prior to securing the minimum wage job that resulted from the training experience.

Federal and state registered construction apprenticeship programs serve as one traditional model for lifting participants from poverty. They have the capacity to provide their apprentices with the skills necessary to earn a living at a decent wage rate while simultaneously giving them the tools to meet requirements of a demanding career path. Today, employers in markets directly related to public and assisted housing are expressing more desire and need to include disadvantaged citizens, such as public and assisted housing residents and youth, in their workforce. The Youth Apprenticeship Public and Assisted Housing Partnership Program brings for-profit corporations and other private sector forces to the table to participate in the planning and implementation of these programs. This will significantly increase the likelihood of creating viable long-term job opportunities for public housing residents.

This program will join the forces of labor organizations,

community based organizations and private sector concerns with public housing agencies to focus their resources and attention on the problems confronting public and assisted housing communities, especially in terms of crime and poverty. The entities will work together to fashion strategies and plans to abate these problems.

SUCCEED Program

Section ()

Sec. 1 Purpose

The purpose of the Summer Camping for Child Enrichment, Education, and Development (SUCCEED) program is to provide an organized children's camping experience for approximately 12,000 at-risk low-income children, ages six to sixteen years, who reside in public housing, Indian housing, or publicly assisted housing.

Sec. 2 Findings

i) There is a critical need to provide constructive outlets for at-risk low-income children during the summer months, and other periods, when school is not in session.

ii) At-risk children are concentrated in the public and Indian housing, where the crime, drug, and gang problems are very serious.

iii) A camping experience, away from hostile environments, can help children mature socially, emotionally, intellectually, and morally. In a structured environment such as camp, children live, work and play with positive role models. Through fun and challenging outdoor activities, children learn to work together, make choices, take responsibilities, develop creative skills and gain confidence- building self reliance -- critical steps on the youngster's paths to healthy productive lives.

iv) It is in the public interest to utilize existing children's camp programming and facilities in the 50 states to address the critical needs of these children.

Sec. 3

The Secretary shall administer a national program to implement the purposes of this Act. As soon as practicable after the effective date of this Act, the Secretary shall solicit a proposal from the American Camping Association to provide comprehensive and cost-effective administrative services for planning, implementation, and operation of the program herein authorized.

Sec. 4 Distribution of funds

Funds authorized by this section shall be made available for disbursement by the administrator to participating camps within each HUD field office jurisdiction, in an amount that bears the same ratio as the population of children residing therein, aged 6-16 inclusive, to the total population of children, aged 6-16 inclusive, residing in all such jurisdictions. Remaining funds shall then be made available for re-distribution based upon need. Funds disbursed to camps shall be utilized only for room, board, tuition, ground transportation, and necessary incidentals where there is evidence the family is unable to provide them.

Sec. 5 Camp Qualification

i) Prior to participation of any organized children's camp in the program herein authorized, a camp shall become qualified by establishing with the administrator:

- a) camp licensure by a State, or
- b) accreditation by a national accrediting organization, and
- c) demonstrate experience with organized children's camp programming and administration.

ii) Qualifying camps may apply to the administrator for authorization to recruit

- a) a maximum of 50 children per camp session;
- b) for participation in programs of no less than two weeks duration.

iii) The Secretary, or the administrator with the consent of the Secretary, may waive the recruitment limitation of Sec. 5 (ii) (a) upon a finding that such waiver promotes the purposes of this Act.

iv) The Secretary, in consultation with the administrator, shall establish minimum health and safety standards for participating camps. In the event the administrator becomes aware of deficiencies in meeting such standards, it may require prompt remedial efforts or may, in its discretion, disqualify a camp from participation in the program.

Sec. 6 Recruitment Guidelines

The Secretary shall, in consultation with the administrator, promulgate recruitment guidelines for use by participating camps. The administrator shall facilitate placement of children in camps in collaboration with public and Indian housing authorities. Guidelines shall require that priority of placement be given to children:

- i) between the ages of six and sixteen years of age
- ii) who reside in public housing, Indian housing, or other publicly assisted housing, and
- iii) who, if between the ages of 13 and 16, agrees in writing along with a custodial parent or legal guardian, that he or she will participate in an identified community service, education, or recreation program for youth at the completion of the camp experience.

Sec. 7 Administrative responsibilities

The responsibilities of the administrator shall include, where appropriate, public notification of program availability, authorization of recruitment, assistance with development of program guidelines, implementation and monitoring of program guidelines, administrative disbursements, assistance with research development, and accounting. The Administrator shall ensure that all qualified camps seeking participation have equitable access to the program.

Sec. 8 Research

The Secretary shall undertake ongoing research and analysis of the effectiveness of this program in addressing crime prevention.

Sec. 9 Technical assistance

A portion of the funds authorized for use by the administrator may be utilized by the administrator to provide appropriate training and technical assistance to camps.

Sec. 10 Definitions

"Accreditation" is defined as a process of evaluation where organizational operations are reviewed by trained personnel, tested against valid and reliable national criteria, and passed. Such a process should include provision for periodic re-evaluation and re-accreditation.

"Administrator" is defined as the American Camping Association.

"Secretary" is defined as the Secretary of Housing and Urban Development.

Sec. 11 Authorization of appropriations

There are authorized to be appropriated to carry out this Title \$15,000,000 for each of the fiscal years 1995, 1996, 1997, 1998 and 1999. Of said funds, the Secretary may expend up to fifteen percent of appropriated funds for contract services to be provided by the administrator, and up to three percent of appropriated funds for research undertaken pursuant to this subtitle.



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE SECRETARY
WASHINGTON, D.C. 20410-0001

March 1, 1994

MEMORANDUM FOR: Mack McLarty

FROM: Henry Cisneros *Henry Cisneros*

RE: HUD Crime and Violence Initiatives

To follow up on our lunch last week, I wanted to apprise you of a number of initiatives within Project Safe Home that can help highlight the Administration's commitment to take on the issues of crime and violence. The purpose of this memorandum is to respond to the "Crime and Violence Initiatives" memorandum sent to me last week, outlining the Administration's initiatives, as well as to respond to your request that I participate in three events to bring heightened attention to these issues. I will be participating in events in Chicago on March 16th and Memphis on March 24th and have noted where I believe we will be in a position to make announcements within the next five weeks.

The following provides a brief description of our initiatives to fit generally within the categories of the "Crime and Violence Initiatives" memorandum.

Gun Control

Gun Dealing

Within the category of gun control, we are considering addressing the problem of gun dealing in public housing by amending lease rules to exclude dealing in guns from legal profitmaking activities currently permitted in public housing dwelling units. We will be in a position to make an announcement within the next several weeks.

Gun Ban

We are also considering banning guns in public housing. This is a potentially more controversial issue and therefore we are first taking steps, such as meeting with industry and resident groups as well as obtaining resident opinion polls, before announcing an intention to do so. It is possible that we will be able to make an announcement within the next several weeks.

Page 2

Anti-gang Initiatives/Prevention/Intervention

Family Investment Centers

A Notice of Funding Availability of \$75 million to provide families living in public and Indian housing with better access to educational and employment opportunities will be announced today, March 1st. Family Investment Centers will provide funds to develop facilities in or near public housing for training and support services. Funds for supportive services in Family Investment Centers may be used for childcare, employment training and counseling, computer skills training, literacy training, and assistance in attaining certificates of high school equivalency.

Tenant Opportunity Program

*Brent?
Visit to
Patrols*

A regulation implementing the Tenant Opportunity Program should be published within a few weeks. This program will permit resident groups, in cooperation with local housing authorities, to extend the scope of HUD's existing Resident Management Program beyond training for property management to training for business ownership and operation, child care, youth programs, tenant patrols and other activities that help prevent crime.

Crime Prevention Youth Employment Program

HUD, DOL and DOJ are working together to develop a targeted employment program designed to prevent crime by addressing the needs of at-risk youth and young ex-offenders in high-crime, high-poverty inner city and rural areas. Modelled after the Youth Fair Chance program, it would build upon targeting and neighborhood-centered approaches to focus on high-crime areas, which frequently include public and assisted housing developments. The program will provide wages for public sector jobs, as well as funding for placement in private sector jobs. It will be possible to make an announcement within the next several weeks.

Drug Elimination Program

2

The Drug Elimination program provides funding to public housing authorities to target drug-related crime through enhanced law enforcement as well as drug treatment and prevention. HUD will shortly announce the availability of \$265 million for grants in FY 1994. HUD will also shortly announce the availability of \$8 million for the Youth Sports Program, to promote sports activities for public housing residents.

Page 3

Weed and Seed Reinvention Lab With DOJ

During March HUD will enter into an MOU with DOJ, HHS, Agriculture and Labor to test new crime prevention techniques at weed and seed sites. HUD will give preference in the selection of Family Investment Centers to these weed and seed sites.

Law Enforcement

Police Residency

To encourage police residency in public housing, a rule has been proposed to change income eligibility requirements for police officers and to encourage PHAs to provide incentives through lowered rents. Comments have been received and a final rule is slated to be published soon.

Community Policing and Resident Patrols

HUD will enter into an MOU with DOJ in March to provide training to housing authorities, law enforcement agencies and residents on community policing techniques such as bicycle patrols and resident patrols. Eight HUD training sessions will be held around the country. HUD will also provide training to resident groups on how to organize and form resident patrols.

Police Training

DOJ, Treasury and HUD are working together to identify training opportunities for officers at the prestigious training facilities at the FBI Academy in Quantico, Virginia and at the Federal Law Enforcement Training Center in Glynco, Georgia. It is possible that an announcement may be made in the coming weeks.

Secret Service Model Security Plan

In the next few weeks we will be in a position to announce a coordinated effort between the Secret Service and the Baltimore Housing Authority to develop a model physical security plan for public housing authorities.

Witness Relocation

We are working to be in a position to announce a \$5 million set aside from HUD's headquarters fund to support relocation programs for public housing residents who come forward to assist in criminal investigations and prosecutions in public housing.

Page 4

Dialogue with Local Law Enforcement

HUD is collaborating with the Attorney General to host a dialogue with local law enforcement officials on relationships with HUD and public housing authorities. It is anticipated that this meeting will take place in the first week of April.

Possible Events

As I noted at the outset, I have already planned two crime events, and will plan a third, before the end of March. In order to highlight the Administration's initiatives, and to garner support for them in districts represented by Congressional Black Caucus Members and public housing residents, these events will likely be town hall meetings. Participation in one town hall meeting will focus on adult public housing residents and participation in the other two meetings will focus on youths. We are also considering the possibility of a youth videoconference, broadcast from Washington, D.C. and downlinked to other sites where young public housing residents and Congressional Black Caucus Members could participate. The President and Vice President are of course welcome to host these town meetings with me if they would be interested in doing so.

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Drug Prevention: Involving the Whole Community Brochure

ACTIVITIES FOR
A DRUG-FREE
NEIGHBORHOOD

DRUG PREVENTION:

Involving the Whole Community

U.S. Department of Housing and
Urban Development
Office of Public and Indian Housing
Office of Resident Initiatives



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Drug Prevention: Youth Recreation Programs Brochure

ACTIVITIES FOR
A DRUG-FREE
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Management: Improving Physical Conditions
Brochure

ACTIVITIES FOR
A DRUG-FREE
NEIGHBORHOOD

MANAGEMENT:
**Improving
Physical
Conditions**

**U.S. Department of Housing and
Urban Development**
Office of Public and Indian Housing
Office of Resident Initiatives

