

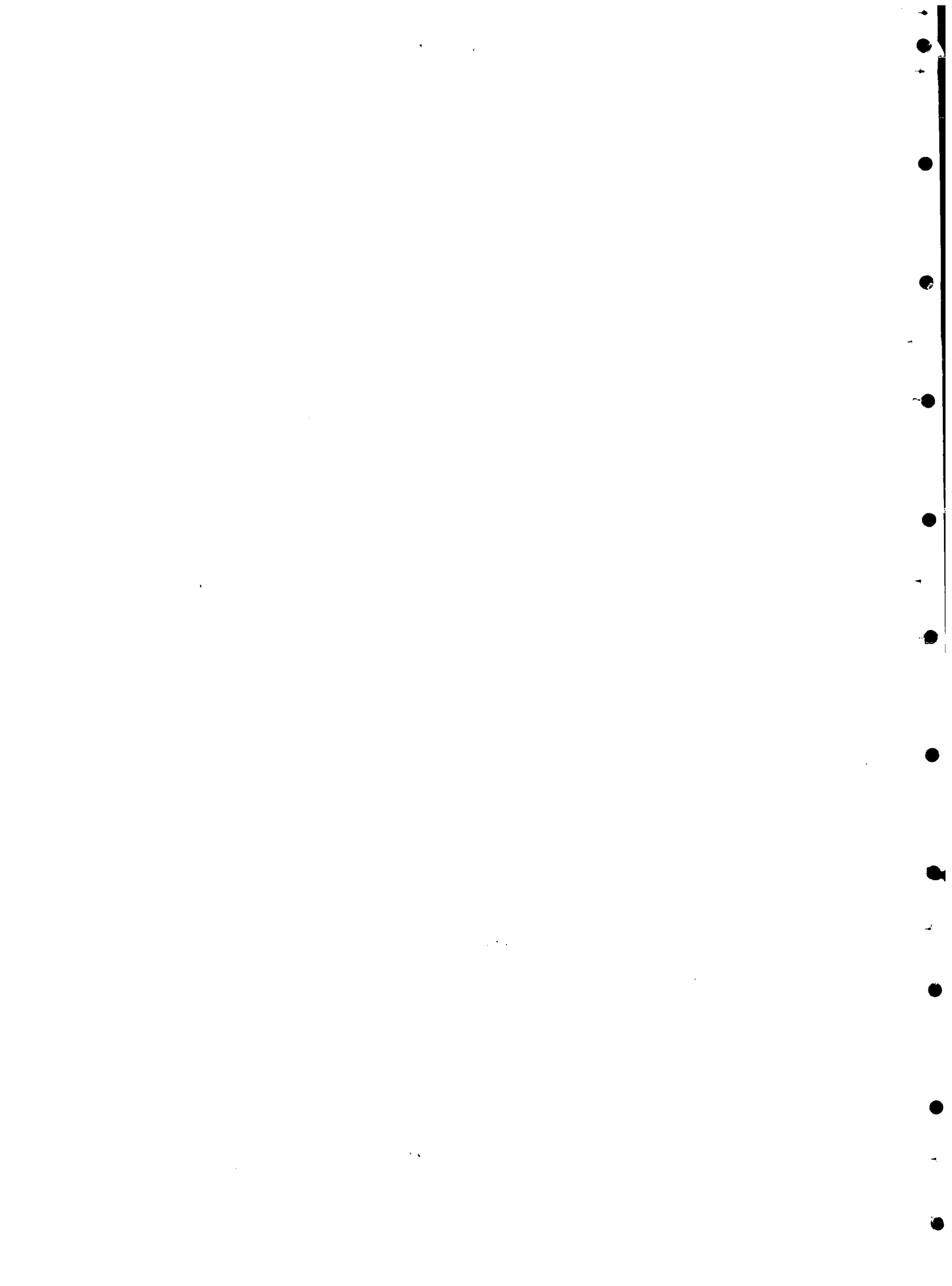
NETWORKING: DO IT!



A Guide to Forming Linkages to Better Serve Youth



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A Guide to Developing Linkages to Better Serve Youths

"Networking: Do It!" is one in a series of Delinquency Prevention Resources available from Boys Club of America. Other BCA publications include:

"Programs for Teenagers: Do It! A Guide to Capturing the Interest of Teenage Members."

A collection of programs and programming ideas from the 80 Clubs who participated in BCA's Targeted Programs for Secondary Intervention (*TARGETED OUTREACH*).

"Delinquency Prevention: Do It! A Guide to Improving Delinquency Prevention Through Youth Development."

Key delinquency prevention theories, concepts and principals, presented along with nine case histories from BCA's 1978-1980 demonstration project.

"How To Do It Delinquency Prevention: Boys Clubs Responds to Youth in Crisis, Creating Alternatives to Inappropriate Detention:"

What Clubs need to know about preparing a program to effectively respond to youth in crisis.

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A Guide to Developing Linkages to Better Serve Youths

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Introduction

The report of The National Planning Commission, "*Looking Toward the 90's*," recommends that a "driving force of the Boys Club Movement be a comprehensive, dynamic program of growth in both the quality of service and the number of youths served." To accomplish this, the report recommends that "Each Club work with nearby Clubs and with other community agencies to more effectively provide youth services and to reach unserved youths." The material presented in this workbook can aid Clubs in accomplishing this. So do not hesitate — begin networking and *DO IT!*

Boys Clubs of America's *TARGETED OUTREACH* Delinquency Intervention Program has provided training and technical assistance to 110 Boys Clubs across the country. The Program goals for each of these 110 Clubs were to recruit 50 new members at risk of becoming delinquent, integrate them into ongoing Club programs, and track their involvement and progress utilizing a Case Management System. The project is based on the assumption that Boys Clubs are positive, productive places where young people can learn, grow, and gain the experience and confidence necessary for success in adult life.

Boys Clubs have a positive impact on young people. Delinquency intervention efforts help Clubs effectively reach out to the "at-risk" youths who may not be motivated to join the Club on their own. Clubs in the *TARGETED OUTREACH* Program found that networking with community agencies (schools, the police, juvenile courts, family counseling and mental health centers, etc.) is part of the process of reaching out. Conversely, networking enables Clubs to refer members to other appropriate agencies when they need specialized services.

Many Clubs found that they could reach more youths by examining their outreach efforts. Because the *TARGETED OUTREACH* Program targeted a specific age group (12-18), many Clubs found they needed to revamp programs for this age group and develop an outreach program to recruit older members. A separate chapter of this booklet is devoted to building membership through outreach.

Clubs in the *TARGETED OUTREACH* Program found that an effective formalized referral network provides many benefits:

1. Clubs experienced an increased ability to identify and recruit "at-risk" youths in the community — youths that need Club services the most. Clubs in the *TARGETED OUTREACH* Project recruited over 4000 at-risk youths. These youths were identified and referred to the Club by schools, juvenile courts and other organizations in the community. Most of these youths would never have become Club members. Many have made dramatic progress since joining. The Club was often the first place to accept these youths and to give these people the opportunity to gain the self-esteem they needed to be successful in other areas of their lives.
2. Clubs were able to respond more effectively to the service needs of all members. Clubs that developed linkages not only received referrals; they also enhanced their ability to respond to the service needs of all their members. Services included health services, family and individual counseling, vocational and educational assistance and housing and emergency shelter. In addition, Club staff were better able to make sure that youths received appropriate services. Clubs that developed relationships with key people in other organizations were able to intervene and advocate on behalf of Club members when they experienced difficulty in court or in school.
3. The Club's image and visibility was enhanced as the Club's purpose became better known to other youth agencies and organizations in the community. Many Clubs that participated in the *TARGETED OUTREACH* Project found that their networking efforts provided others in their community with an opportunity to learn more about the Boys Club. This favorable impression often meant new financial support for the Club.

4. Clubs improved their ability to advocate for individual youths and for systematic changes effecting services for the entire youth population in the community. Boys

Clubs often acted as the catalyst that brought service providers together to address problems in their community, such as fragmentation and duplication of service.



1 How to Develop a Referral Network

Data collected by Boys Clubs of America indicate that most Clubs do a great deal of networking. However, most relationships between Clubs and other organizations were informal and were only initiated out of immediate need. The success or failure of Delinquency Intervention projects was often predicated upon a Club's ability to establish and maintain effective linkages. The most successful Clubs followed similar procedures for achieving linkages. Clubs that left out steps invariably had difficulty and had to complete the work they left out.

This publication is both a workbook and a guide based on the method used by Clubs in the *TARGETED OUTREACH* Project to successfully develop, utilize and maintain their network with other service providers. The first three steps of the process lay the foundation for the Club's network. These are generally completed before the Club approaches other agencies. Once the network is established, the process becomes ongoing. While developing and implementing a resource network requires a commitment of time and energy, the dividends justify the investment.

Step 1: Program Review

When approaching agencies to establish linkages, it is important to be clear about what the Club will provide for the young people who are referred. Clubs must know what their programs can achieve. Once the Club begins receiving referrals, it must be prepared to make something happen. Promising services or results that cannot be delivered will cause a quick loss of credibility.

Networking begins with an examination of the Club's program. This enables the Club to assess the need for new programs, to define what the Club can provide for young people, and to provide valuable information Club staff can use when presenting the Boys Club to prospective organizations with which the Club desires to form a linkage.

Worksheet # 1, the Program Assessment Chart on page 28, is a tool used by Clubs to examine the programs they offer members. The chart lists the six Core Program areas across the top (a description of the Core Programs is also included). On the side of the chart there are three rows:

1. Small Group

Activities that are provided in small groups and that have the same leader (including Group Clubs, special interest groups, team sports, etc.)

2. Individual

All activities that are provided to youths individually (including tutoring, personal counseling, referrals, etc.)

3. Drop-in

All programs that do not require advance registration (including games room, open gym, movies, library, etc.)

Before proceeding to the next section of this book, complete and discuss the Program Assessment Chart with Club staff. Fill out one chart for each age group served by the Club (both girls and boys).

In each section of the chart, list the programs offered by the Club throughout the year. For example, under Personal Adjustment, list all the Personal Adjustment Programs the Club provides in small groups in the first box, the programs provided individually in the next box, and drop-in activities in the bottom box. Complete this procedure for every Core Program area.

Following the Program Assessment Chart, on page 28, there is a questionnaire on pages 30 and 31 to guide a staff discussion of the completed charts.

REVIEW CHECKLIST

- Completed Program Assessment Chart.
- Discussed results utilizing questionnaire.
- Identified new Programs if needed.
- Identified Advantages of Networking with the Boys Club.

program and summarizes the the benefits of forming a linkage with the Club. Pages 32 to 35 contain two examples. The first example, The Leadership Development Program, includes an explanation of the program and a referral sheet (samples #1 and # 2).

The second example (samples # 3 and # 4) illustrates the use of a post card to facilitate the referral and includes an explanation of how the referral will be processed. Use the space provided below to record the information your Club needs to receive with referrals.

Step 2: Develop a System For Making and Receiving Referrals

Once the program review is completed, a process for making and receiving referrals should be identified in writing. It is important to let others know what the Club expects when it makes a referral, and to be clear about the process to be followed when making a referral to the Club. Communicating this in the beginning will enhance the chance of success. To develop a successful referral system the Club should:

Assign a staff person to act as the contact.

When the Club identifies the agencies with which it wishes to form a linkage, one staff person should be assigned to coordinate communication with that agency. Clubs may either choose to have one person handle all networking or to divide up the work among several staff members, assigning each person a given number of agencies. When several people from the same Club contact the same organization, confusion is created. Coordination is particularly important in multi-unit organizations where staff from different Clubs may approach the same agency.

Identify the information the Club expects to receive from agencies making referrals.

Most Clubs will want information that identifies the youths (names, ages, addresses, telephone numbers, parents' names) and information on how the youths wish to be involved with the Club. A referral form to give to agencies identifies what information the Club needs and assures quick action on the referral. Clubs in *TARGETED OUTREACH* developed a brochure or leaflet to accompany the referral form. The brochure describes the Club

Plan how referred youth will be brought into the Club in a non-stigmatizing manner.

It is important that this be worked out before developing linkages, because the referring agency will need to know how to help make this possible. Below are some guidelines that will help facilitate this process.

Non-stigmatizing guidelines

1. Recruit and serve a mix of youth so that all individuals will be seen as regular members rather than as youth with special needs.
2. Introduce and orient all youth to the Club in the same manner. This may differ between age groups: for example, teenagers will need to discuss their individual interests.
3. Whenever possible, meet with the referred youth for the first time at the referring agency.
4. Plan, promote and operate delinquency prevention programs as part of the regular Boys Club program, based on the merits of youth development. Programs should serve all youth (i.e., no group should be made up of more than 33% of referred youth). Programs should not be designed as a specialized or short-term program for troubled youth only.
5. Documentation on referred youth must be kept secure and strictly confidential.
6. When special support services are needed for individual members, referrals and services should be provided discreetly.

Use the space provided below to identify how your Club will involve youth in a non-stigmatizing manner.

Develop a system for tracking the youths' progress at the Club.

Clubs need a Case Management System to provide feedback to referring agencies concerning the youths' progress and participation at the Club. A system utilized by the Clubs in *TARGETED OUTREACH* is explained fully on page 18, in the section entitled "HOW TO USE THE *TARGETED OUTREACH* CASE MANAGEMENT SYSTEM."

Implement a system for providing referral agencies with updates on the youths' progress.

The Club should periodically give agencies an update. A form to accomplish this task should:

- Be addressed to the contact person.
- State the referred youth's name.
- Give progress about the plan agreed upon by the youth, referring agent and Club.

- Give additional information on any accomplishments or particular problems the youth is having.
- Mention when the agency can next expect to hear from the Club.
- Be signed by the Club's contact person.

Develop a system for making referrals to other agencies.

The Club should have a specific plan for referring youth in need of additional services to other agencies. The system should identify the information the Club will provide, include a discussion with the youth and his or her parents, and set criteria for deciding when a referral is appropriate and to which agency the youth will be referred. It should also include a procedure for contacting the agency. Use the space provided on the next page to outline the system your Club will follow.

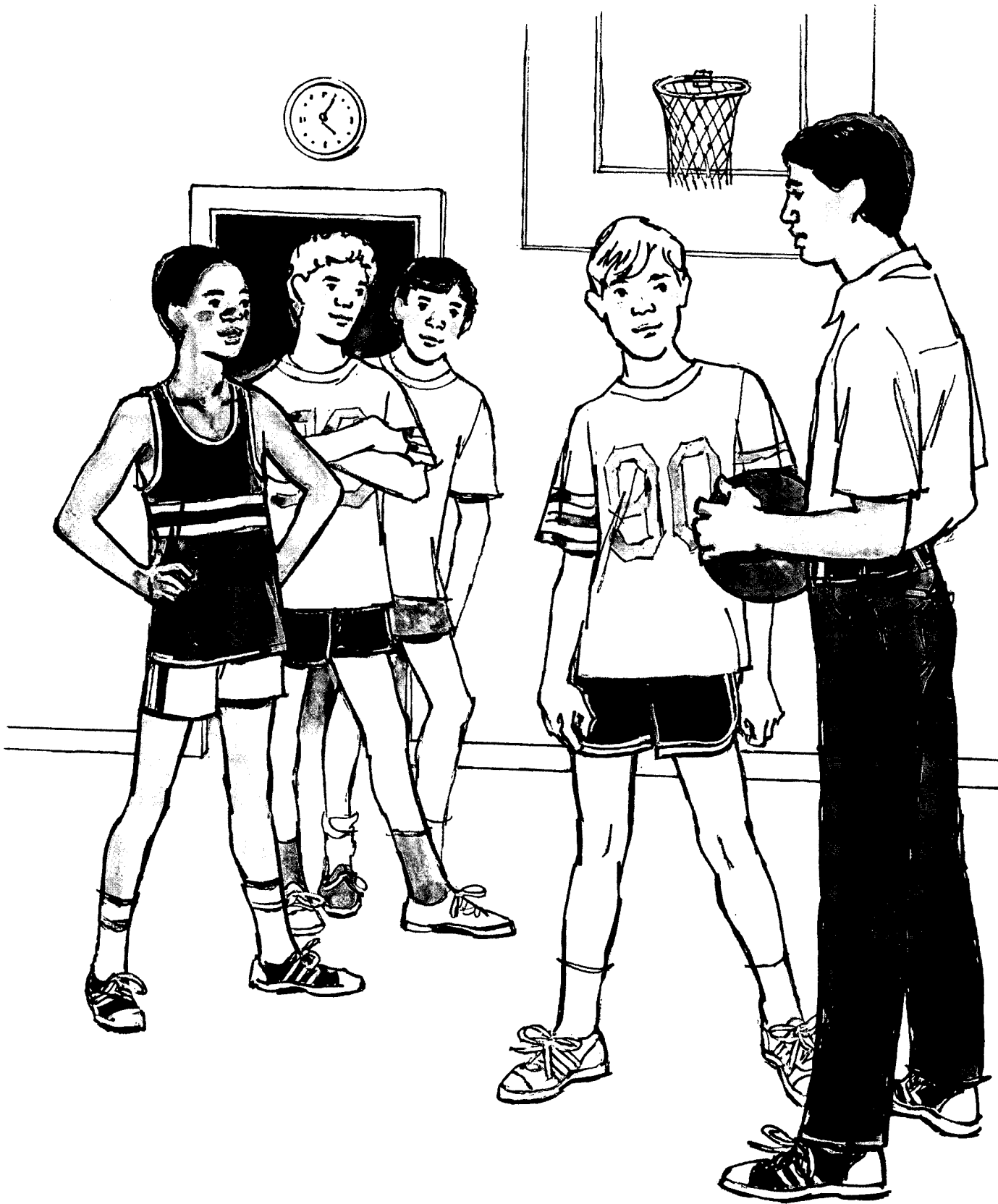
What information about the referred youth will the Club provide to the agency?

What steps will the Club take to assure confidentiality?

How will the youth and his or her parents be involved in the process?

How will the appropriateness of the referral be decided?

How will the agency be contacted?



REVIEW CHECKLIST

- Staff responsibilities for making and receiving referrals assigned.
- Information Club will request from referring agencies identified.
- Plan to involve youth in a non-stigmatizing manner developed.
- Tracking system developed.
- Strategy for updating agencies designed.
- Plan for making referrals developed and prepared.

organization will aid the Club in three ways:

- It provides a clear picture of the services the agency can deliver;
- Information about the infrastructure of the organization will help staff contact the right people in the organization; and
- It provides an understanding of the agency's potential for making referrals to the Club.

Board members can often help identify and contact key agency people. Clubs in the *TARGETED OUTREACH* Project often found that members of their Board also served on the Boards of other agencies, particularly on School Boards.

Keep a data sheet of the information gathered about each agency on file. As information is gathered, develop a strategy for establishing a linkage with that agency. On page 38, there is a reproducible agency data sheet (sample # 5). When each data sheet is completed, assign a specific staff person the responsibility of developing the linkage.

It often is important to work on more than one level in an organization to establish an effective linkage. For example, to establish a linkage with a school, the Club may first have to approach the superintendent for his or her approval. The superintendent, however, is unlikely to make any referrals. If the linkage is to be successful, the Club must then approach the principals, counselors and teachers at the schools. The names, telephone numbers and information about key contacts should be maintained for ready reference. Several visits to the same agency, meeting with different people each time, may be needed before the linkage is completed. When developing a plan for making the linkage, identify various people in the organization whom the Club will have to contact. As the contact person at the Club is able to identify the titles and names of the people at each level, he/she should record this information on the agency data sheet.

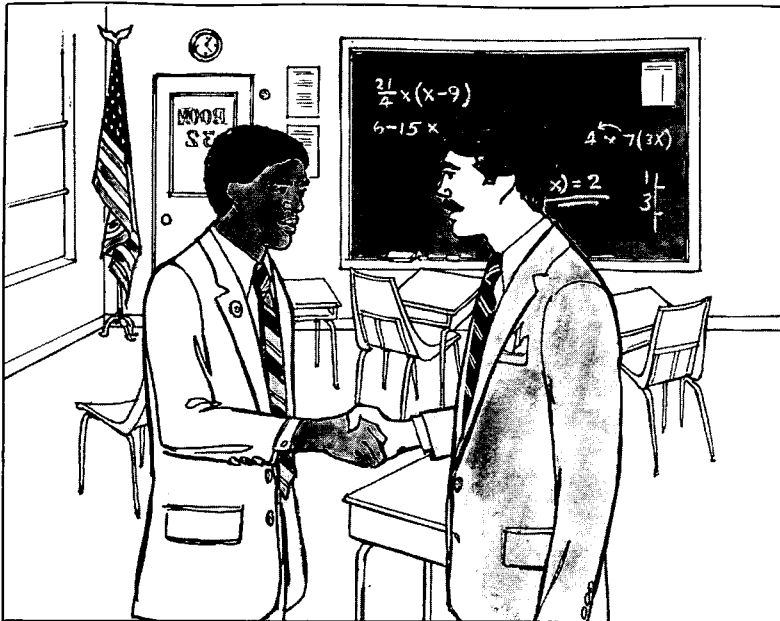
Step 3: Identification

After a referral and tracking system is planned, the Club is ready to identify agencies with which it desires to form a linkage. This usually will include schools, Juvenile Courts, group homes, mental health centers and other youth-serving agencies. A special section of this booklet is devoted to networking with the Juvenile Justice System. Networking with this system requires some special considerations.

A tool developed by the Westinghouse National Issues Center can help Clubs identify the needs of young people and match them with appropriate services. The Identification of Service Needs Chart can help Clubs identify the organizations with which they will network.

On page 36 there is a Service Needs Chart listing examples of the types of organizations the Club might want to contact. On page 37, there is a chart (worksheet # 2) to list the agencies with which your Club is currently working. Then identify the organizations that can refer at-risk youths to the Club. Be sure to list each school in the Club's service area. Where there are gaps in the types of services the Club needs to have available, identify organizations in the community that can provide these services.

Find out as much as possible about the organizations identified. Knowledge of the



REVIEW CHECKLIST

- Agencies identified.
- Identification of Service Needs Chart completed.
- Data sheet on each agency completed.
- Contacts identified.
- Strategy for making linkages developed.
- Staff person assigned.



Step 4. Make the Linkage

Meetings should be scheduled with agencies the Club has identified to discuss the Club's program, the type of linkage the Club wishes to form and the potential benefits of working with the Boys Club. Carefully plan how to present this information. The person making the presentation must be sure the Club's program is presented in the best possible light.

TARGETED OUTREACH Clubs have found it valuable to invite representatives of the organization to visit the Club, see the facility and learn about the type of opportunities the Club provides. Several Clubs in the *TARGETED OUTREACH* Project held a luncheon for representatives of the organizations. Another Club invited the staff of the Juvenile Court to a coffee break at the Club. These events gave Club staff an opportunity to provide the representatives with considerable information about the Club's program, to develop a personal relationship in an informal setting and to give the agencies a positive overview of the benefits the Club can provide for young people.

Once the two organizations have agreed that a linkage is mutually beneficial, an extensive exchange of information should take place. It is important to know as much about the agency's services and procedures as possible. This will allow the Club to make appropriate referrals that meet the needs of youth. The other organization should have adequate information about the Club's programs and services to assure appropriate referrals to the Club.

A formalized written agreement describing the relationship and outlining the referral process will solidify the agreement and avoid misunderstanding later. A sample letter of agreement (sample #6) appears on page 39. Establishing a written agreement will help the Club and cooperating agencies maintain linkages if staff turnover occurs. New staff can quickly look at the agreements the Club has negotiated and know what services are available, who to contact and how the referral process works.

Pages 40 and 41 contain sample #7, the form Clubs in the *TARGETED OUTREACH* program used to formalize and record their linkages. Most Clubs found it valuable to keep the Linkage Forms in a loose-leaf binder. In this way the information could easily be updated as personnel and procedures changed. A Linkage Form should be completed for each organization that forms a linkage with the Club.



REVIEW CHECKLIST

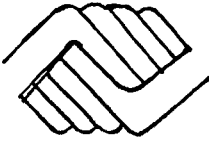
- Brochure prepared.
- Referral form developed.
- Meeting with agencies held.
- Lunch or special briefing at the Club planned.
- Linkage forms completed.
- System for maintaining linkage forms developed.

Step 5: Maintain the Linkage

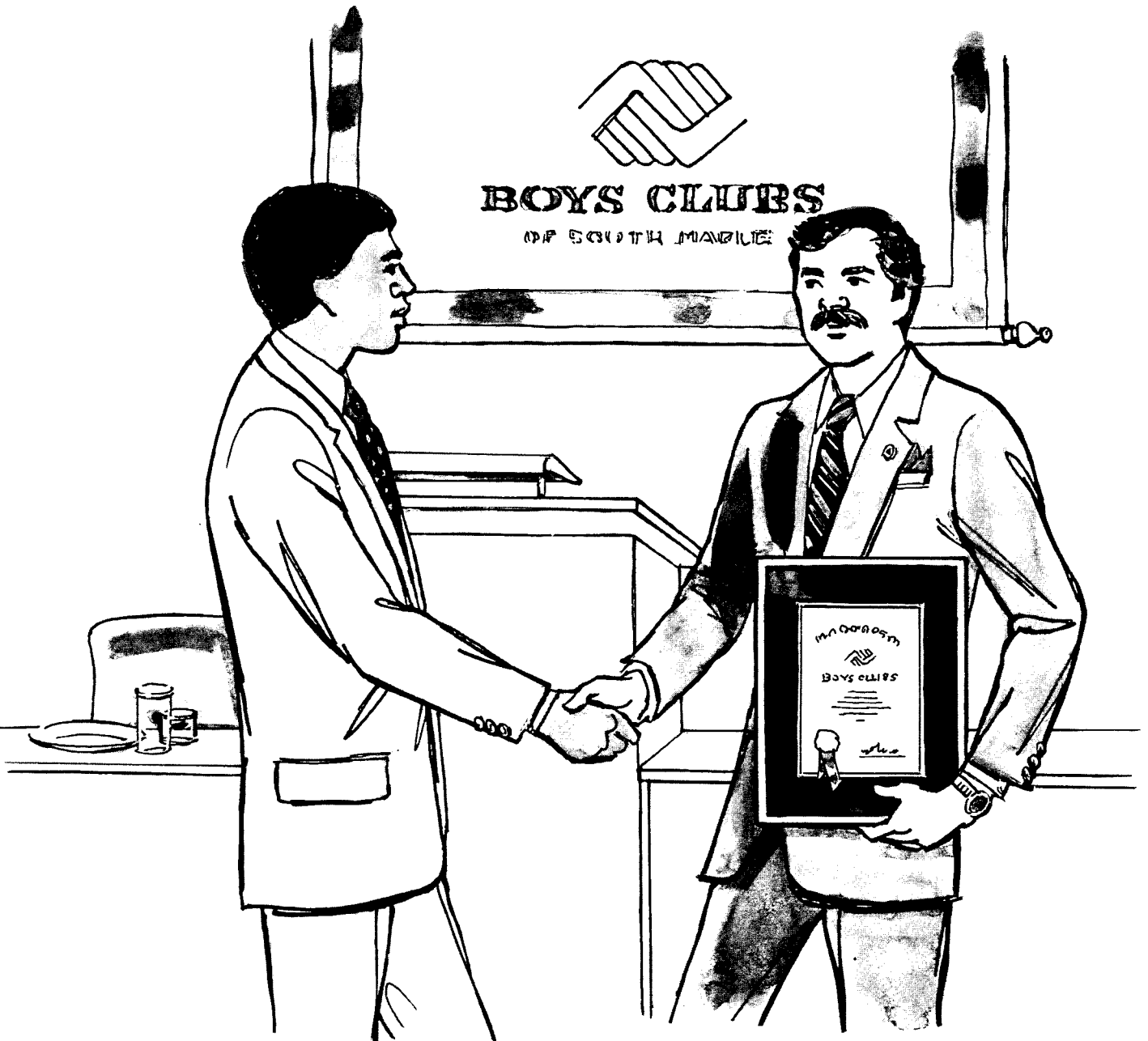
Someone within the Boys Club should have responsibility for nurturing each relationship the Club has established. It is important to let the organization know how the young people they referred to the Club are doing in the program. The referring agency will also want to know if there are problems that can be worked out together.

If the Club hasn't heard from an organization from which it expected to receive referrals, re-contact the organization and make it known that the Club still wishes to work with the group. Find out if there are difficulties in making referrals to the Club. Sometimes a minor problem stands in the way of making the linkage work. Continually communicating and nurturing the relationship between the Club and the agency makes the linkage successful over time.

Clubs should be sure to recognize the help and assistance they receive from other organizations. Recognition will help to build and solidify the relationship. Recognition can be given at Board meetings, at recognition lunches, through press releases and in newsletters. Take every opportunity to thank and recognize other community agencies for contributing to the success of the Boys Club program.



BOYS CLUBS
OF SOUTH AMERICA



REVIEW CHECKLIST

- Give updates to agencies that refer youth.
- Re-contact referrals that have not been active.
- Recognize the contributions of the other agencies.

2 How to Network with the Juvenile Justice System

Juvenile Court systems across the country have a tremendous need for viable community alternatives to the court. Research and experience testifies that being arrested and referred to court often leads to further criminal involvement. Because of this, many Juvenile Courts have established diversion programs to refer first-time offenders to organizations that can provide help and support. Unfortunately, in many communities there is a dearth of suitable organizations for the courts to engage. Presently, only about 25% of the youths who have police contact ever appear in Juvenile Court. There is a growing concern that not

enough is being done for the 75% not seen by the court. Boys Clubs have an opportunity and an obligation to reach out to these youths.

The Boys Club, with a committed staff and a good core program, can offer an alternative to the Juvenile Justice System at very little additional cost to the Club. Networking with the Juvenile Justice System gives the Club a positive community image, which translates into support for the Club and access to young people who may never have become Boys Club members.



Understanding the Juvenile Justice System

It takes time to understand the complexity of the Juvenile Justice System and to develop a clear, concise plan of interaction with it. The Juvenile Justice system is a collection of organizations whose functions are interrelated. This often makes it difficult to establish a linkage. The Juvenile Justice System is made up of the police, the juvenile court, the probation department, the Department of Social Services and various institutions and community agencies that provide services to the court. It also includes those who go through the "system." The organization of the Juvenile Justice system and the relationship of its various components varies (often dramatically) between states and even between communities in the same state. Club staff must take time to understand how the system functions in their community. This includes understanding the responsibilities of the various components, understanding the existing relationships and identifying the key people in the system.

It is critical to identify and develop a positive relationship with the people who run the organizations that make up the Juvenile Justice System in the community. The Club will need to utilize staff, Board members and colleagues in other organizations to identify and contact key people needed to make the linkage work.

While it is important to develop relationships with all the components of the "system," it is equally important to develop and nurture relationships at various levels within each component. For example, the Court will first need the approval of the police chief before it seeks cooperation from the juvenile officers who will actually refer youth. In large systems, the administrative judge must give approval before contacting the Juvenile Court judge who will refer youth to the Club. The Director of Probation must be contacted before speaking to the probation officers that handle juvenile offenders. Similarly, the staff of the Juvenile Court, the Public Defenders Association and the District Attorney should be contacted. Establishing all these relationships takes time, but the Club will benefit from these efforts.

Clubs can form the linkage by making presentations to the staff in each of these depart-

ments, or Clubs can invite everyone to the Club for one presentation. The presentation can be made as part of a lunch meeting or morning coffee break. This allows the Club to contact everyone at once and promotes the feeling of everyone working together. It also eliminates concerns about cooperation between various groups. In addition, having people visit the Club gives Club staff an opportunity to showcase their program and build enthusiasm for the project. On page 42, worksheet #3 can be used to identify the people in the Juvenile Justice System that the Club would like to contact.

Special Considerations for Networking with the Juvenile Justice System

Clubs should use the same approach discussed previously to prepare for and establish linkages with the Justice system. There are, however, some special considerations that apply to this linkage. For example:

1. Stress that the youths will be involved in a manner that does not label them.
2. Sell the Boys Club Program. The benefits to youth who become Club members are unique. The Club does not need to promise services or results it cannot deliver.
3. Make clear to the Court the process that will be used for making referrals to the Club.
4. Because the Court will want information about the youths' progress, plan to explain your tracking system.
5. The Club has the right to expect the court to provide the Club with pertinent information about the youths.

Restitution Programs

One of the most profound changes in juvenile justice during the past decade had been the increased use of restitution as a disposition for juvenile offenders. Restitution is the compensation of a crime victim by the offender. Monetary and community service are the most common types of restitution. In monetary restitution, the offender repays the victim for the loss attributable to the crime. In community service restitution, the offender makes restitution to a symbolic victim by working for a public or non-profit service organization.

Boys Clubs have been involved in both types of restitution programs. Clubs have served as a work site for restitution programs. In these programs, youth work at the Club and earn money to repay the victim. Many Clubs are providing youths with the opportunity to comply with a community service requirement by volunteering at the Club.

The Club's goal in these programs is to give youths the opportunity to make restitution and involve them as Club members. The most successful Clubs require the youths to become Club members. The youths then satisfy their restitution requirement by volunteering at the Club like other members. The youths are encouraged to become involved in all aspects of the Club program.

In conclusion, careful preparation and nurturing a variety of relationships within the Juvenile Justice System assures success in developing this linkage. This linkage pays dividends to the Club by increasing services to youth and increasing visibility in the community. Many Clubs have found that developing this linkage also opened doors to new funding sources.

How to Utilize the Network 3 for Youth Advocacy

An important benefit of networking is enhancing the Club's ability to advocate for an individual youth and improved conditions for youth in general. Youths generally carry little influence unless backed by adults. Many youths in our Clubs have little say about the school curriculum in which they are placed. Youths in need of special services often have a difficult time gaining access to these services because they do not command attention like adults. Youths involved in the Juvenile Justice System, similarly, often are confused and intimidated by the system, unaware of their rights and unsure about whom to trust.

Clubs involved in the *TARGETED OUTREACH* Project often saw a different side of the youth than the school or the Court. One Club reported that the local high school principal contacted the Club in disbelief when one of his most troublesome students was named Youth of the Month by the Club. After talking to Club staff about how much the young person had achieved at the Club, the principal and others at the school re-evaluated their opinion of the student and showed more interest in him at school.

Similarly, Clubs often provide the police or Juvenile Court Judges with a different picture of a young person. Because of the relaxed atmosphere at the Club and the emphasis on participation, Boys Club staff often see a different side of a youth. It is their responsibility to share this perception.

It is much easier and it usually is more successful to advocate for a young person when the Club already has a positive relationship with the other organizations. When youths are in need of special services, waiting periods, lengthy intake periods, and even fees often are waived when Club staff intervene on behalf of the youths. When a member is in need of extra help at school, Club staff with a positive relationship with the school staff can often make sure it is provided.

Boys Clubs have a responsibility to take

leadership roles in their community in advocating for improved services and opportunities for youth. Their leadership in mobilizing other organizations and their ability to identify common problems is greatly enhanced through the relationships they establish with others in their community. When Boys Clubs are involved at the start, it often means having the first opportunity to apply for new funds.

Advocacy for an individual youth and improved conditions for all youth is an important function of the Boys Club staff. Club staff with a well-developed network, rich in personal contacts, are able to carry out this role more effectively.

4 How to Use the Targeted Outreach Case Management System

When Clubs begin networking, a Case Management System will provide Club staff with a mechanism to give accurate feedback to the referring agency. Case Management is the documentation of what the organization is accomplishing with referred youth. It is the recording and maintenance of simple, accurate, informative and non-stigmatizing records. Records should be objective descriptions of the youth's progress and achievements. The record should convey a clear picture of what happened to that youth at the Boys Club without injecting personal opinions. The confidentiality of these records must be emphasized to all staff. The benefits to the Club include improved accountability, enhanced staff evaluation, accurate problem identification and the ability to monitor the progress of members.

Accountability

Boys Clubs, along with all human service organizations, are being asked to provide documentation to prove that their programs and services make a significant difference. Clubs must keep records to demonstrate unequivocally that they do prevent delinquency and promote the positive development of young people. Clubs can maintain existing financial support and effectively market their programs to new funding sources.

Information about the effectiveness of programs obtained from the Case Management System can greatly enhance the Club's credibility with other human service organizations. This can be beneficial to Clubs in establishing linkages. Organizations will be more likely to refer young people to Clubs if they know they will receive accurate reports of the youths' progress. Clubs will also be able to make better referrals because the initial problem will be more clearly identified.

Staff Evaluation

The information collected in the Case Management System can provide objective data for staff evaluations. The information can be used to clearly identify what is being accomplished. Objectives for future staff evaluations can be assessed accurately. This clearly benefits the staff and administration. Staff can be assured that their accomplishments will be recognized. This will build increased interest and enthusiasm for this aspect of their work.

Problem Identification

The data collected for the Case Management System can be used to identify problems. If a number of young people are having problems in school, Club staff can develop programs to respond to this. Often Club professionals have a good sense about the areas that need additional programs. However, seeing problems clearly identified in writing often hastens the development of these programs.

Monitoring Progress of Individuals

The Case Management System provides Clubs with an effective mechanism for tracking a youth's participation and progress over time. The information can be valuable in setting goals for the youth and for identifying areas in which the youth may need extra support. This information can provide staff with accurate, objective data when the youth needs a recommendation for a job, is being considered for an award or is in legal difficulty. Club staff are often able to provide information to police and courts that helps the court reach a decision that benefits the youth. This information will be given greater weight if it is backed up with documentation.

Pages 43 to 46 contain three forms that make up the Case Management System utilized by Clubs in the *TARGETED OUTREACH* Project. The system was designed to provide accurate information to Club staff without being difficult to implement and maintain. While the system requires some extra work, especially at the onset, accountability and better service to youth more than outweigh the effort required.

Intake Form

(Sample # 8, page 43)

This form is designed to supplement normal Club intake. It provides documentation of the youth's status, identifies the referral source and provides space to develop a plan of how the youth will be involved in Club activities (service goals and service objectives). The intake form also should state the nature and date of any reports or feedback required by the referring agency.

Case Management Quarterly Tracking Form

(Sample # 9, pages 44 and 45)

The tracking form should be completed every three months. It is designed to be a periodic compilation of the youth's involvement in the Club. The second part of this form provides staff with a place to keep track of any extraordinary events or achievements. Staff at many Clubs have found it helpful to keep track of these events when they occur.

Case Management Summary Form

(Sample # 10, page 46)

The Summary Form provides the Club with a format for summarizing the data for their entire Club. Information from the Intake and Tracking Forms is used to complete this form.

The information on this form can be utilized for reports to the Board of Directors, United Way and in proposals to potential funding sources.

5 How to Build Membership Through Community Outreach

The age group targeted by the *TARGETED OUTREACH* Project is 12-18. Many Clubs involved in the project needed to recruit new members in this age group. These Clubs developed new programs and recruited teenage members. The efforts of these Clubs to build their teen membership through community outreach are summarized in this section.

As with networking, the first step in outreach is to honestly and thoroughly look at the Club's program. Club programs are the big attraction for young people who seek membership; they

keep members coming back. If the programs are innovative, exciting, current and fun, Club membership will grow. If the program is not what youth are interested in, the best outreach plan has little chance of succeeding.

If your Club has not yet completed the Program Assessment Chart and addressed the questions following the chart, go back to Step 1 and do so now. After the Program Assessment has been reviewed, respond to the question: Why should young people seek membership in the Boys Club?



Address this question for each age group at the Club (both boys and girls). Use the answers

to this question to help plan the Club's outreach campaign.

Boys ages 6-10?

Girls ages 6-10?

Boys ages 11-14?

Girls ages 11-14?

Boys ages 15-18?

Girls ages 15-18?

Club staff must have a thorough understanding of the neighborhood and its effects on young people prior to beginning the Club's outreach efforts. This can be obtained through demographic statistics, conversations with people who live in the neighborhood (especially young people) and observation. Walking or driving through the neighborhood and noticing where young people are and what they are doing, tells one a great deal about the community and the needs of its youth.

The neighborhoods in which many of our Clubs are located are often characterized by families living in poverty, high unemployment and a high incidence of drug usage. Schools and other institutions in these communities frequently do not succeed in providing young

people access to legitimate roles in society. Many youth are labeled failures by these institutions. This stigmatizes young people and reduces their willingness to identify with any institution in the community. When a young person considers joining the Boys Club, his or her experiences with other institutions in the neighborhood may heavily influence the decision to join. Club staff must have an understanding of this.

Use the questions on the next page as a guide to increased understanding of the community. If the Club does not have up-to-date demographic data about the community, obtain it from the local community, city or town government.

What is the total population of young people living in the community? What percent of them are Club members?

What is the poverty level in the community?

What is the rate of unemployment for teenagers? For adults?

What is the dropout rate for the schools? How many youth go on to college?

What activities are there for youth in the community?

Where do the kids hang out? What are they doing?

What are other youth serving agencies doing for youth?

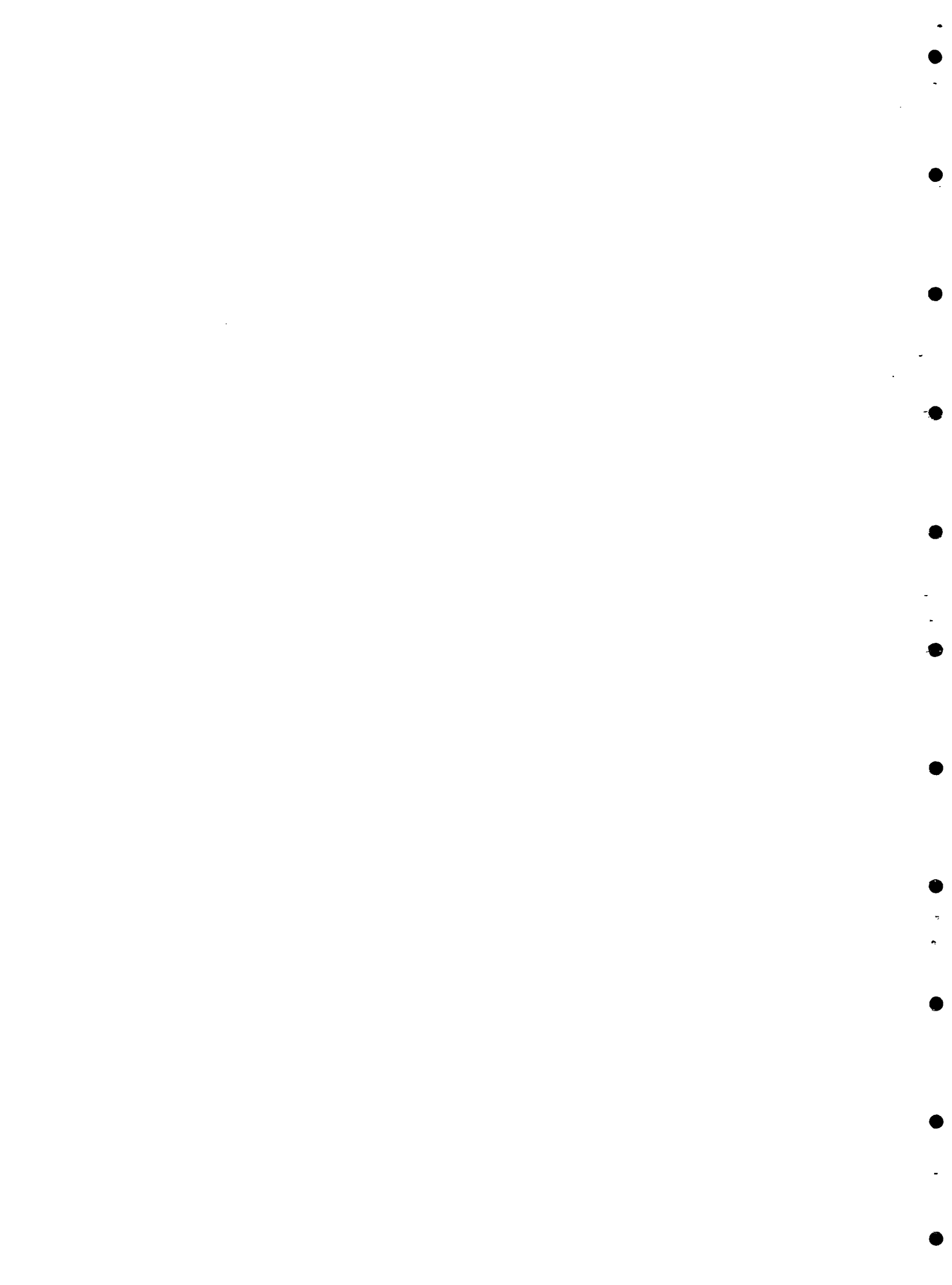
How do youth view the Club?

Staff members who are assigned to do outreach work must have an exceptionally strong commitment to working with young people. They must feel comfortable meeting youth on their own territory and be able to quickly develop a

trusting relationship with them. Staff must have excellent communication skills (especially a willingness to listen), a knowledge of the community and a full awareness and understanding of the programs offered by the Club.

There is no magic formula for a successful outreach effort. What will work for your Club will depend on the community. Below is a list of some of the methods employed by Clubs in the *TARGETED OUTREACH* Project.

1. Have members recruit other members. Have a contest and give prizes to the member who signs up the most new members.
2. Examine membership rosters from past years and contact all those who do not have a current membership.
3. Have staff approach youth on the street and invite them to the Club.
4. Hand out brochures in schools, churches, community buildings or anywhere kids might see them.
5. Speak at a school assembly or to classes at school about the programs at the Boys Club.
6. Invite teachers to bring their classes to the Club for a visit.
7. Sponsor a big, visible event such as a dance, concert or contest that will attract attention to the Club.
8. Contact existing youth groups and invite them to meet at the Club.
9. Provide local papers with announcements of Club programs. Send press releases reporting on programs at the Club (athletic events, dances, trips, community service projects, Keystone Club, etc.)
10. Have a poster contest promoting Boys Club membership and hang posters in places where teenagers gather.
11. Most importantly, have great programs and involve youth whenever possible in planning and implementing them.



Acknowledgements

This workbook was made possible by the efforts of the Clubs that participated in the *TARGETED OUTREACH* Project. These Clubs dedicated considerable time, energy and creativity to reaching out to at-risk youth and providing programs that helped these youth gain the self-esteem necessary to change their lives.

We thank and salute the following Clubs:

Northeast Region

Connecticut

Boys & Girls Club of Bridgeport
Boys Club of New Britain
Greenwich Boys Club
Stamford Boys Club
Community Center Boys Club of Shelton-Derby
The Boys Club of Waterbury

New Jersey

Boys Club of Jersey City
Boys & Girls Club of Newark
 Broadway Unit
 Central Ward Unit
 David L. Warner Unit
 West Side Unit
Boys Club of Paterson
Boys & Girls Club of Delaware Valley

New York

Albany Boys Club
 Delaware Avenue Unit
 Livingston Avenue Unit
 Corning Community Center
Boys & Girls Clubs of Erie County, Inc.
Boys Clubs of Buffalo
 Babcock Boys Club
 Bailey-Doat Boys Club
 Butler-Mitchell Boys Club
 John F. Beecher Boys Club
 Masten Boys Club
Depew-Lancaster Boys Club
 Depew Boys Club
 Lancaster Boys Club
Boys & Girls Club of Orchard Park
Town Boys Club
 Schaffer Village Youth Center
Flushing Boys Club
Kips Bay Boys Club, Inc.
Rensselaer Boys Club

Boys Club of Mt. Vernon

- Unit I — North Side
 - Unit II — South Side
- Schenectady Boys Club
 Craig Street Boys Club
 Mont Pleasant Boys Club
 Rotterdam Boys Club
 Union Street Youth Center

Massachusetts

Cambridge Boys & Girls Club
Colonel Daniel Marr Boys & Girls Club of
Dorchester, Inc.
Somerville Boys & Girls Club

Southeast Region

Florida

Boys Clubs of Greater Jacksonville
 Beaches Area Boys Club
 Eartha M. White Memorial Boys Club
 Kooker Park Boys Club
 Laurence F. Lee Memorial Boys Club
 Woodland Acres Boys Club

Georgia

Boys Club of Metro Atlanta
 Brookhaven Boys Club
 Jesse Draper Boys Club
 Samuel L. Jones Boys Club
 Warren Memorial Boys Club
 Joseph B. Whitehead Memorial Boys Club
The Salvation Army Metro Atlanta Boys Club
 Bellwood Boys Club
 Fulton Boys Club

Midwest Region

Indiana

Boys Club of Bloomington
Boys Clubs of Northwest Indiana
 Cedar Lake Boys Club
 East Chicago-Katherine House Boys Club
 Hammond Boys Club
 John Will Anderson Boys Club
Boys Club Association of Indianapolis
 Atkins Boys Club
 Gorman English Avenue Boys Club
 Wheeler Boys Club
Boys Club of Montgomery County

Southwest Region

Colorado

Boys Club Association of Colorado Springs

Central Unit

El Pomar Unit

Boys Clubs of Denver

Arthur E. Johnson Boys Club

J. Churchill Owen Unit

Lincoln Park Unit

Aurora Boys Club

Boys Club of Greeley

Boys Club of Pueblo

Texas

Boys Club of Dallas

East Dallas Boys Club

Mesquite Boys Club

Oak Cliff Boys Club

Turnkey Boys Club

West Dallas Boys Club

Panther Boys Club

Waco Boys Club

J. Weldon Youngblood Boys Club

Gonzalez Boys Club

Brownfield Boys Club

Pacific Region

California

Alameda Boys Club

Boys & Girls Club of Camarillo

Boys Club of Fresno

East Fresno Boys Club

Optimist Pinedale Boys Club

West Fresno

Challengers Boys Club

Oakland Boys Club

Wallace W. Knox Boys Club

Leonard J. Meltzer Branch

Ossian E. Carr Branch

Boys Club of Oxnard

Pittsburg Boys Club

Boys Club of Port Hueneme

Boys Club of Richmond

Boys Clubs of San Diego

Clairemont Unit

Encanto Unit

Linda Vista Unit

William J. Oakes Unit

San Francisco Boys Club

Ernest Ingold Unit

Mission Branch

Portola Branch

Boys City Boys Club of Santa Clara County

Eastside Branch

Jackson Street Branch

Boys & Girls Club of Simi Valley

South San Francisco Boys Clubs

South San Francisco Boys Club

Pacifica Boys Club

Boys & Girls Club of Ventura

Washington

Boys & Girls Clubs of King County

Ballard Boys & Girls Club

Burien Boys & Girls Club

Central Seattle Boys & Girls Club

Federal Way Boys & Girls Club

Greater Kirkland-Redmond Boys & Girls Club

Greenwood Boys & Girls Club

Mercer Island Boys & Girls Club

Ranier Vista Boys & Girls Club

Sea-Tac Des Moines Midway Boys & Girls Club

Wallingford Boys & Girls Club

For more information about Networking or
Delinquency Intervention programs contact:

TARGETED OUTREACH

National Program Development Services

Boys Clubs of America

771 First Avenue

New York, NY 10017

TARGETED OUTREACH Project staff

Pamela Shaver — Director (OJJDP)

Edward Mishrell — Director

(Cummings Foundation)

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TARGETED OUTREACH Project.

WORKSHEETS AND SAMPLES

PROGRAM ASSESSMENT CHART

SEX ___ AGE ___

	CORE PROGRAM	PERSONAL ADJUSTMENT	CITIZENSHIP & LEADERSHIP	CULTURAL ENRICHMENT	HEALTH & PHYSICAL EDUCATION	SOCIAL RECREATION	OUTDOOR & ENVIRONMENTAL EDUCATION
SMALL GROUP							
INDIVIDUAL							
DROP-IN							

Worksheet #1

CORE PROGRAM AREAS

1. Personal Adjustment Services help youngsters plan and set goals to prepare for adult life, help resolve crises in the physical, social and emotional life of individuals and offer opportunities to develop basic skills for education and work. Examples of these services are:
 - Counseling
 - Membership orientation
 - Scholarships
 - Tutoring
 - Referrals
 - Vocational-educational guidance
 - Consultation with members
 - Youth employment and work training
 - Parent education

2. Citizenship and Leadership Development Services involve youngsters in the leadership process, provide youth with opportunities for planning and decision-making and help young people become aware of their heritage and learn civic responsibility. These services encompass:
 - Group Clubs
 - Special interest groups
 - Keystone Clubs
 - Community services
 - Torch Clubs
 - Junior leaders

3. Cultural Enrichment Services help broaden the horizons of youngsters, encourage intergroup understanding, provide exposure to and develop skills in the visual and performing arts and prevocational activities. Examples of these services are:
 - Music
 - Trips and tours
 - Fine arts (arts and crafts)
 - Journalism
 - Classes (photography, woodworking, etc.)
 - Library activities

4. Health and Physical Education Services aid in the development and maintenance of health and physical fitness through physical skills development and health services. These services include:
 - Physical exams and health services
 - Gymnastics
 - Health education
 - Aquatics
 - Games of low organization
 - Individual sports
 - Team sports
 - Corrective exercises

5. Social Recreation Services teach youngsters skills of living, good use of leisure time, how to get along with peers, have fun and make new friends. These services include:
 - Game rooms
 - Lounges
 - Coed activity
 - Special events
 - Hobby groups
 - Outings

6. Outdoor and Environmental Education Services develop an awareness, appreciation and knowledge of the natural environment. Activities include:
 - Camping
 - Wilderness and high risk challenge
 - Trips
 - Conservation (energy, lakes, rivers, seashore, forests)
 - Community beautification

PROGRAM ASSESSMENT CHART QUESTIONNAIRE

What did the Program Assessment Chart suggest?

Are you surprised by how much is provided?

Did some program areas receive more attention than others? Is this consistent with the goals and program objectives of the organization?

Is the number of programs provided to each age group consistent with the program objectives of the organization?

Does the Club provide diverse programs for older teenagers?

If girls and boys are served, does the program provide adequate opportunities for each to participate?

Is there a duplication of Club programs?

Is the Club providing a diverse program?

Do the programs reflect the needs and interests of the youths in the community?

Does the program duplicate services provided by other organizations in the community?

Are there areas where the Club needs to develop new programs to become more effective in work with youth? What are they? What needs to be done?

Based on the Program Assessment Chart and your knowledge of Boys Clubs, list the reasons other organizations would choose to refer youths to the Club.

 Club Name

LEADERSHIP DEVELOPMENT PROGRAM

Many people ask: "*What makes kids go wrong?*" They ask why youngsters become delinquent or why they "hang out" in groups or gangs. One answer is that gangs fulfill very basic needs that all young people have.

All youth need a sense of belonging, self-esteem, pride, group unity and a measure for their values. Gangs meet those needs. In a gang, youngsters feel wanted, responsible and respected by their peers. People say "*Why, those are very positive values!*" Exactly.

The "Club" believes that delinquent behavior is often a cry for help, reflecting a need to feel worthy of love, attention and acceptance. Our research and experience has taught us that by fulfilling those needs, we turn tough people around in a positive way.

Our strategy focuses on positive youth development, through which we help build self-esteem by improving the individual's:

- Sense of competence**
The feeling that he or she can do well;
- Sense of usefulness**
The opportunity to do something of value for other people;
- Sense of belonging**
The youngster knows he or she has a "place" and fits in;
- Sense of influence**
A chance to be heard and to influence decisions about his or her own life.

The objective of the program at the Club is to recruit and work with "at-risk" teenagers by establishing strong linkages with the schools, juvenile justice system and other community agencies. The Club provides community agencies with another referral option.

Each young person in our Leadership Development Program will be supported by a Boys Club Program specialist who has been trained in working with troubled young people.

For more information, contact:

Name _____

Address _____

Tel. Number _____

Club Name

LEADERSHIP DEVELOPMENT PROGRAM

Referral Sheet

Name _____ Date of referral _____

Grade in school _____ Age _____

School status (*check one*):

- enrolled
- truant
- dropped out
- suspended

Referred by _____ Title _____

School name _____ Telephone _____

At-Risk Status at time of referral: (*Check all that apply*)

- 2 or more behavioral contacts with school authorities
- repeated truancy
- failure in 2 or more subjects
- runaway
- abused/neglected
- substance abuse
- parent is substance abuser
- other (*specify*) _____

COMMENTS: _____

Send this form to:

(Name)

(Address)

or

Telephone the Club at _____ to arrange a visit. We welcome the opportunity to discuss our leadership development program with you.

BOYS CLUB REFERRAL PROCEDURE FOR TARGETED OUTREACH PROGRAM

1) Referral agency should complete a linkage post card and call the Boys Club. Contact persons are:

Name _____ Telephone _____

Name _____ Telephone _____

2) Contact person should schedule a meeting with referral source and gather related data from referring site.

3) Contact person should meet with youth at referring site.

4) Contact person should inform and excite the youth about:

- Transportation to and from the Club.
- Hours the Club is open.
- Exciting Club programs.
- Membership application.

5) When the youth arrives at the Club, he/she should be instructed to meet with the membership clerk.

6) The youth should be oriented to the Club and given a buddy.

7) If the youth becomes an inactive member, the contact person should:

- Send him a post card.
- Tell the membership clerk to contact the referral.
- Revisit the youth and the referral agency.

8) Monthly Targeted Outreach Program list is to be completed and submitted by the 5th of the month.

9) If the youth does not show up, the contact person will:

- Schedule a follow-up meeting with parents and the referral agency.
- Send a letter to parents.
- Decide to keep the youth's file active or terminate.
- Revisit at a later date.

Club Name

Targeted Outreach Referral Card

Referral Name: _____ Phone # _____

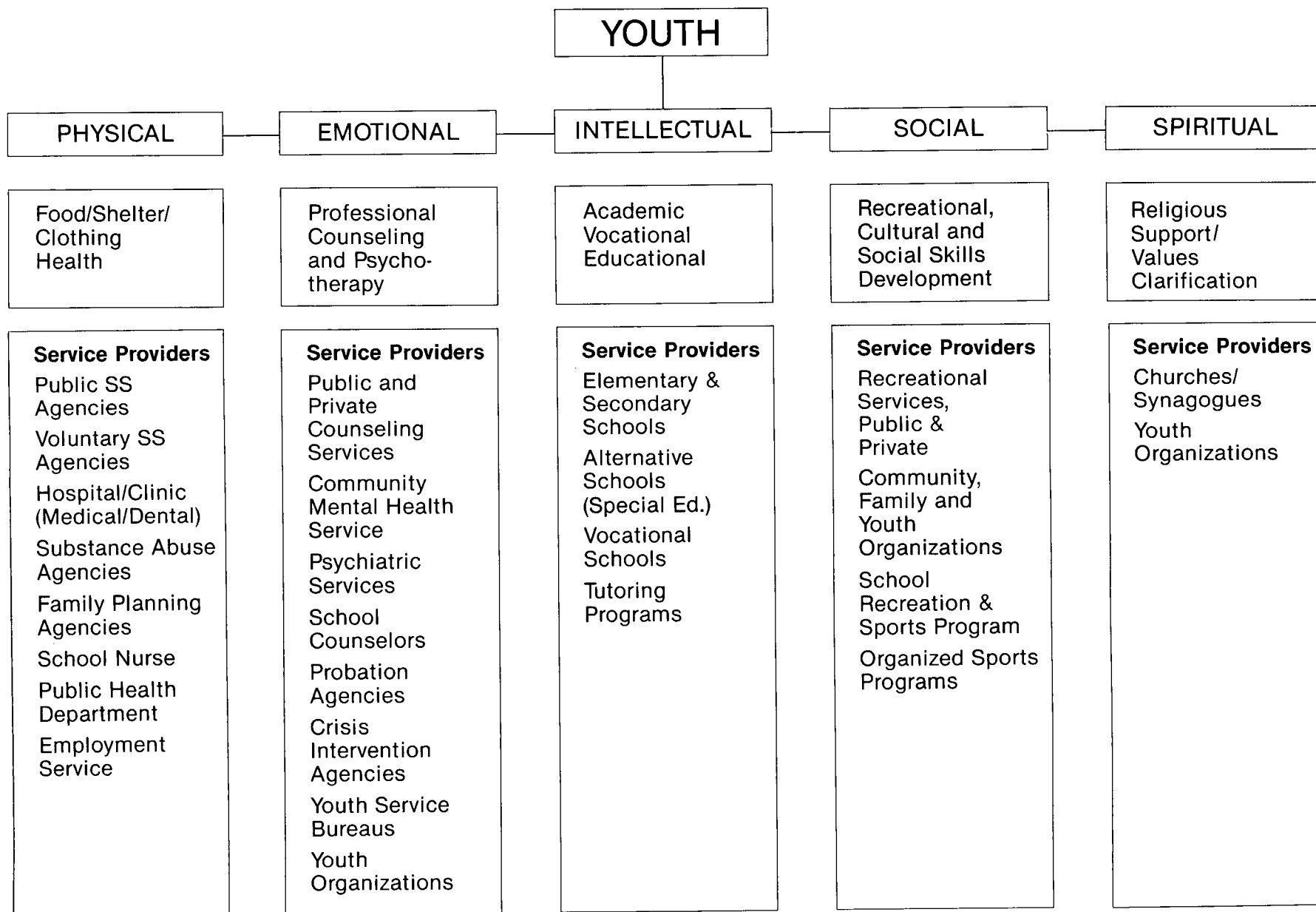
Address: _____

Parent(s) Name: _____ Work # _____

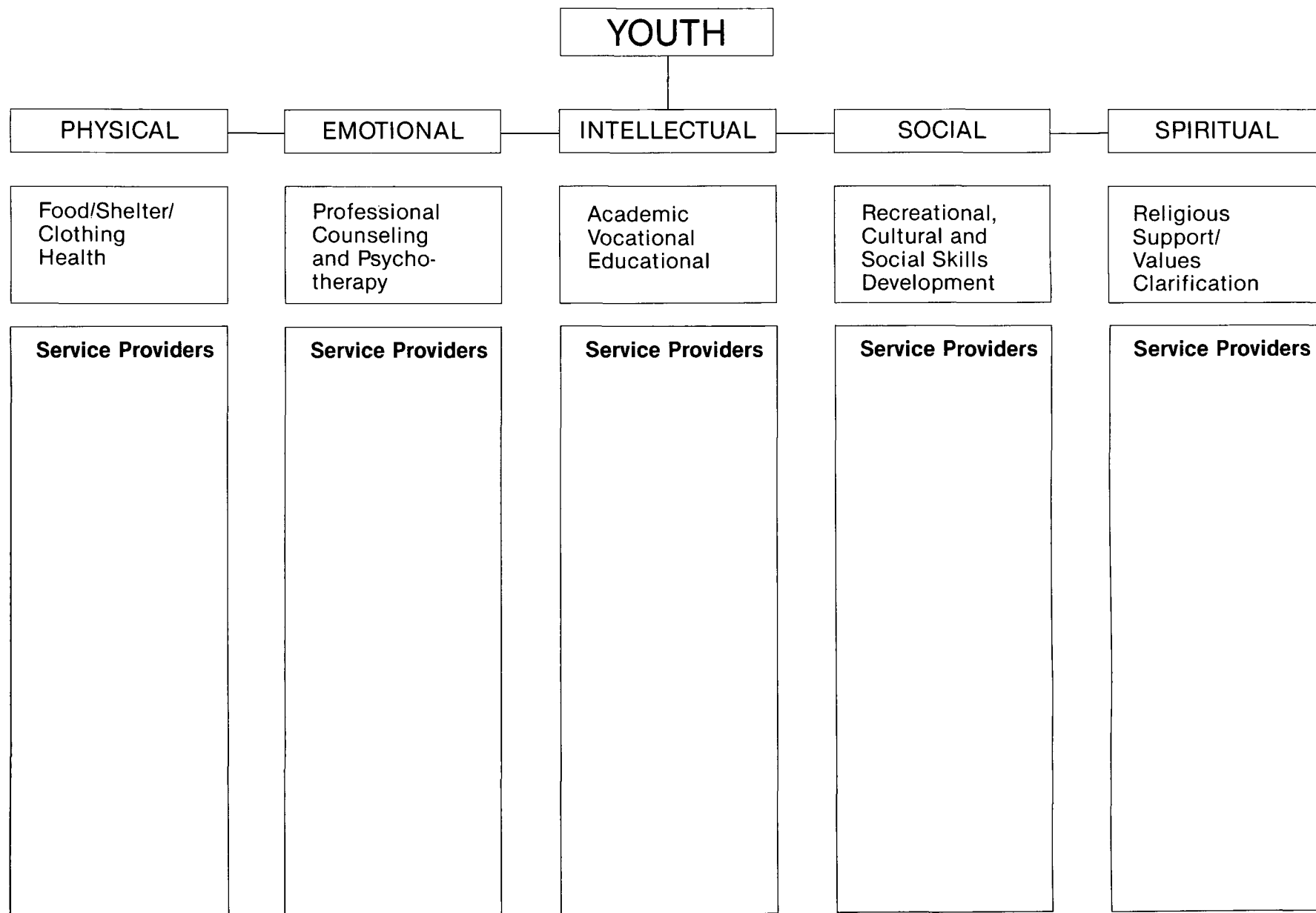
Referral Agency: _____ Phone # _____

Contact Person: _____

IDENTIFICATION OF SERVICE NEEDS



IDENTIFICATION OF SERVICE NEEDS



AGENCY DATA SHEET

Agency _____

Address _____

Phone Number _____

Director _____

Key Contact _____

Board Contact _____

Agency Services _____

Plan for Developing Linkage _____

Boys Club's Staff Person Assigned _____

SAMPLE LETTER OF AGREEMENT

Dear _____

This letter is to confirm the agreement between the Boys and Girls Club and (agency name) to form a collaborative linkage to better serve the youth in our community. As discussed at our recent meeting, we have agreed on the following points:

1. The (agency name) will refer youths who may benefit from the opportunities provided by the Club to the Boys and Girls Club.
2. The (agency name) will provide Club staff with information about referred youths including names, addresses, phone numbers, ages and any information pertinent to the youths.
3. The (agency name) will provide support to Club staff in planning the youths' involvement in the Club.
4. The Club will provide the (agency name) with timely updates concerning the youths' involvement and progress at the Club.
5. The Boys and Girls Club will refer members in need of (service) to the (agency name) .

I am excited about how our organizations can better serve the youth population of this community by working together. We at the Boys and Girls Club look forward to a long and mutually beneficial relationship with (agency name) .

Sincerely,
Executive Director

Club Name

Date

TARGETED OUTREACH LINKAGE FORM

1. _____
Name of Agency

Address

Phone Number

2. _____
Contact Person

Title

3. Primary Function of Agency:

- Education
- Counseling
- Juvenile Justice
- Other: _____

4. _____
Geographic Area Served

5. Hours Open:

Regular: _____

Holidays: _____

Weekends: _____

Emergencies: _____

(Attach Agency Brochure if available)

6. Fees

- Sliding Scale
- Free
- Other: _____

7. Language Skills:

- English Only
- Bilingual _____
- Other _____

8. Intake Method:

- Phone
- Courts
- School
- Letter
- Walk-in
- Other: _____

9. Other than referrals, what services could agency render?

- Training
- Technical assistance
- Physical
(i.e., equipment, building)

10. Waiting Period: _____

11. Admission requirements for referral:

12. List Boys Club Staff or Board members who have contact with agency and the nature of their conduct:

13. Describe procedures agency utilizes when making/receiving a referral:

14. Describe activities necessary to keep networking with agency an on-going process:

JUVENILE JUSTICE SYSTEM WORKSHEET

	Name	Contact Person	Phone #
1. Juvenile Court			
Administrative Judge	_____	_____	_____
Administrative Judges	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
2. Police Department			
Police Chief	_____	_____	_____
Probation Officers	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
3. Probation Department			
Director	_____	_____	_____
Probation Officers	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
4. District Attorney Office			
Juvenile Prosecutors	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
5. Public Defenders Office			
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
6. Juvenile Court Staff			
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
7. Department of Social Services			
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

M____ or F____

Membership # _____

TARGETED OUTREACH CASE MANAGEMENT INTAKE FORM

Member's Name _____

Date _____

Date of Membership: _____

Date of Birth: _____

School Status: Grade: _____

Referred from:

Enrolled

Suspended

Juvenile Justice System

Truant

Graduated

School

Dropped Out

Other: _____

Involvement with juvenile authorities at time of referral:

One

Misdemeanor

Felony

"At-Risk" Status:

2 or more behavioral contacts with school authorities

frequently truant

failing in 2 or more subjects

run-away

abused and/or neglected child

parent is substance abuser

member is substance abuser

other (specify):

List service goal:

List service objectives:

Reporting period ___ to ___

Membership # _____

TARGETED OUTREACH CASE MANAGEMENT TRACKING FORM

1. Membership status:

_____ Active

_____ Terminated _____ Reason _____
(date)

_____ Other (*explain*) _____

2. New Juvenile Justice Involvement:

_____ no

_____ yes (*explain*)

3. School Status:

_____ no change

_____ postive change (*explain*)

_____ new problems (*explain*)

4. Number of programs Participating in by Core Areas:

Personal Adjustment _____

Cultural Enrichment _____

Citizenship & Leadership _____

Social Recreation _____

Health & Physical Ed. _____

Outdoor and Env. Ed. _____

5. Attendance: Month	1	2	3	QRT.
75 - 100%	_____	_____	_____	_____
50 - 74%	_____	_____	_____	_____
25 - 49%	_____	_____	_____	_____
0 - 24%	_____	_____	_____	_____

6. Club disciplinary problem: _____no _____yes (*explain*)

7. Accomplishments:

_____ Certificate or Award in Club

_____ Acclaim Outside Club

_____ Other

8. Referrals made to (*explain*): _____

9. Progress toward service objectives (*explain*): _____yes _____no

Notes

DATE

COMMENTS



Boys Clubs: _____ Reporting Period: ____To ____

Submitted By _____

CASE MANAGEMENT SUMMARY FORM

1. Total # of Targeted Outreach Youth:
- _____ Last Quarters Total
 _____ New Intakes
 _____ Termination
 _____ Quarterly Total
2. Total # of Agency Linkages: _____ #
3. Referral Source:
- _____ School
 _____ Juvenile Justice System
 _____ Outreach
 _____ Other
4. Age: _____ 12 - 14 _____ 15 - 18
5. Sex: _____ Male _____ Female
6. Ethnicity:
- _____ Caucasian _____ Asian
 _____ Black _____ American Indian
 _____ Hispanic _____ Other
7. At Risk Status:
- _____ 2 behavior contacts
 _____ truant
 _____ failing 2 subjects
 _____ runaways
 _____ abused or neglected
 _____ parent substance abuser
 _____ youth substance abuser
 _____ Juvenile Justice
8. Juvenile Justice Involvement:
- _____ Initial _____ New this quarter
9. School Status:
- _____ No Change
 _____ Positive Change
 _____ New School Problems
10. Core Area Programs youth are participating in:
- _____ Personal Adjustment
 _____ Citizenship & Leadership
 _____ Health & Physical Ed.
 _____ Cultural Enrichment
 _____ Social Recreation
 _____ Outdoor and Env. Ed.
11. Attendance:
- _____ 75 - 100%
 _____ 50 - 74%
 _____ 25 - 49%
 _____ 0 - 24%
12. Club Discipline Problem: _____ #
13. Accomplishments:
- _____ Certificates or Awards in Club
 _____ Acclaim Outside Club
 _____ Others
14. Referrals Made: _____ #

